

THE IMPACT OF FIRM-NONPROFIT PARTNERSHIPS ON CONSUMERS'
PRO-SOCIAL BEHAVIOR

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“We will not be measured by our aspirations. We will be measured by our actions.”

- **Lee Scott, Chief Executive Officer, Wal-Mart** (Gunther 2006: 43).

Resumo

A Responsabilidade Social Empresarial (RSE) tornou-se uma das principais prioridades das empresas em todo o mundo, “na tentativa de recolher os seus benefícios e atender às expectativas da sociedade” (Skarmeas & Leonidou, 2013: 1837). A presente tese focou-se num tipo particular de práticas de RSE – as parcerias entre empresas e organizações sem fins lucrativos – e visou perceber se estas parcerias têm um impacto nas atitudes, intenções e comportamentos pró-sociais dos consumidores em relação à causa em questão, e a outras causas, tanto relacionadas como não relacionadas com esta. Esta é uma questão relativamente sub-examinada, dado que tradicionalmente o foco foi dado às atitudes dos consumidores em relação à *empresa* em tais parcerias; contudo, uma compreensão mais completa do impacto das parcerias entre empresas e organizações sem fins lucrativos, exige que ambos os lados sejam examinados. Adicionalmente, estávamos interessados em medir a conscientização dos consumidores sobre estas parcerias, e em tentar explorar comportamentos reais, além das intenções declaradas.

Foi usada uma abordagem quantitativa, através de um questionário online e de um estudo experimental (incluído no mesmo instrumento). Os resultados refletiram altos níveis de importância atribuídos à RSE e às parcerias entre empresas e organizações sem fins lucrativos, mas pouca consciência destas relações na prática. Contudo, verificou-se que a exposição a este tipo de parcerias afeta significativamente a vontade de contribuir para a causa, assim como para outras causas. No entanto, estas intenções não se traduziram em comportamentos, o que é consistente com a ideia de que existe uma lacuna entre intenção e comportamento. No geral, este estudo mostra uma imagem de grande complexidade no que diz respeito ao relacionamento dos consumidores com a RSE e as parcerias entre empresas e organizações sem fins lucrativos, e sugere caminhos importantes para novas pesquisas.

Palavras-chave: Responsabilidade social empresarial; Organizações sem fins lucrativos; Parcerias entre empresas e organizações sem fins lucrativos; Comportamento pró-social.

JEL Classification System:

M14 – Corporate Culture; Diversity; Social Responsibility

M30 – Marketing and Advertising: General

Abstract

Corporate Social Responsibility (CSR) has developed into one of the main priorities of businesses all over the world, “in an attempt to reap its benefits and meet the expectations of society” (Skarmeas & Leonidou, 2013: 1837). The present thesis focused on a particular type of CSR practices – the firm-nonprofit partnership – and aimed to understand if such partnerships have an impact on consumers’ attitudes, intentions and pro-social behaviors toward both the focus cause, and other related and unrelated causes. This is a relatively under-examined issue, given that the focus has traditionally been on consumers’ attitudes towards the *company* in such partnerships; however, a more complete understanding of the impact of firm-nonprofit partnerships requires that both sides be examined. Additionally, we were interested to measure consumers’ awareness of such partnerships, and in trying to tap into actual behaviors in addition to stated intentions.

A quantitative approach was used, through both an online questionnaire and an experimental study (included within the same instrument). The results reflected high levels of importance attributed to CSR and firm-nonprofit partnerships, but low awareness of such relationships in practice. Notwithstanding, exposure to such a partnership was found to significantly affect willingness to contribute to the cause as well as to other causes. These did not, however, translate into behaviors, consistent with the idea of an intention-behavior gap. Overall, the study paints a picture of great complexity in what pertains to consumers’ relationships with CSR and firm-nonprofit partnerships, and suggests important avenues for further research.

Key-words: Corporate Social Responsibility; Nonprofit Organizations; Firm-nonprofit partnerships; Pro-social behavior.

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List of abbreviations

CSR – Corporate Social Responsibility

NPO – Nonprofit Organizations

CSI – Corporate Social Irresponsibility

CSP – Corporate Social Performance

CFP – Corporate Financial Performance

CSV – Creating Shared Value

CS – Corporate Sustainability

CR – Corporate Responsibility

1. Introduction

Corporate Social Responsibility (CSR) “supposes that the corporation has not only economic and legal obligations but also certain responsibilities to society which extend beyond these obligations” (McGuire, 1963: 144).

It is a concept that has progressively gained more importance across the globe, especially as organizations became increasingly involved in CSR activities and as stakeholders (any person or group that is interested or concerned with an organization) started to demonstrate that they demand from contemporary businesses to “do more than make money and obey the law” (Carroll, 2015: 87). According to Carroll (2015: 94), “it has been clear that the public everywhere has expectations on business that extend beyond providing goods and services, providing jobs and benefits, and making profits – although these certainly rank highest”.

CSR has raised interest over time (Aguinis & Glavas, 2012), especially for reasons such as firms’ need to differentiate themselves from competitors and their use of CSR as a way to improve their image; firms’ growth, in terms of both size and influence, which leads to higher levels of responsibility being asked of them; or the great advances in communication and information, which can generate an immediate examination and judgement of company actions by the media and consumers alike (Ramasamy, Yeung & Au, 2010).

CSR practices are the “activities – voluntary by definition – demonstrating the inclusion of social and environmental concerns in business operations and in interactions with stakeholders” (Marrewijk, 2003: 102). For example: “educational and housing initiatives for the economically disadvantaged, environment friendly products or employee involvement” (Bhattacharya & Sen, 2004: 13).

There are already many studies (e.g. Marin, Ruiz & Rubio, 2009) about the effects of Corporate Social Responsibility on the consumer, such as the generally positive changes in consumer-company identification or purchase intentions resulting from CSR practices. These studies are mostly about the impact of CSR on consumers’ attitudes toward the company, however. There has been considerably less research on the possible impact of CSR initiatives on consumers’ personal lives, and their perceptions, attitudes and behaviors regarding the social or environmental issues addressed by company CSR activities (or other similar issues).

The possibility of such an effect is particularly interesting to consider in the context of partnerships between companies and nonprofit organizations (NPO). This is a specific form of CSR practice, defined as a “discretionary agreement between an NPO and a for-profit business to address social or environmental issues and to produce specific organizational benefits for both partners” (AL-Tabbaa, Leach & March: 658-659). These collaborations started to arise as businesses began exploring new strategies to engage with their communities that would lead to both greater corporate relevance and greater social impact (Austin, 2000). These partnerships are generally considered as a “value creation process that benefits society, business, and nonprofit organizations (NPOs)” (AL-Tabbaa *et al.*, 2013: 657). Given their importance, and the fact that they typically address specific social or environmental causes, this type of CSR initiative will be the focus of this research. In particular, we are interested in how such partnerships might affect not only consumers' attitudes toward the company, but crucially also their attitudes toward the cause addressed by the partnership, and their willingness to engage in pro-social behaviors more generally.

Pro-social behaviors are defined as “positive social acts carried out to produce and maintain the well-being and integrity of others” (Brief & Motowidlo, 1986: 710). Examples of pro-social behaviors are to “send money to rescue famine halfway around the world” or to “stop on a busy highway to help a stranded motorist change a flat” (Batson & Shaw, 1991: 107), as well as helping a co-worker with job-related matters or with personal matters (Brief & Motowidlo, 1986).

Research has already shown that companies can motivate pro-social behavior in areas closely related to their CSR initiatives, but we still do not know if this effect can extend beyond the particular issue supported by the company or company-nonprofit partnership, or indeed whether that effect can be replicated in other contexts (Romani & Grappi, 2014). The current study aims to help fill this gap, by examining the effect of CSR practices (partnerships with NPOs in particular) on consumers' pro-social behaviors in both related and unrelated domains. Related domains or causes are the ones that have a similar aim or objective, while unrelated causes have a different field of action and goals. Examining the impact of firm-NPO partnerships for a cause on attitudes toward that cause, as well as on attitudes and behaviors toward similar and unrelated causes is of both theoretical and practical interest. In terms of theory, it helps readdress the balance in studies of the effects of CSR activities, which has traditionally been skewed to measuring

the effect on attitudes and behaviors toward the company (and not the cause). In practical terms, if it is found that CSR activities *do* have an effect on attitudes toward the cause and consumers' pro-social behaviors more generally, this is likely to be of great significance for both the NPOs and the firms involved, in terms of maximizing the impact of their activities and partnerships, and understanding the positive "spill-over" effects that might result therefrom.

In addition, we are also interested in understanding the levels of consumer awareness of such partnerships, since previous research (e.g. Mohr, Webb & Harris, 2001) has shown that it is necessary to make consumers aware of social issues in order for them to be responsive to CSR initiatives. Companies can use their communication to try to affect consumers' awareness and attitudes toward specific social or environmental causes, as well as their pro-social behaviors regarding other causes. As previously noted, this is important, because the impact of CSR on consumers' pro-social behavior has remained relatively under-examined (Mantovani, Magalhães de Andrade & Negrão, 2017) and because "consumer attitudes and purchase intentions are influenced by CSR initiatives – if consumers are aware of them" (Pomeroy & Dolnicar, 2009: 285).

According to Mantovani *et al.* (2017: 157): "several studies (Bargh, 2002, Cialdini and Goldstein, 2004) have demonstrated the idea that individuals can be influenced by the actions of other people and also by the actions of brands (Crosno et al., 2009, Escalas and Bettman, 2005)". There is also research highlighting that CSR practices can play an important role in driving important pro-social changes in society (Romani & Grappi, 2014). Therefore, the present study aims to understand if firm-nonprofit partnerships can similarly influence consumers in the direction of more positive attitudes not only toward their specific cause, but to other causes, and to pro-social behaviors in general, as well.

The remainder of the thesis is organized as follows: chapter two is the literature review providing a theoretical background based on previous research; the three is the presentation of the research questions and hypotheses; the four justifies the methodology used; the five is composed of the results and the statistical analysis; chapter six is the discussion of the results collected in the previous chapter; finally, the seven includes the conclusions, the contributions of this thesis to scientific and managerial contexts, as well as its limitations and proposals for future research.

2. Literature review

This chapter reviews some of the relevant literature to the current study, and its underlying theoretical concepts, namely those relating to Corporate Social Responsibility (CSR) – its definition, evolution and related concepts; CSR practices (their effects, communication) and firm-nonprofit partnerships in particular; and pro-social behaviors and their relationship with CSR.

2.1. Corporate Social Responsibility (CSR)

2.1.1. Definitions of CSR

In academic and organizational environments alike, researchers, corporate executives and specialists have already suggested many definitions and approaches to a “more humane, more ethical, more transparent way of doing business” (Marrewijk, 2003: 95). Corporate Social Responsibility is one of the notions that has been most discussed, culminating in different perspectives and the creation of a variety of definitions (Marrewijk, 2003). One suggestion goes so far as to suggest that each firm should select the definition that best matches its goals and plan of action (Marrewijk, 2003).

Although this diversity of definitions has contributed to the generation of some confusion concerning how CSR may be practiced and measured (Godfrey & Hatch, 2007), one of the more commonly used definitions of CSR is that of The European Commission, which defines it as “a concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis” (European Commission, 2001). This will be the working definition of this thesis. Stakeholders in this context are understood to be any person or group that is interested or concerned with an organization, for example: community, environment, employees, customers, suppliers and shareholders (Spiller, 2000).

A socially responsible company considers the repercussions of its operations on all its stakeholders, regardless of their relationship with the company (Mohr & Webb, 2005) and strives to incorporate a special attention for the different stakeholders “in [its] policies, decisions and operations” (Carroll, 2015: 87). Indeed, it has been suggested that corporations have a ‘contractual relationship’ with their stakeholders, which means that their businesses must be managed considering that they should contribute to their stakeholders – either in a financial or in a non-financial way (de Graaf & Stoelhorst, 2009; Windsor, 2006, as cited in Jain & Jamali, 2016). In this view, firms must be responsive

to the interests and concerns of other social parties apart from themselves, and never more so than in the contemporary growing global economy (Scott, 2003, as cited in Campbell, 2007). As stated by Davis (1967: 45): “in our pluralistic society, business is influenced by all other groups in the system, and business in turn, influences them. Therefore, the businessman must be socially responsible for his actions”.

Indeed, companies are an intrinsic element of society, working by “public consent (license to operate) in order to ‘serve constructively the needs of society – to the satisfaction of society’” (Marrewijk, 2003: 97). Even when they “specialize in a particular area of CSR”, which companies themselves admit they often do, such efforts are often interconnected to other areas, because “‘one thing leads to another’ – working with one stakeholder implies the company will end up moving toward the others” (Murillo & Lozano, 2006: 237).

According to Cragg (2002), if companies exist, it is thanks to the communities where they perform, which establish the legal structures needed to preserve the businesses. Therefore, “the firm has a ‘social contract’ that obligates it and its managers to treat all stakeholders ethically and fairly in return for establishing and maintaining this legal structure” (Pirsch, Gupta & Grau, 2007: 134).

2.1.2. Evolution of CSR

Corporate Social Responsibility involves being responsible for many different areas such as “obeying laws and ethical norms, treating employees fairly, protecting the environment, and contributing to charities” (Mohr *et al.*, 2001: 47); and, at least on paper, it seems to have been embraced in the missions of nearly all companies (Carroll, 2015), making them more committed with it, than they were traditionally (Aguinis & Glavas, 2012).

Nowadays, CSR is no longer a “fringe activity”, practiced only by a few isolated companies. Instead, it is a “mainstream, highly visible, and commonplace practice” (Skarmeas & Leonidou, 2013: 1831). However, the attention given to CSR by firms has not been completely voluntary. Plenty of firms have only become attentive to it after understanding that their public had reactions to issues and situations that they had not previously considered as being part in their business responsibilities (Porter & Kramer, 2006).

According to Carroll (2015: 87-88), “a rising social consciousness in the 1960s brought about closer examination of business behavior and greater challenges to corporate social responsibility. (...) Each succeeding generation was expecting more from business and life”. In the 1970s the social transformation of businesses gained force, especially “as companies, whether due to enlightened self-interest or in response to regulatory requirements or activists’ protests, entered an era that might be called ‘managing corporate social responsibility’, as they began to formalize and institutionalize their responses to social and public issues” (Carroll, 2015: 88).

CSR was initially considered a concept according to which managers should consider their impact on society (Carroll, 2015). Later, it was related to the actions managers and companies carry out with the goal of preserving and improving society, while considering the businesses’ interests (Carroll, 2015). In this view, CSR encompasses two active aspects: protecting and improving. “To protect society implies that companies need to avoid their negative impacts (e.g. pollution, discrimination, unsafe products). To improve the welfare of society suggests that companies need to create positive benefits for society (e.g. philanthropy, community relations)” (Carroll, 2015: 90). Moreover, the responsibility for such actions should be with firms, rather than governments (Carroll, 2015).

Such perspectives notwithstanding, there have been authors and business leaders over the last 40 years who sided with Milton Friedman’s view of CSR, namely that although social problems are a reality, it is the state’s (and not the firms’) job to focus on them (Margolis & Walsh, 2003), because the firms’ sole responsibility should be to “make a profit” (Carroll, 2015). Based on this perspective, it is possible that some firms will do everything to accomplish this aim, even if it involves a socially irresponsible performance (Campbell, 2007). Corporate Social Irresponsibility (CSI) is the antithesis of CSR and implies failing to operate responsibly (Perks, Farache, Shukla & Berry, 2013).

In spite of Friedman’s long held and widely proclaimed view that “the business of business is business”, other scholars have tried to show how a corporate consideration for “human misery” and social problems in general are totally compatible with maximizing profits, reaching “a happy convergence between what your shareholders want and what is best for millions of people the world over”, as stated by former United Nations’ Secretary General Kofi Annan (2001) (cited in Margolis & Walsh, 2003: 273). In this way, this convergence can serve both the shareholders’ concerns for expanding wealth

while at the same time looking “beyond it”, to create a positive relation between corporate social performance (CSP) and corporate financial performance (CFP) (Margolis & Walsh, 2003).

As customers, employees, suppliers and society in general, started giving a greater importance to CSR, business leaders also started to consider it as a good opportunity to “strengthen their businesses while contributing to society at the same time” (Keys, Malnight, & van der Graaf, 2009: 2). This increased interest in CSR also resulted from research suggesting that the greater the investments in CSR domains, the better their consequences will be (Romani, Grappi & Bagozzi, 2013). For instance, according to Romani *et al.* (2013), consumers not only evaluate companies more positively, but also identify with it more when these companies develop CSR practices. Such associations also extend to managers, with one study finding that, especially in small and medium-sized enterprises (SMEs), management “takes it for granted that CSR has a positive effect on the running of the company” (Murillo & Lozano, 2006: 234). According to Vyakarnam, Bailey, Myers & Burnett (1997), CSR is “*excellence* in management” and a demonstration of professionalism.

It is generally accepted that nowadays consumers expect companies to “give back” (Carroll, 2015); they demand some sort of return from businesses to society (Mantovani *et al.*, 2017). This means that social responsibility is becoming increasingly relevant and required as an element of the “social contract” that exists between the organization and society (Carroll, 2015).

2.1.3. Related concepts

There are a lot of concepts related to CSR, some of which are sometimes even used interchangeably. Some of these are mentioned below to ensure a greater clarity.

One concept which is often linked to CSR (even if in contrast), is CSV (creating shared value). According to Porter & Kramer (2006: 85), “successful corporations need a healthy society. (...) At the same time, a healthy society needs successful companies”. There is a reciprocal dependence between companies and society, so their leaders should focus on their points of intersection while pursuing the principle of “shared value” (Porter & Kramer, 2006). This principle can be defined as the “policies and operating practices that enhance the competitiveness of a company while simultaneously advancing the economic

and social conditions in the communities in which it operates” (Porter & Kramer 2011: 10). This means that it is a concept that promotes the generation of economic gains for the business as it contributes to the society at large and it suggests that “companies can create economic value by creating societal value” (Porter & Kramer 2011: 3). According to these authors, creating shared value (CSV) is different from CSR, because CSR activities (in their perspective) are more concerned with the firm’s reputation and have only a restricted relationship with the business. CSV, on the other hand, is elemental to a firm’s profitability and competitive situation.

Other concept related to CSR is the “ethics of care” philosophy. Rodgers & Gago (2004: 357) suggest that nowadays there is an ‘ethics of care’ philosophy which proposes that “a company must build solidarity among employees, suppliers, customers, shareholders, and the community”. Therefore, this philosophy is focused on developing solidarity between all the stakeholders in a company, as opposed to the former management strategy which the authors describe as being based on “psychological egoism” and focused only on maximizing shareholder wealth. So, a CSR project “with its comprehensive approach addressing moral and ethical issues affecting all stakeholders, supports this trend in the marketplace” (Pirsch *et al.*, 2007: 135). Contrary to above, where the authors see the concepts as distinct, here there is a positive relationship between the two concepts, with one reinforcing the other.

Corporate Sustainability (CS) is another concept linked to CSR. According to Marrewijk (2003: 101), corporate sustainability is “meeting the needs of the present without compromising the ability of future generations to meet their own needs (WCED, 1987)”. Nevertheless, in the Corporate Sustainability Conference in 2002 at the Erasmus University Rotterdam, there was an interest in incorporating social elements into CS. So, CS was established as the final goal and CSR as an intermediate stage where firms attempt to achieve the equilibrium of the “Triple Bottom Line”, which implies the economic, environmental, and social concerns (Marrewijk, (2003) (see Figure 1).

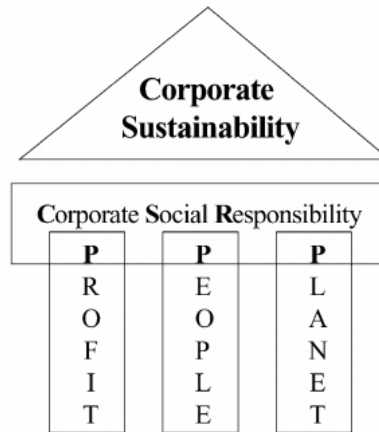


Figure 1 – The relationship between the 3Ps, CS and CSR. Source: Marrewijk (2003)

Economic concern “consists in maximizing economic performance and means maximizing performance for shareholders” (Achim, Borlea & Mare, 2018: 403). It is important to have in mind that the economic responsibility (which can be identified as “profit” in the figure above) remains fundamental to the business, since both the owners and the investors require that the firms serve “as a condition of existence fair-to-good returns” (Carroll, 2015: 90). Social concern (“people” in the figure above) “refers to maximizing performance for all participants in economic life (stakeholders)” (Achim *et al.*, 2018: 403). Environmental concern (“planet” in the figure above) “implies an activity that does not affect the surrounding community and the environment” (Achim *et al.*, 2018: 404).

This combination of “the three aspects of sustainability (economic, environmental, and social) can be translated into a CR (Corporate Responsibility) approach that companies have to be concerned with” (Marrewijk, 2003: 101) in order to achieve sustainability.

A new dimension was also introduced in literature: corporate governance. So, the “Triple Bottom Line” changed toward the “Quadruple Bottom Line”, including four concerns: economic, social, environmental and governance. Governance concern “is meant to create added value for its shareholders, by satisfying the clients’ exigencies, respecting the employees’ opinion and protecting the environment” (Achim *et al.*, 2018: 404).

Additionally, some authors (e.g. Achim *et al.*, 2018) have introduced a new element to the existing four sustainers of a business (economic, social, environmental and governance) creating the “Quintuple Bottom Line”. This new dimension is the “geocentric behavioral dimension” and introduces us to “politics (in terms of people’s perceptions), culture and human happiness” (Achim *et al.*, 2018: 405).

Lastly, there is one concept linked to CSR: the 2030 Agenda. This “is a plan of action for people, planet and prosperity” that was implemented in “all countries and all stakeholders, acting in collaborative partnership” in order to “take the bold and transformative steps which are urgently needed to shift the world on to a sustainable and resilient path” (United Nations General Assembly, 2015: 1). The 2030 Agenda was implemented in 2015 with the aim of acting in the next 15 years and it was composed of 17 Sustainable Development Goals (SDGs) with 169 targets. These SDGs were “successors to the eight Millennium Development Goals (MDGs) that focused attention from 2000 to 2015” (Colglazier, 2015: 1048). So, the 17 SDGs and 169 targets “seek to build on the Millennium Development Goals and complete what they did not achieve” (United Nations General Assembly, 2015: 1).

2.2. CSR practices

2.2.1. CSR practices – overview

As already mentioned, CSR practices are defined as the “activities – voluntary by definition – demonstrating the inclusion of social and environmental concerns in business operations and in interactions with stakeholders” (Marrewijk, 2003: 102). Their aim is “the achievement of commercial success in ways that honor ethical values and respect people and communities” (Jenkins 2004, as cited in Hammann, Habisch & Pechlaner, 2008: 39).

Spiller (2000: 153-154) notes different kind of CSR practices organized around the central stakeholder groups of a business: 1) those practices focused on the community, such as “generous financial donations” or “community volunteer programs”; 2) those focused on the environment, such as “materials policy of reduction, reuse and recycling” or “energy conservation”; 3) practices pertaining to employees, for instance, “a healthy and safe work environment” or “equal employment opportunities”; 4) practices directed to customers, including “rapid and respectful responses to customer comments, complaints and concerns” or “environmentally and socially responsible production and product composition” among others; 5) practices related to suppliers, such as “pay[ing] fair prices and bills according to terms agreed upon” or “utilize[ing] local suppliers”; and finally 6) with reference to shareholders, practices such as “disseminate[ing] comprehensive and clear information” or “clear dividend policy and payment of appropriate dividends”.

According to Vilanova, Lozano & Arenas (2009), another way to classify CSR actions relates to the dimensions of community relations, workplace, accountability, marketplace and vision (see Figure 2).



Figure 2 – Dimensions of CSR practices. Source: Vilanova (2007)

Vision involves “CSR conceptual development within the organization, governance, ethical codes, values and reputation” (Vilanova *et al.*, 2009: 58). Community relations includes cooperation and alliances between stakeholders. Workplace relates to labor processes and human rights concerns. Accountability involves “corporate transparency, reporting and communication” (Vilanova *et al.*, 2009: 59). Marketplace relates to CSR initiatives connected to the main business’ actions like research and development, honest competition or marketing.

2.2.2. Firm-nonprofit organization partnerships

Among the different forms of CSR practices, firm-nonprofit organization partnerships are often given special attention. In fact, some authors even define CSR practices in terms of such partnerships: “we use the term “CSR initiatives” to refer to the various forms of company involvement with charitable causes and the nonprofits that represent them” (Lichtenstein, Drumwright, & Braig, 2004: 16).

In the 20th century, social problems increased in dimension and complexity, and nonprofit organizations (NPOs) propagated in order to address these (Austin, 2000). As a result, cross-sector relationships, which are collaborations between different types of organizations, also started growing and becoming more strategically important (Austin, 2000).

Berger, Cunningham & Drumwright (2004) called the collaboration between nonprofits and companies a “social alliance”: a voluntary “agreement between an NPO (nonprofit organization) and a for-profit business to address social or environmental issues and to produce specific organizational benefits for both partners” (AL-Tabbaa *et al.*, 2013: 658-659). These alliances were seen as representing a new way to manage complicated social problems (Bryson *et al.* 2006; Guo and Acar 2005, as cited in AL-Tabbaa *et al.*, 2013) and as potentially relevant “generators of value” for businesses, nonprofits and society (Berger *et al.*, 2004: 88).

Austin (2000) identified three types or stages of collaborations, each with different characteristics; and noted that collaborations can develop from one type or stage to another: philanthropic, transactional and integrative. The first type represents the majority of business-nonprofit relationships and “the nature of the relationship is largely that of charitable donor and recipient” (Austin, 2000: 71), “very circumscribed in terms of resources deployed and points of interaction” (Austin, 2000: 73). An increasing number of partnerships are moving to the second stage: the transactional. In this category there are mutually advantageous relationships with specific exchanges of resources directed to specific activities, “for example, cause-related marketing, event sponsorships, and contractual service arrangements” (Austin, 2000: 71). The integrative stage represents the maximal level of collaboration coming closer to a joint venture. In this case, “partners’ missions, people, and activities begin to merge into more collective action and organizational integration” (Austin, 2000: 71).

The increase of support for this type of CSR activities has been motivated by both companies and nonprofits. On the business side, firms have progressively identified these partnerships as fundamental to achieve success (Lichtenstein *et al.*, 2004) and take advantage of the reliable image of nonprofits to reduce individuals’ potential skepticism toward the firm and its CSR initiatives, while improving their support for the company and its CSR (Rim, Yang & Lee, 2016). Skepticism in this context, “emerges when individuals perceive the CSR effort as a manipulative tactic used by the company to achieve self-benefits (Chang and Cheng, 2015; Forehand and Grier, 2003)” (Mantovani *et al.*, 2017: 157).

On the nonprofit side, these organizations are frequently in need of resources (Lichtenstein *et al.*, 2004), and a partnership with a firm can create new sources of income, which is crucial to a nonprofit's exercise (Park, Hitchon, & Yun, 2004). So, “it

is important not only that nonprofits benefit from CSR initiatives but also that the extent to which firms make effective use of such relationships is ultimately influenced by the benefits to the nonprofits” (Lichtenstein *et al.*, 2004: 17).

Therefore, partnerships between firms and nonprofit organizations should have common resources (Rim *et al.*, 2016) as well as a common goal, namely the establishment of a beneficial social change (AL-Tabbaa *et al.*, 2013).

2.2.3. CSR practices and consumers

One of the motives which drove the growing interest in CSR was its expected effect on consumer behavior. It started being noted, in both academic and non-academic literature, that consumers were demanding more from companies than just a quality and cheap product (Bhattacharya & Sen, 2004). In fact, Crawford and Mathews (2001), observed in their research that with regard to certain issues, consumers appeared to be more concerned about having “fair and honest” prices than about buying at the lowest price.

CSR practices can play a valuable role in creating and strengthening a positive relationship between firms and consumers (Grappi, Romani & Bagozzi, 2013). It has been suggested that in order to “create and maintain a positive company–consumer relationship and favorable competitive positioning in the marketplace, firms should develop detailed plans for CSR activities, achieving high standards of business conduct and avoiding misbehaviors” (Grappi *et al.*, 2013: 1820), especially since consumers penalize unethical performances more firmly than they benefit ethical behavior (Ailawadi, Neslin, Luan & Taylor, 2014). In this perspective, this effort toward CSR practices was seen as able to “contribute to long-term profitability and value creation” (Grappi *et al.*, 2013: 1820).

The reality is often more complicated, however, as consumers frequently hear contradictory information about companies’ CSR involvement, and as a result, frequently have difficulties in differentiating socially conscious firms from irresponsible ones (Bernstein, 2009; Parguel, Benoit-Moreau, & Larceneux, 2011, as cited in Skarmeas & Leonidou, 2013). Given the information, however, consumers tend to be more supportive of companies that are socially and environmentally responsible (Pirsch *et al.*, 2007). Research has demonstrated that not only are consumers concerned about CSR issues, but they also have companies’ CSR efforts in consideration when assessing an organization and/or when buying their products and services (Brown and Dacin 1997; Sen and

Bhattacharya 2001, as cited in Öberseder, Schlegelmilch & Murphyc, 2013). Likewise, it is expected that consumers will have more positive attitudes and behaviors when they gain an immediate benefit from the company's CSR activities than when these practices are exclusively designed for the broader social good (Ailawadi *et al.*, 2014).

There are also results showing that CSR practices are associated with greater consumer loyalty, resulting from two elements: better company evaluations, and a greater identification with the company (Marin *et al.*, 2009). "Company evaluation refers to the degree of positiveness or negativeness of the subject's global judgment of the company" (Marin *et al.*, 2009: 67). Organizational identification can be defined as "a cognitive link between the definitions of the organization and the self" (Dutton, Dukerich & Harquail, 1994: 242), so, "when [people] identify strongly with the organization, the attributes they use to define the organization also define them" (Dutton *et al.*, 1994: 239).

Thus, the authors note, companies using CSR "(...) may not only benefit from a strong, consistent global company evaluation, which may vary in the short term according to the variations of CSR investments, but also from a more committed and meaningful relationship with their consumers" (Marin *et al.*, 2009: 75). This happens mainly because a company that supports CSR programs will be recognized as an organization that can and wants to consider and protect their consumers (Marin *et al.*, 2009). Higher levels of loyalty can this also be influential in creating a sustainable competitive advantage (Kotler, 1984, as cited in Pirsch, *et al.*, 2007), as well as potentially contributing to other advantages such as a better brand awareness.

CSR practices don not only affect attitudes toward the company but can impact attitudes and intentions in other ways as well (Marin *et al.*, 2009). This is consistent with Romani & Grappi (2014)'s findings, which show that positive CSR programs motivate consumers to contribute to the issue promoted by the firm (Mantovani *et al.*, 2017: 959), suggesting a "central role of CSR activities in driving important pro-social changes in society".

CSR information can also influence consumer behavior, which leads to the notion of a "consumer responsibility" (Hansen & Schrader, 1997). Webster (1975) defines a socially responsible consumer as "a consumer who takes into account the public consequences of his or her private consumption or who attempts to use his or her purchasing power to bring about social change" (Mohr *et al.*, 2001: 47). Mohr *et al.* (2001) adapted this definition to arrive at the concept of socially responsible consumer behavior (SRCB), which related to the behavior of a consumer whose buying practices have the CSR criteria

as their main requirement, and who choose to purchase from companies that benefit society while trying to reduce any damaging effects for the population. These researchers found a “small but articulate group of consumers who are actively practicing SRCB” (Mohr *et al.*, 2001: 67).

However, Mohr *et al.* (2001) also show that for the majority of consumers, their beliefs about CSR are frequently contradictory with their behaviors. The authors propose that a stronger and more direct relationship between beliefs and behaviors will be built as: “(a) the more knowledge consumers have about CSR issues, and (b) the more important they judge these issues to be” (Mohr *et al.*, 2001: 69).

Regarding firm-nonprofit alliances in specific, because it is expected that consumers will reward firms for their support of social causes, many firms have embraced this type of initiatives (Levy, 1999, as cited in Becker-Olsen, Cudmore & Hill, 2006). Levy (1999) even states that social initiatives are “the heart and soul of business” (Becker-Olsen *et al.*, 2006: 52).

It has been suggested that a greater consumer identification with the firm is likely to lead to the support of other corporate goals, as well as to the contribution and help in nonprofit causes promoted by the firm (Lichtenstein *et al.*, 2004). Indeed, Lichtenstein *et al.* (2004) found that the consumers that identified themselves the most with the company, were the ones that were more inclined to donate to corporate-supported nonprofits. In addition, the importance that consumers assign to CSR causes is also related to their personal values and opinions (Aguilera, Rupp, Williams & Ganapathi, 2007). Corporations, on the other hand, usually view economic reasons as more important when supporting these issues (Aguilera *et al.*, 2007).

According to Hammann *et al.* (2008: 39), “values help both to define the ‘core’ of people and to explain why people make sacrifices, who they are and what they are willing to give up to attain their goals (Mitchell 1971, Kanungo & Mendonca 1998)”. Moreover, “values imply an ethical component (Valentine & Barnett 2003)” (Hammann *et al.*, 2008: 39) and “are necessarily and explicitly a part of doing business” (Freeman, Wicks & Parmar, 2004: 364).

Personal values are present when people make decisions, even if they do not realize it, therefore it seems inevitable that these values will impact their commitment with CSR as well (Hay & Gray, 1974; Swanson, 1999, as cited in Aguinis & Glavas, 2012). Thus, each

consumer attributes a different importance to CSR causes, depending on their personal values and opinions (Öberseder *et al.*, 2013), the agreement between their values and the firm's values and their personal concern with specific issues (Aguinis & Glavas, 2012).

Indeed, “consumers have been shown to be more likely to “join” a company (through purchase, for example), when the company's identity overlaps with their own (Ashforth and Mael, 1989) and are more willing to reject those whose identities and ideals are in conflict with their own” (Pirsch *et al.*, 2007: 135).

Therefore, when a company's marketing strategy is designed, it should consider the organization's core business, but also those values and opinions that are held by their target consumers, “for example associating CSR investments with product lines targeted to the more prosocial-oriented segments of the market” (Romani *et al.*, 2013: 205). Romani *et al.* (2013: 205) note that “a company can leverage CSR investments considering specific social causes that are perceived valuable by its targets”.

2.2.4. Effects of CSR for firms

CSR practices can have many different effects on consumers (Rivera, Bigne & Curras-Perez, 2016) as well as on companies (Pirsch *et al.*, 2007). Examples of positive effects for firms include the contribution of CSR initiatives to generating a positive company reputation (Marin *et al.*, 2009); to incrementing consumers' disposition to acquire the company's products (Brown and Dacin, 1997; Sen and Bhattacharya, 2001, as cited in Pirsch *et al.*, 2007); or to differentiating the business from its competitors (Carroll, 2015). These examples illustrate how “doing good can indeed translate into doing well” (Chernev & Blair, 2015: 1412).

According to Carroll (2015: 89), CSR practices can “help companies win new business; increase customer retention; improve relationships with customers and suppliers; attract, motivate, and retain a satisfied work force; save money on operating and energy costs; manage risk; differentiate itself from competitors; provide access to investment and funding opportunities; and generate positive publicity and media opportunities”.

It has also been shown that CSR can benefit an organization's reputation with external stakeholders, culminating in an expanded financial performance (Orlitzky, Schmidt, & Rynes, 2003). Indeed, although the relationship between CSR and companies' financial performance is not linear or always easy to understand, it has been shown that there is a

positive albeit variable relationship between the two, such that companies that highly support CSR activities tend to be compensated by the market in both economic and financial ways (Carroll, 2015). Therefore, some firms may implement CSR to seek such benefits, but there are moral reasons as well.

For firms, CSR activities can be stimulated by a “firm-serving reason”, such as increasing profits or promoting its image, which suggests that the company is taking advantage of the cause instead of serving it. Or, they can be motivated by a “public-serving motivation”, concentrating firstly on contributing to those outside the firm and showing an honest interest in society (Mantovani *et al.*, 2017). Usually, consumers see “firm-serving reasons” as negative because they indicate individualism and opportunism, while seeing “public-serving motives” positively because they demonstrate altruism and a societal interest (Skarmeas & Leonidou, 2013). Consumers typically “distinguish between other centered, self-centered, and win–win motives; most consumers assume companies have mixed motives for their CSR activities” (Öberseder *et al.*, 2013: 1840).

However, one of the reasons why some consumers are not influenced by CSR practices is because of their perception about the company’s motivation on encouraging these initiatives. According to attribution theory, people make “automatic, dispositional attributions about others’ actions” (Lange and Washburn, 2012, as cited in Mantovani *et al.*, 2017: 157). Brown & Dacin (1997: 69) define “corporate associations” as “a generic label for all the information about a company that a person hold”. Examples of these corporate associations encompass “perceptions, inferences, and beliefs about a company; (...) information about the company's prior actions; moods and emotions experienced by the person with respect to the company (...)” (Brown & Dacin, 1997: 69). Öberseder *et al.* (2013) affirm that the consumers' perceptions of the company’s motives for engaging in CSR have an influence on their assessment and responsiveness to CSR (Becker-Olsen *et al.*, 2006, Ellen *et al.*, 2006, Vlachos *et al.*, 2009), since some businesses appear concerned about CSR “only to the extent that it contributes to the aim of business, which is the creation of long-term value for the owners of the business (Foley, 2000)” (Marrewijk, 2003: 96).

Research shows that some consumers choose not to reward the firms that they perceive to have an insincere social responsibility (Becker-Olsen *et al.*, 2006) and consumers’ pro-social behavior decreases when they understand that businesses only support social causes for their own interest, even if they have a close relation with that company

(Mantovani *et al.*, 2017). “Individuals react more strongly to negative information than to positive information” (Trudel & Cotte, 2009: 62). Indeed, research indicates that although stakeholders will normally punish unethical behaviors (Perks *et al.*, 2013), this does not mean that they will compensate the ethical ones (Devinney, 2009). Moreover, they are more likely to boycott CSI (Corporate Socially Irresponsible) activities from organizations than to support their responsible actions (Mohr *et al.*, 2001).

Therefore, consumers' perceptions about the company's intentions and goals should be an important consideration in CSR communication “because the motives for CSR are often questioned, companies should engage in credible CSR programs that consumers believe are motivated, at least in part, by a desire to help others” (Mohr *et al.*, 2001: 70). So, companies can adopt an active CSR program because it might improve their relationships with the community, help acquire a competitive advantage or decrease costs (Carroll, 2015); or due to moral reasons like “a sense of responsibility and duty (Bansal & Roth, 2000), following a higher order or morals (Aguilera *et al.*, 2007) and a sense of stewardship (Davis, Schoorman, & Donaldson, 1997)” (Aguinis & Glavas, 2012: 941). The two are not necessarily mutually exclusive.

With regard to stakeholders, Aguilera *et al.* (2007: 839) note that stakeholders can broadly have three reasons to insist on firm involvement with CSR as well: “instrumental (self-interest driven), relational (concerned with relationships among group members), and moral (concerned with ethical standards and moral principles)”.

2.2.5. CSR communication

CSR communication is the information created and shared by an organization about its CSR activities (Morsing, 2006) and the way companies transmit their reactions to “economic, social and environmental impacts” (Ihlen *et al.*, 2011 as cited in Perks *et al.*, 2013: 1882). In a firm-nonprofit partnership, for instance, “the partners need to have means of communicating effectively, efficiently, and frequently” (Austin, 2000: 86), in order to achieve all the benefits of an alliance. It is important to focus on CSR communication, because an efficient CSR communication is often seen as ‘a rare achievement’ (Pomering & Dolnicar, 2009).

Indeed, CSR communication is a crucial element when implementing CSR activities, since “consumers' awareness of a company's CSR activities is a key prerequisite to their

positive reactions to such activities” (Bhattacharya & Sen, 2004: 14). Consumers cannot be influenced by CSR practices if they do not know about them. And in fact, some consumers may not even understand the concept of CSR, due to its complexity (Öberseder *et al.*, 2013). Mohr *et al.* (2001) suggest that one of the biggest reasons for the absence of consumer responsiveness to CSR is the insufficient awareness. In fact, as already mentioned, “results of experimental studies indicate that consumer attitudes and purchase intentions are influenced by CSR initiatives – if consumers are aware of them” (Pomeroy & Dolnicar, 2009: 285).

Pomeroy & Dolnicar’s (2009) work also highlights that “ethical awareness levels – that is, knowledge of the ethical and social issues around which firms are framing their CSR initiatives – are surprisingly low” (Pomeroy & Dolnicar, 2009: 288), especially given the “occasionally extensive media coverage afforded to ethical issues” (Auger, Burke, Devinney & Louviere, 2003: 299). Thus, consumers would probably act in other ways if they had more information about CSR programs (Pomeroy & Dolnicar, 2009).

Previous research has proposed two possible reasons for the lack of consumer awareness and response to the companies’ CSR programs: i) firms not communicating actively their CSR actions (Carrigan, 1997; Dawkins, 2004; Work Foundation, 2004) and ii) consumers not being familiar with them, which in turn could be the result of many causes such as “bad communication campaigns, lack of attention by consumers, inability of consumers to place CSR information into relevant context, etc.” (Pomeroy & Dolnicar, 2009: 289).

Therefore, for CSR to create an impact on consumers’ purchasing behavior, consumers must first be informed about the company’s level of social involvement (Mohr *et al.*, 2001). Especially because consumers that are familiar with this CSR involvement establish a stronger identification with the company than those that do not know about these initiatives (Sen, Bhattacharya & Korschun, 2006). Research indicates that consumers are quite interested to know more about CSR, and that companies should look at CSR communication as an opportunity to establish a positive organizational image and brand beliefs (Pomeroy & Dolnicar, 2009), especially because it has been suggested that the better informed consumers are about CSR practices, the more positive opinions and behaviors intentions they have (Öberseder *et al.*, 2013).

“To reap the positive benefits of CSR, companies need to work harder at raising awareness levels” (Sen *et al.*, 2006: 164). For instance, in order to educate people and reduce the unawareness of CSR activities, educational programs about CSR issues could

be organized. “These programs could promote a greater understanding among the public of why this is important and how the community benefits” (Mohr *et al.*, 2001: 70).

On the one hand, some authors propose strategic targeting and that this is important (presumably to increase the effectiveness of such communications to consumers) (Ailawadi *et al.*, 2014). On the other hand, companies sometimes hesitate when communicating their social activities because they worry the appearance of criticism and the creation of expectations (Schlegelmilch & Pollach, 2005). “Elevated consumer expectations can cause credibility problems, particularly because companies that present themselves as ethical are expected to act positively with regard to the entire range of ethical behaviour possibilities” (Schlegelmilch & Pollach, 2005: 284).

Considering that the consumers that are closer to a firm observe its communication with more detail, it is important to develop the information for this public even more carefully. “In addition to the cause supported, the company must express a sincere intention to give something back to society; otherwise it may contribute in creating a less cooperative group of citizens” (Mantovani *et al.*, 2017: 162). On the other end of the spectrum, in order to inform those consumers that are more distant from the firm, it should seek to communicate about the outcomes and accomplishments of their social support, to raise awareness about the business’ good actions (Mantovani *et al.*, 2017).

Firms’ benefits from CSR are enhanced when visibility is higher (Aguinis & Glavas, 2012). If companies do not strive when communicating their CSR programs, it is difficult to expect high levels of consumer awareness, although these practices could be disseminated anyway through other means, not directly managed by the companies, such as word of mouth (Pomeroy & Dolnicar, 2009).

2.3. Pro-social behavior

2.3.1. Pro-social behavior in general

As humans, we dedicate plenty of our time and vitality to helping others (Batson & Shaw, 1991). Pro-social behavior is described as any activity accomplished by some segment of society or social group that is favorable to other people (Penner, Dovidio, Piliavin & Schroeder, 2005). So, it can be said that when a company promotes a social issue, it is comparable to having a pro-social behavior, because the primary consequences are toward society as whole (Carroll, 1979).

There is already some research about the reasons for pro-social behaviors. Piliavin *et al.* (1981), as cited in Penner *et al.* (2005) assumed a cost-reward approach as the main justification. This approach suggests that people are concerned about themselves in the first place and are motivated to maximize their benefits and minimize their costs. In this perspective, “in an emergency, potential helpers analyze the circumstances, weigh the probable costs and rewards of alternative courses of action, and then arrive at a decision that will result in the best personal outcome for them” (Penner *et al.*, 2005: 367). Therefore, in this view, people help others because these practices “offer social and psychological benefits to the helper” (Basil & Weber, 2006: 62) and because eventually it will be good for them in some manner, for example by “gaining social approval” (Trudel & Cotte, 2009: 62) or by “feeling good about ourselves for being kind and caring” (Batson & Shaw, 1991: 107).

As Adam Smith (1759) affirmed a long time ago: “How selfish so ever man may be supposed, there are evidently some principles in his nature, which interest him in the fortune of others, and render their happiness necessary to him, though he derives nothing from it except the pleasure of seeing it. Of this kind is pity or compassion, the emotion which we feel for the misery of others, when we either see it, or are made to conceive it in a very lively manner”, (Batson & Shaw, 1991: 120).

Penner *et al.* (2005: 368), introduce another perspective on motivations for pro-social behavior, pertaining to emotions. “Affect is a fundamental element of many potential helping situations. (...) In most instances people do not reflexively act pro-socially, but rather that some physiologically based affective or motivational state precedes pro-social actions”.

Yet another perspective examines the goals behind pro-social behaviors, distinguishing two different types: those related to making the person's own circumstances better, which is an “egoistic motivation”; and those relative to the well-being of another person, which is an “altruistic motivation” (Penner *et al.*, 2005). Behaviors can also be both egoistic and altruistic motivated at the same time, and sometimes an action may bring benefits for both the helper and the one who is need, which can lead to doubts regarding which was initially the main motivation (Batson & Shaw, 1991).

Egoism and altruism have more in common than may be thought: both are motivated by the ambition of achieving a goal and the final purpose of both is to increase someone's well-being, either one's own or another's (Batson & Shaw, 1991).

The egoistic motivation is often driven by an apprehension of what other people might think about them, as people do not want others to have a negative impression of their person (Ramasamy *et al.*, 2010). The main purpose is then self-benefit and helping others is just an instrumental objective (Ailawadi *et al.*, 2014). The altruistic motivation is suggested to exist due to a concern for others (Clary *et al.*, 1998, as cited in Ramasamy *et al.*, 2010). In this case, the final goal is indeed helping others and the self-benefit is just an unintentional result (Batson and Shaw 1991; Krishna 2011).

It has also been claimed that pro-social behaviors usually raise the contributors' happiness (Dunn, Aknin, & Norton, 2008; Harbaugh, Mayr, & Harbaugh, 2007, as cited in Krishna, 2011) and make them feel compensated, particularly when there is this an "altruistic motivation", since this has been shown to lead to a greater happiness for the giver than when the motivation is an "egoistic" one (Krishna, 2011).

Although the motives behind pro-social behaviors are an important issue, Basil & Weber (2006) emphasize that it is important to have in mind that pro-social behavior relates to the actions taken and not to the motives behind those actions.

2.3.2. Volunteering

Volunteering is one example of pro-social behavior and one of the pro-social outcomes associated with social activities supported by firms and from firm-nonprofit partnerships (Romani & Grappi, 2014).

It is defined as "any activity in which time is given freely to benefit another person, group, or organization" and "part of a cluster of helping behaviors, entailing more commitment than spontaneous assistance but narrower in scope than the care provided to family and friends" (Wilson, 2000: 215). Thus, "volunteerism is typically proactive rather than reactive and entails some commitment of time and effort" (Wilson, 2000: 216).

According to Penner (2002: 448), "volunteerism can be defined as long-term, planned, prosocial behaviors that benefit strangers and occur within an organizational setting". This definition entails four key characteristics: longevity, since it is generally a long-term behavior; "planfulness", because it is usually a reflective and planned activity; nonobligatory helping, as "the volunteer is not motivated by a sense of personal obligation to a particular person"; and an organizational context, since volunteerism is mainly performed within an organization (Penner, 2002: 448-449).

Volunteering for a particular social cause or to a service organization implies a different motivation than almost all actions of interpersonal helping, because the latter usually implicate “a sense of personal obligation to a particular person” (Penner *et al.*, 2005: 375). Volunteering “to work for a charity or service organization”, on the other hand, “usually begins with a thoughtful decision to join and contribute to an organization” (Penner *et al.*, 2005: 375-376).

Omoto & Snyder (1995, 2002) propose a theoretical model of the aspects that maintain volunteering over a continued extent of time. This is focused on intrapersonal variables, specially on motivations to volunteer, and “sees sustained volunteerism as being primarily determined by the extent to which there is a match between the motives or needs that originally led the person to volunteer and that person’s actual experiences as a volunteer” (Penner *et al.*, 2005: 378). These authors suggest that volunteers, at least at first, allege to be more motivated to volunteer for “other-oriented or prosocial motives”, nevertheless, there are some evidences proposing that volunteering can also have as motivations “less selfless motives, such as advancing one’s career or developing social relationships (Clary *et al.* 1998, Clary & Snyder 1999)” (Penner *et al.*, 2005: 378). Omoto & Snyder’s model postulates that “prosocial dispositions, social support for the volunteer’s activities, satisfaction with the volunteer experience, and integration with the organization play important roles in sustained volunteering” (Penner *et al.*, 2005: 378).

Since volunteering does not exclude the volunteers from benefitting from their actions, some beneficial effects of volunteering were found on their “life-satisfaction, self-esteem, self-rated health, and for educational and occupational achievement, functional ability, and mortality” (Wilson, 2000: 215).

2.4. CSR and pro-social behavior

As mentioned above, CSR practices can impact consumers in many different ways (Rivera *et al.*, 2016). Most of the existing research on this issue has been on the impact of CSR on consumers’ attitudes and behaviors toward companies and their products and suggests a mostly positive relation between a firm’s CSR activities and consumers’ reactions toward that company and its product(s) (Bhattacharya & Sen, 2004). However, there has been much less investigation about the impact of CSR practices, and firm-nonprofit partnerships in particular, on consumers’ attitudes and behaviors regarding the main social issues promoted by the firm or partnership.

One study of this issue was that of Lichtenstein *et al.* (2004), who demonstrated that CSR actions, in the form of companies giving back to the community by supporting nonprofits, influences consumer donations to the nonprofit organizations that the firm supports, in addition to having an impact on their purchasing behavior. In this study, it was shown that when a corporation supports a nonprofit cause, consumers assume that that aid is a goal of the company. “As such, to the extent that customers identify with the corporation, they are more likely to support the particular nonprofit cause and the corporation” (Lichtenstein *et al.*, 2004: 18).

Aaker, Vohs & Mogilner (2010) propose that people have stereotypes of organizations based on whether they are for-profit or not-for-profit: “while nonprofits are perceived as more warm, for-profits are perceived as more competent” (Aaker *et al.*, 2010: 232). The authors further demonstrated the effects of a firm’s partnership with a nonprofit on consumers showing that the “coexistence of a nonprofit’s stereotypical image of warmth and a company’s competence boosts consumers’ feelings of admiration for the organization, which eventually increases their willingness to buy products from the organization either nonprofit or for-profit” (Rim *et al.*, 2016: 3214).

Bhattacharya & Sen (2003) similarly propose that a business’ association with a nonprofit has a beneficial result on consumers' eagerness to support the nonprofit in addition to their behaviors toward the firm, because it develops intangible connections and sensations, which are hard to generate (Rim *et al.*, 2016), for example “innovative, market leader, environmentally conscious” (Bhattacharya & Sen, 2003: 82). Bhattacharya & Sen (2004) indicate that companies should be interested in understanding well these “secondary” social outcomes of CSR in order to increase the social return of their CSR investments.

Thus, firm-nonprofit partnerships have a “primary” influence on the corporation, and a “secondary” effect associated with the partner organizations (i.e. the nonprofits) and with the social initiative supported by the partnership (Romani & Grappi, 2014). Romani & Grappi (2014) investigated two pro-social “secondary” outcomes associated with company-supported social activities: consumers donating money and volunteering time.

Their research (Romani & Grappi, 2014) showed that when consumers are more conscious of CSR initiatives, they will be more likely to donate money and/or time to the social issue supported by the firm. Later research further showed that consumer pro-social behaviors in response to CSR activities are more likely when: i) consumers are closer and

more familiar with the company, since they will be more receptive to the firm's influence (Mantovani *et al.*, 2017), and ii) when they are already strongly implicated in environmentally and socially responsible actions (Parsa, Lord, Putrevuc & Kreeger, 2014).

To the extent that the effects of CSR extend beyond the firm to consumers' relationship with the supported cause and their pro-social behaviors, "CSR should be considered a tool to affect consumers' evaluations and behaviors more widely, encompassing actions not only directly connected to the company implementing positive CSR strategies, but to the entire society" (Romani & Grappi, 2014: 959). When firms engage in partnerships with nonprofits, for instance, they do it to influence and convince the population to support a valuable cause (Cornwell & Coote, 2005, as cited in Rim *et al.*, 2016).

Mantovani *et al.* (2017) propose that CSR practices also affect consumers' pro-social behaviors relative to social causes that are not directly related to the initiative supported by the company. The authors show that CSR initiatives can lead to a general goal of participating and contributing in consumers, that is not related to a particular issue or nonprofit (Mantovani *et al.*, 2017).

On the other hand, it has also been posited that when consumers purchase products that contribute to a social cause, they might automatically perceive their acquisition as a charitable act and, as a result, subsequently reduce further acts of this character afterwards (Krishna, 2011): "perhaps by supporting socially responsible corporations with their purchases, consumers believe that they have done their share (...) and thus that corporations cross a boundary when they ask consumers to make additional donations" (Lichtenstein *et al.*, 2004: 23).

Given these differing views, we would like to examine the impact of CSR activities (firm-nonprofit partnerships in particular) on attitudes toward the cause and on pro-social behaviors. We will present the research questions and hypotheses in the next chapter.

3. Research question and hypotheses

The over-arching research question guiding this thesis is: “*Do CSR practices, in the form of firm-nonprofit partnerships, affect consumers’ pro-social attitudes and behaviors?*”. To answer this question, we examine two main issues: one relating to awareness of firm-nonprofit partnerships, since it has been argued that this awareness is a necessary pre-requisite to responsiveness to such initiatives (Mohr *et al.*, 2001); and the second relating to the effect of firm-nonprofit partnerships on consumers: their pro-social attitudes and behaviors, and their attitudes toward the supported cause (and others similar or unrelated to it).

Firm-nonprofit partnerships have been steadily increasing (Austin, 2000), therefore we want to understand to what extent people are aware of them, specifically consumers’ knowledge of these partnerships and the importance and effects attributed to them in the Portuguese context. In this regard, the following research questions were defined:

1. To what extent are consumers aware of CSR practices in general and of firm-nonprofit partnerships in particular, and what importance do they attribute to these firms’ social concerns?
2. Do consumers consider that firm-nonprofit partnerships have an impact on their attitudes and intentions toward the cause the company supports?
3. Do consumers consider that firm-nonprofit partnerships have an impact on their intentions toward other causes?
4. Do consumers consider that firm-nonprofit partnerships have an impact on their purchase intentions?

As mentioned above, most of the existing research has focused on the impact of CSR on consumers’ attitudes and behaviors toward the company practicing it or that company’s products (Bhattacharya & Sen, 2004); and there is little investigation regarding the impact of CSR practices (in this case, firm-nonprofit partnerships) on consumers’ attitudes and behaviors toward the social issue supported by the company or other social issues in general.

An exception is the work by Lichtenstein *et al.* (2004), which found that firm-nonprofit partnerships did influence consumers, to not only support the firm, but also to donate to the nonprofit it had partnered with.

Mantovani *et al.* (2017) similarly proposed that CSR practices, especially when they involve the support of social causes through nonprofit organizations, generate in consumers a general aim to contribute with pro-social behaviors toward social causes beyond those related to the initiative supported by the company.

Based on these considerations, the following hypotheses were therefore formulated:

H1: Consumers exposed to a firm-nonprofit partnership will have more positive attitudes toward the cause supported by the partnership than those exposed to a firm without such a partnership.

H2: Consumers exposed to a firm-nonprofit partnership will have a higher willingness to contribute to the cause supported by the partnership than those exposed to a firm without such a partnership.

H3: Consumers exposed to a firm-nonprofit partnership will have a higher willingness to contribute to similar causes to the cause supported by the partnership than those exposed to a firm without such a partnership.

H4: Consumers exposed to a firm-nonprofit partnership will have a higher willingness to contribute to unrelated causes than those exposed to a firm without such a partnership.

H5: Consumers exposed to a firm-nonprofit partnership will have more pro-social behaviors than those exposed to a firm without such a partnership.

H6: Consumers exposed to a firm-nonprofit partnership will have more positive attitudes toward the firm than those exposed to a firm without such a partnership.

4. Methodology

4.1. Research approach

The over-arching aim of this investigation was to analyze the potential relationship between firm-nonprofit partnerships and consumers' pro-social attitudes, intentions and behaviors. This was a deductive approach, since it went from the more general to the more specific. According to Bell, Bryman & Harley (2007), the deductive approach is usually the most associated with the relation between theory and empirical studies: the researcher considers what is already known about a specific area of expertise and its theoretical foundations and formulates hypotheses that are then subjected to empirical analysis. This was also the process followed in the current research.

A quantitative method was used, through a questionnaire. Formerly, surveys were often carried out over the phone or using the "pen-and-paper" method. However, nowadays e-mail and the web are usually the main instruments for sharing and collecting data (Ruel, Wagner & Gillespie, 2016). Therefore, in this thesis an online questionnaire was used, in order to reach as many people as possible; and it was made anonymous, so respondents' identity was hidden. It had both open-ended and closed-ended questions, took approximately nine minutes to complete, respondents were all at least 18 years old and there was no upper age limit.

In addition, an experimental study was carried out (within the same questionnaire), in order to address the issue of whether a company with a partnership with a nonprofit has a different impact on consumers than a firm without any such partnership. The experimental study also included a behavioral measure, to analyze the impact of firm-nonprofit partnerships on actual behaviors, rather than just attitudes and intentions, given the well documented gap between the two.

Both nominal and ordinal measures were used; and Likert scales were used to measure consumers' level of agreement on certain issues. A Likert scale "consist of statements that express either a favorable or an unfavorable attitude toward the object of interest. The participant is asked to agree or disagree with each statement. Each response is given a numerical score to reflect its degree of attitudinal favorableness" (Cooper & Schindler, 2014: 278). An example that can be observed in the questionnaire is consumers' agreement with the statement that they would be willing to pay more for products if the company selling them had a partnership with a nonprofit organization.

4.2. Data collection

Data was collected through a self-administered questionnaire. This type of questionnaire “typically cost less than surveys via personal interviews”, “researchers can contact participants who might otherwise be inaccessible” and “are typically perceived as more impersonal, providing more anonymity than the other communication modes” (Cooper & Schindler, 2014: 228-229).

The questionnaire was created using the software Qualtrics and distributed between the 15th May of 2019 and the 5th June of 2019 by email and on four social networks: WhatsApp, Facebook, Instagram and LinkedIn. The sample was thus composed of unidentified respondents who volunteered to answer and belonged to the author’s social networks or to the author’s family and friends’ networks. This was a convenience sample, which is understood as not being as representative; but, at the same time, it is an effective technique of reaching a larger number of people in an easier and speedier way, leading to some detailed information. For the experimental study, which followed a one-way between-subjects design, participants were randomly assigned to each condition through the software.

Having in consideration that the preferred population for this study was people that live in Portugal, the questionnaire was designed and implemented in the Portuguese language (see appendix 1.2). In this way, possible errors of interpretation and meanings could be expected to be minimized.

As previously noted, although the data was all collected using the same instrument, two different methods were used. The first part was the experimental study, which aimed to understand the impact of firm-nonprofit partnerships on consumers’ attitudes, intentions and pro-social behaviors. The questionnaire started with the experimental study so that there would a “clean slate” and the effects of the independent variable could be assessed without the influence of the other questions. The second part of the questionnaire was intended to gauge consumers’ awareness of CSR practices in general, and partnerships between companies and nonprofits in particular, as well as consumers’ perceptions of the impact of such partnerships on their attitudes and intentions.

4.3. Procedure

4.3.1. Experimental study

“Experiments are studies involving intervention by the researcher beyond that required for measurement. The usual intervention is to manipulate some variable in a setting and observe how it affects the subjects being studied (e.g., people or physical entities)” (Cooper & Schindler, 2014: 192).

In this experiment, two scenarios were created and introduced in order to compare consumers' attitudes, intentions and behaviors toward a company that supports a nonprofit organization through a CSR initiative, and a company that does not engage in such partnership. The study was presented to participants as having the purpose of finding out how people evaluate organizations when there's limited information available about them; the organizations were presented as being real and intended to start operating soon in Portugal. In both scenarios, participants were first introduced to a fictional company called “Gomo”, presented as being from the food and drinks industry, based in Portugal and as planning to enter the market soon. By using the Block Randomizer option in Qualtrics, half of the respondents randomly received a scenario (version A) where the company had a partnership with a nonprofit and the other half received a scenario (version B) where the company did not have such partnership.

The company description in both versions was similar: the text followed the same structure and had a similar number of words (around 75). The company, Gomo, was presented as having good relationships with its consumers in both cases, but in one version it had a partnership with a (also fictional) nonprofit organization called “Jovens com garra”, and in the other, it did not. This nonprofit was purportedly focused on reintegrating previously at-risk children and teenagers. A fictional company and nonprofit organization were used, in order to guarantee that participants had no pre-conceived ideas or associations with them. In the version without the partnership, there was no negative information about the company, nor was the fact that the company did not engage in CSR or a partnership explicitly stated – it simply did not have such a partnership.

After reading about the company, participants were asked to answer some questions regarding their attitudes, intentions and price expectations toward it, such as: “I would feel confidence in this company”; “I consider that the prices of Gomo's products will be the same as its competitors”; or “I would recommend this company to my friends and family”, using a seven-point Likert scale ranging from 1-Totally disagree to 7-Totally

agree. Participants were also asked to answer some questions concerning their attitudes toward the cause of “Jovens com garra” (the nonprofit presented in the partnership condition, and introduced for the first time to the non-partnership condition) and their willingness to contribute to this nonprofit, as well as to contribute to other causes of other nonprofit organizations. Examples of these questions include: “I assign a higher importance to this cause after hearing about it” or “I would be willing to contribute to this cause donating money and/or time”.

Subsequently, respondents were asked if the company they had just read and answered about (Gomo) had a partnership with a nonprofit organization or not, as manipulation check. “A manipulation check is a test used to determine the effectiveness of a manipulation in an experimental design. Researchers incorporate manipulation checks when using experiments to ensure participants perceive, comprehend, and/or react as expected to the portion of the manipulation of interest contained within the independent variable” (Hoewe, 2017: 1).

Participants were then told that the study they were participating in was being carried out in cooperation with a (fictional) nonprofit organization. They were presented with some information about its social project and then asked whether they would like to support this new cause through volunteer work or monetary donations. This was intended as a measure of their pro-social behavior, and was gauged by whether or not they clicked to find out more about how to help the project, and additionally, their stated willingness to donate their time or money to the cause (Kristofferson, White & Pelozo, 2014).

4.3.2. Questionnaire

After the experimental part, the questionnaire continued with the collection of the demographic data; which also served as “filler” questions, before respondents moved on to the remainder of the questionnaire. This type of question is defined as “questions that, although not part of the research question, aid the flow of the questionnaire” (Williams, 2003: 247). These were closed-ended questions (with pre-determined options) about demographic characteristics such as gender, year of birth or academic habilitations.

The subsequent part of the questionnaire aimed to measure respondents’ awareness of CSR practices in general and of partnerships between companies and nonprofits in particular. In order to measure this awareness, three indicators determined by Pomeroy

& Dolnicar (2009: 290) were used: “general awareness of CSR initiatives, specific verbal CSR recall and specific graphical CSR recall”. Participants were also asked regarding their attitudes toward companies’ impact on society, in particular, how important they thought it was that companies should be concerned with this impact.

General awareness of CSR initiatives was measured by asking the respondents two questions: “Are you familiar with any initiative by a company that has a social concern?” and “Are you familiar with any partnership focused on a social issue between a company and a nonprofit (for example: an association, foundation or charity)?”. Both questions used a full binary, yes or no, answer format. Respondents who answered “yes”, had an optional open-ended question asking for an example to see if they could specify a particular firm-nonprofit partnership.

Specific verbal CSR recall was adopted to measure the “specific CSR awareness of respondents” (Pomeroy & Dolnicar, 2009: 20). A list of five initiatives by nonprofit organizations, supported by five Portuguese companies was presented. These were chosen having in consideration the date of their introduction (all of them were recent – from 2018) and trying to include both different business areas and different causes. The respondents were asked to link each initiative to the company which they thought was supporting it (or to indicate if they did not know).

Specific graphical CSR recall was the second indicator used to measure specific CSR awareness. The format of this question was very much like the verbal CSR recall question but, in this case, it consisted of five “graphical stimuli” (images/logos of the same initiatives requested in the verbal recall). The respondents were again asked link each initiative to the company which they thought was supporting it (or to indicate that they did not know).

Lastly, participants’ attitudes and intentions regarding social causes supported by firm-nonprofit partnerships in general were measured, with questions such as: “When I see a company in a partnership with a nonprofit organization, I become more sensitive to the cause for which they are working together”; or “When I see a company in a partnership with a nonprofit organization, it makes me want to contribute to the cause for which they are working together”, using a seven-point Likert scale ranging from 1-Totally disagree to 7-Totally agree. They were also asked about their past and present connections with CSR and the regularity of their pro-social behaviors, as measured by monetary donations or volunteering activities (Kristofferson *et al.*, 2014), with questions such as the number

of times they had donated money to nonprofit organizations in the last 12 months or if they had ever participated in a volunteering project for more than 3 months.

Table 1 summarizes the measures used to address each research question and each hypothesis, their source in the literature, as well as the items contained in each measure.

Table 1 – Research questions and hypotheses

RESEARCH QUESTIONS	INDICATORS	QUESTIONNAIRE QUESTIONS	AUTHORS
1. To what extent are consumers aware of CSR practices in general and of firm-nonprofit partnerships in particular, and what importance do they attribute to these firms' social concerns?	Perceived importance of companies' social concerns	1. I consider it important that companies consider their impact on society.	Pomeroy & Dolnicar (2009)
	General Awareness of CSR Initiatives	2. Are you familiar with any initiative by a company that has a social concern? 3. Are you familiar with any partnership focused on a social issue between a company and a nonprofit (for example: an association, foundation or charity)?	
	Specific Verbal CSR Recall	4. For each initiative by a nonprofit presented, please move it to the box of the company that you consider supported it.	
	Specific Graphical CSR Recall	5. For each initiative by a nonprofit presented, please move the image to the box of the company that you consider supported it.	
2. Do consumers consider that firm-nonprofit	Consumers' perceptions of the effect of	2. a) When I see a company in a partnership with a	

partnerships have an impact on their attitudes and intentions toward the cause the company supports?	partnerships on their attitudes and intentions toward the firm-nonprofit cause	nonprofit organization, I become more sensitive to the cause for which they are working together. b) When I see a company in a partnership with a nonprofit organization, it makes me want to contribute to the cause for which they are working together.	
3. Do consumers consider that firm-nonprofit partnerships have an impact on their intentions toward other causes?	Consumers' perceptions of the effect of partnerships on their intentions toward other causes beyond the firm-nonprofit cause	c) When I see a company in a partnership with a nonprofit organization, it makes me want to contribute to other causes of other organizations.	
4. Do consumers consider that firm-nonprofit partnerships have an impact on their purchase intentions?	Purchase intentions	d) When I see a company in a partnership with a nonprofit organization, I'm willing to pay more for its products.	
HYPOTHESES	INDICATOR	EXPERIMENTAL QUESTIONS	AUTHORS
H1: Consumers exposed to a firm-nonprofit partnership will have more positive attitudes toward the cause supported by the partnership than those exposed to a firm without such a partnership.	Perceived importance of the cause	Experimental "Jovens com garra" 6. I assign a higher importance to this cause after hearing about it.	

<p>H2: Consumers exposed to a firm-nonprofit partnership will have a higher willingness to contribute to the cause supported by the partnership than those exposed to a firm without such a partnership.</p>	<p>Consumers' willingness to contribute to the firm-nonprofit cause</p>	<p>Experimental "Jovens com garra" 3. I'd be willing to contribute to this cause donating money and/or time.</p>	
<p>H3: Consumers exposed to a firm-nonprofit partnership will have a higher willingness to contribute to similar causes to the cause supported by the partnership than those exposed to a firm without such a partnership.</p>	<p>Consumers' willingness to contribute to other nonprofit organizations with similar causes</p>	<p>Experimental "Jovens com garra" 4. I'd be willing to contribute to other nonprofit organizations with similar causes.</p>	
<p>H4: Consumers exposed to a firm-nonprofit partnership will have a higher willingness to contribute to unrelated causes than those exposed to a firm without such a partnership.</p>	<p>Consumers' willingness to contribute to other nonprofit organizations with unrelated causes</p>	<p>Experimental "Jovens com garra" 5. I'd be willing to contribute to other nonprofit organizations with other causes, different from this one.</p>	
<p>H5: Consumers exposed to a firm-nonprofit partnership will have more pro-social behaviors than those exposed to a firm</p>	<p>Consumers' pro-social behaviors toward unrelated causes</p>	<p>Experimental "Unidos pela comunidade" 1. In case you are interested in collaborating with this initiative, please click on the option below for more information.</p>	

without such a partnership.			
H6: Consumers exposed to a firm-nonprofit partnership will have more positive attitudes toward the firm than those exposed to a firm without such a partnership.	Reliability	Experimental "Gomo" <ol style="list-style-type: none"> 1. This company would meet my expectations. 2. I would feel confidence in this company. 3. This company would not disappoint me. 4. This company would guarantee my satisfaction. 	Delgado-Ballester (2004)
	Intentions and price expectations	Experimental "Gomo" <ol style="list-style-type: none"> 5. If the place where I usually go shopping started selling products from this company, I would certainly buy. 6. I consider that the prices of Gomo's products will be the same as its competitors. 	Adapted from Delgado-Ballester (2004)
	Recommendation	Experimental "Gomo" <ol style="list-style-type: none"> 7. I would recommend this company to my friends and family. 	

4.4. Pre-test

“Pretesting the instruments permits refinement before the final test” (Cooper & Schindler, 2014: 200). Once the questionnaire was prepared, and before its dissemination, a pre-test was carried out using a sample of 10 people. These respondents did not subsequently answer the final version of the questionnaire. This pre-test was administered between the 3rd May of 2019 and the 10th May of 2019, to verify if all the questions and possible

answers were easily understandable and if the respondents detected any error or had any suggestions.

Based on this pre-test, some minor changes were carried out in accordance with the feedback received by this sample. Subsequently, on the 15th May of 2019, the questionnaire was made available.

5. Results

This chapter begins with a characterization of the sample and it continues with the analysis and description of the results obtained regarding the research questions and the hypotheses. The data was analyzed using the software SPSS Statistic 25 and it will be discussed in the following chapter.

5.1. Sample characterization

The sample was composed of 155 respondents, most of them female (62,6%), which appears to be a common situation in such studies (see as an example Romani & Grappi, 2014) (Figure 3). Regarding age, the majority of the sample (36,8%) was between 18 and 28 years old, followed by those who were aged 51 to 61 years old (29%) (see Figure 4); and most of the respondents (91%) lived in Lisbon (Figure 5). The age and city of residence of the respondents are reflective of the convenience sample used.

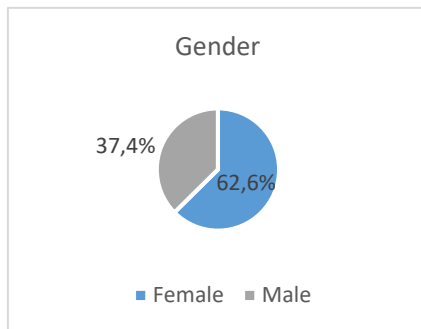


Figure 3 – Participants' gender

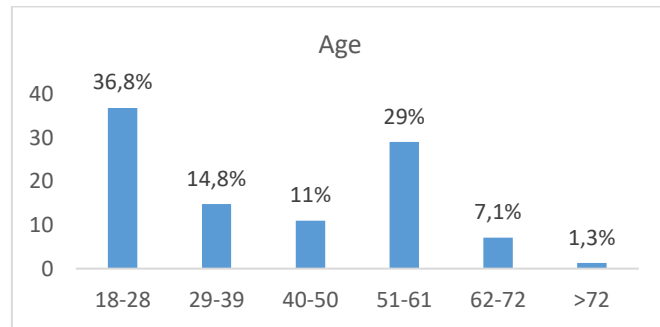


Figure 4 – Participants' age

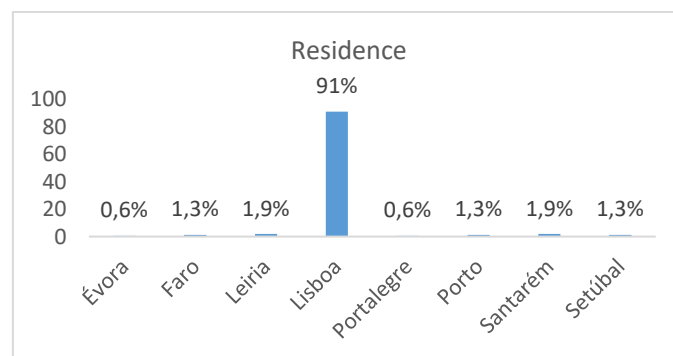


Figure 5 – Participants' residence

With regard to occupation, the majority of the respondents indicated that they were working (66,5%), followed by a smaller percentage of respondents who were students (13,5%) (see Figure 6). With respect to their educational background, the majority of the respondents had a tertiary degree (89%), and of these, 49% had a bachelor's degree,

16,1% a postgraduate degree, 21,3% a master's degree and 2,6% a doctorate. A minority of respondents had a secondary school degree (11%) (Figure 7).

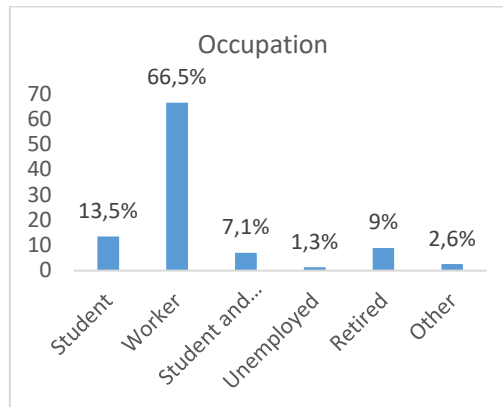


Figure 6 – Participants' occupation

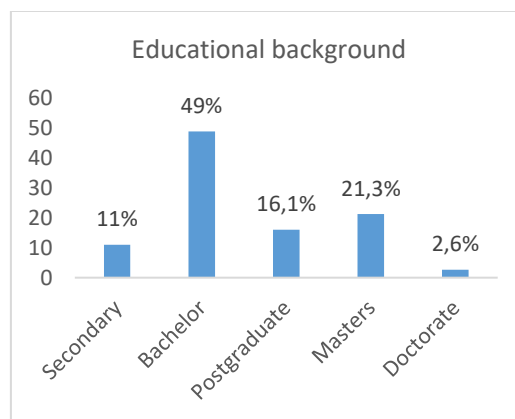


Figure 7 – Participants' educational background

With regard to the number of people in their household, the answers were more disperse. Most of the respondents indicated their household was composed of four people (27,1%), 25,2% had a household of two, and 22,6% lived alone (see Figure 8). The majority of the respondents indicated they had a monthly household income of over 2500€ (47,7%), and 2,6% of the respondents chose not to answer to this second question (Figure 9).

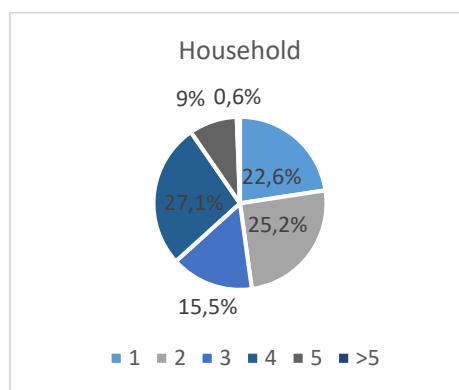


Figure 8 – Participants' household

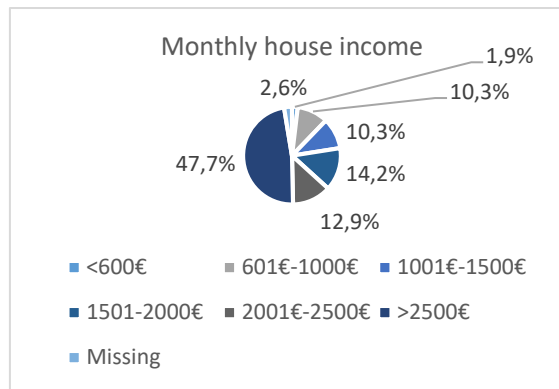


Figure 9 – Participants' monthly household income

When asked about their available time for recreational and leisure activities, most of the respondents indicated they have 1h-4h per week (35,5%), followed by those respondents who have 5h-8h (31%). There was a minority of people with less than 1h (8,4%) and a 1,3% of people with no free time (0h) (Figure 10).

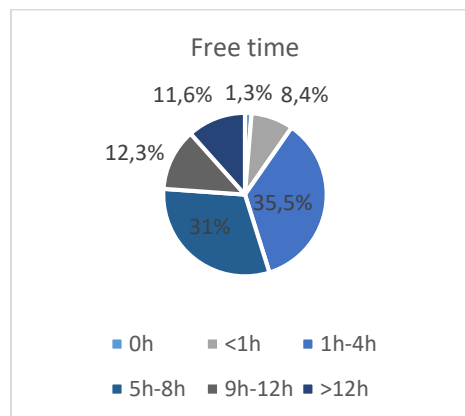


Figure 10 – Participants' free time

Participants were also asked about their pro-social behaviors, namely the extent to which they had engaged in volunteering activities or the giving of monetary donations in the previous 12 months. With regard to volunteering, most of the respondents had not carried out any such activity; 24,5% indicated they had volunteered once in the preceding 12 months, and 17,4% said that had volunteered up to six times. The respondents that might be considered as more active in this regard were a minority: 3,9% of the respondents indicated they had volunteered at least once a month over the course of the previous 12 months, and 7,7% reported they engaged in volunteering activities once a week or more (Figure 11).

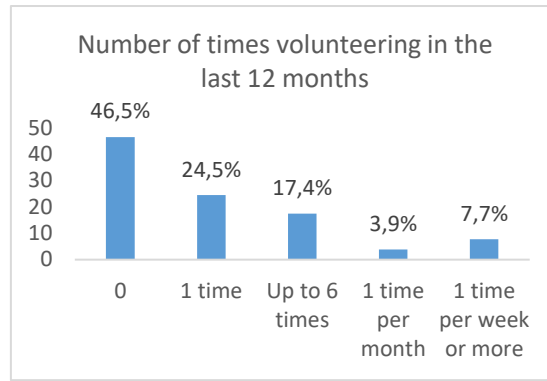


Figure 11 – Number of times volunteering in the last 12 months

Monetary donations appeared to be more common. Twenty percent of the respondents indicated that they had not donated any money in the last 12 months (20%), but the majority of the respondents had donated once (34,8%) or up to six times (34,8%). Almost ten percent (9,7%) of the respondents indicated they had donated money at least once a month in the previous 12 months, and 0,6% reported weekly donations (Figure 12).

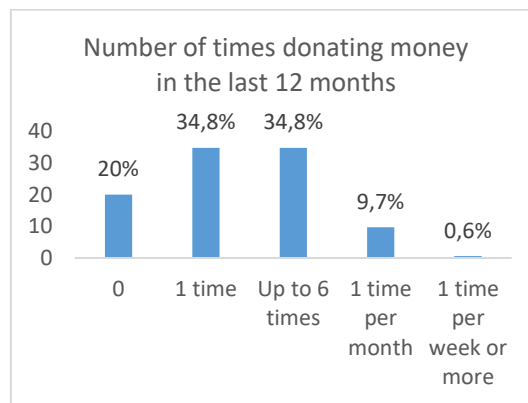


Figure 12 – Number of times donating money in the last 12 months

Participants were also asked about longer-term volunteering activities (more than three months): 72,3% indicated they had never been involved in such projects (see Figure 13). Of the 27,7% (43 respondents) who indicated they had at some point volunteered for three months or more (in a row), most were aged between 18 and 28 years old (20 respondents), and 11 respondents were aged between 51-61 years old (Figure 14).

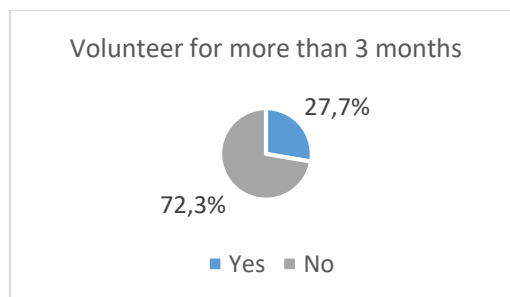


Figure 13 – Volunteer for more than 3 months

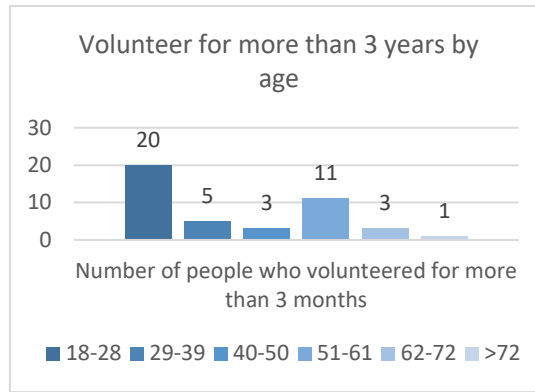


Figure 14 – Volunteer for more than 3 months by age

5.2. Awareness and attitudes toward firm-nonprofit partnerships

One of the aims of this study was to understand awareness of and attitudes toward firm-nonprofit partnerships, as well as the importance attributed to these firms' social concerns. The results pertaining to these issues are presented below and refer to the whole sample (n=155).

5.2.1. Importance of companies considering their impact on society

We wanted to understand participants' attitudes regarding Corporate Social Responsibility; namely, how important they thought it was that companies should be concerned with their impact on society.

Participants were asked to indicate their level of agreement on a seven-point scale (where 1 = completely disagree and 7 = completely agree) that it is important that companies consider their societal impact. Perhaps unsurprisingly, almost the entire sample (98,1%) expressed some level of agreement with this statement, with 78,7% saying they "completely agree". Although there is a potential element of social desirability bias in these answers, the results are likely also indicative of an increasing awareness of CSR and a more widespread belief that companies have responsibilities beyond the pursuit of profit, to also consider their impact on society.

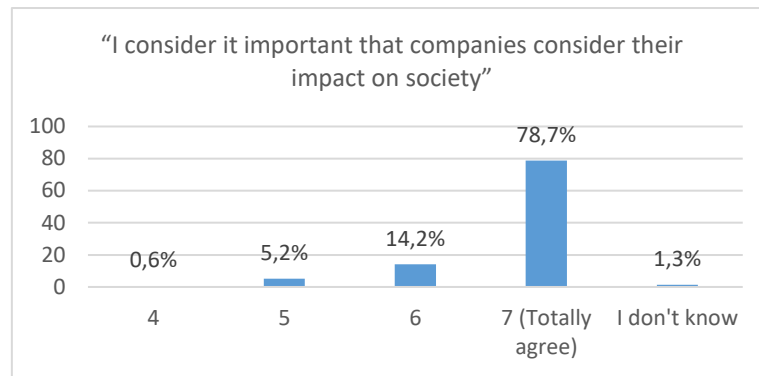


Figure 15 – Importance of companies considering their impact on society

5.2.2. CSR awareness

We were also interested to understand participants' awareness of CSR activities, in particular those relating to partnerships between firms and nonprofit organizations. Participants were asked whether they were aware of any such partnerships, and then given a list of nonprofit initiatives to try to match with the respective firm with which they had partnered.

First, participants were asked whether they were aware of any initiative by a company with a social concern (in general) and of partnerships with nonprofits in particular. Most of the respondents answered "Yes" to both questions, claiming to be familiar with at least one initiative from a company with a social concern (78,7%) (see Figure 16) and with at least one partnership between a company and a nonprofit (75,5%) (Figure 17).

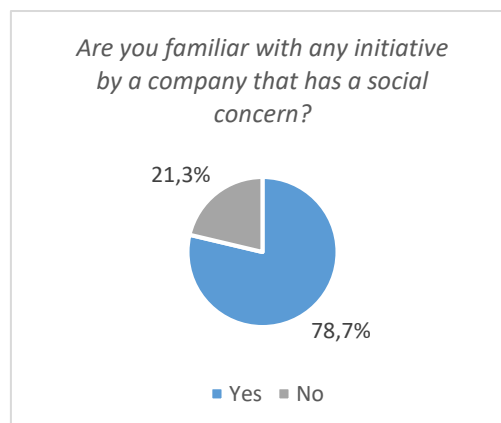


Figure 16 – General Awareness of CSR Initiatives

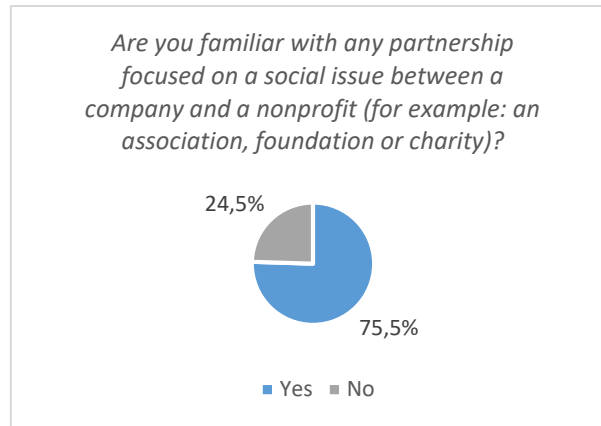


Figure 17 – General Awareness of CSR Initiatives: Partnerships between companies and nonprofits

Respondents who indicated they were aware of firm-nonprofit partnerships were then asked (as an optional question) whether they could provide an example of such a partnership. Almost 60% (68 participants) chose to answer (see Table 2); of these, 15 correctly indicated a firm-nonprofit partnership, while the remaining participants indicated either a firm or a nonprofit they considered to be involved in such a partnership.

Table 2 – Giving examples of a firm-nonprofit partnership

Can you give an example?	Yes	Nonresponses
Frequency	68	49
Percentage	58,12%	41,88%

Although participants indicated awareness of firm-nonprofit partnerships in general, we were also interested to see if they could recall specific examples of such partnerships. Therefore, a list of five initiatives by nonprofit organizations, active in the previous 12 months and supported by five companies operating in Portugal, was presented.

The first partnership was between Fnac and the nonprofit *Operação Nariz Vermelho*, with the initiative: “Dá-lhes Sorrisos”. In the verbal recall, it was observed that a small percentage of the respondents knew that this initiative belonged to Fnac (20%), whereas a higher percentage indicated they did not know (42,6%). When respondents were presented with the initiative logo, the percentage who related it correctly to the respective company increased to 33,5%, and the number of “don’t knows” decreased to 30% (Table 3).

Table 3 – Fnac - *Dá-lhes Sorrisos (Operação Nariz Vermelho)*

Dá-lhes Sorrisos (Operação Nariz Vermelho)			
Awareness	Fnac	“I don’t know”	Incorrect
Verbal	20%	42,6%	37,4%
Graphical	33,5%	30%	36,5%

The second partnership was between CTT and 45 Social Solidarity Institutions that take care of children in need, with the initiative: “Pai Natal Solidário”. In this case, the values were similar: the verbal recall was again low (23,2%) and the graphical recall of 36,1%, similar to the previous partnership (Table 4).

Table 4 – CTT - *Pai Natal Solidário (45 Social Solidarity Institutions that take care of children in need)*

Pai Natal Solidário (45 Social Solidarity Institutions that take care of children in need)			
Awareness	CTT	“I don’t know”	Incorrect
Verbal	23,2%	45,2%	31,6%
Graphical	36,1%	40%	23,9%

The third partnership was between Pingo Doce and the nonprofit *Cáritas Portuguesa*, with the initiative: “10 Milhões de Estrelas – Um gesto pela Paz”. Only 14,2% of participants correctly recognized the company in the verbal recall, and 9% in the graphical recall. Over 40% (43,2%) identified the wrong company in relation to this initiative in the verbal recall and half (50,4%) of the respondents answered incorrectly when faced with the graphical recall. As with the previous partnerships, around 40% of the respondents said they did not know who the partnership was between (42,6% in the verbal, 40,6% in the graphical) (Table 5).

Table 5 – *Pingo Doce - 10 Milhões de Estrelas – Um gesto pela Paz (Cáritas Portuguesa)*

10 Milhões de Estrelas – Um gesto pela Paz (Cáritas Portuguesa)			
Awareness	Pingo Doce	“I don’t know”	Incorrect

Verbal	14,2%	42,6%	43,2%
Graphical	9%	40,6%	50,4%

The fourth partnership was between the company Kelly Services Portugal and the nonprofit AMI – *Assistência Médica Internacional*, with the initiative: “Saco solidário”. This was the only case where the percentage of people who recognized the partnership verbally and graphically coincided (16,1% in both cases). The respondents that affirmed not to know were 42,6% in the verbal recall and 38,7% in the graphical, however, the reduction in “I don’t know” from the verbal to the graphical recall was reflected in more wrong (rather than right) answers (Table 6).

Table 6 – Kelly Services Portugal - Saco solidário (AMI – Assistência Médica Internacional)

Saco solidário (AMI – Assistência Médica Internacional)			
Awareness	Kelly Services Portugal	“I don’t know”	Incorrect
Verbal	16,1%	42,6%	41,3%
Graphical	16,1%	38,7%	45,2%

The last partnership was between Worten and *Cruz Vermelha Portuguesa*, with the initiative: “Dávinte – um código de barras solidário”. Here, 27,1% of participants correctly recognized the company in the verbal recall, and 15,5% in the graphical recall. A percentage of 34,8% identified the wrong company in relation to this initiative in the verbal recall and almost half (49%) of the respondents answered incorrectly when faced with the graphical recall. As with the previous partnerships, around 40% of the respondents said they did not know who the partnership was between (38,1% in the verbal, 35,5% in the graphical) (Table 7).

Table 7 – Worten - Dávinte – um código de barras solidário (Cruz Vermelha Portuguesa)

Dávinte – um código de barras solidário (Cruz Vermelha Portuguesa)			
Awareness	Worten	“I don’t know”	Incorrect
Verbal	27,1%	38,1%	34,8%

Graphical	15,5%	35,5%	49%
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In conclusion, in spite of reporting awareness of firm-nonprofit partnerships, respondents appeared to have difficulty in recognizing specific examples of such partnerships, with recall levels always below 40%. The initiative with the highest awareness was “Pai Natal Solidário”, resulting from the partnership between CTT and 45 Social Solidarity Institutions that take care of children in need. The least known was the partnership between Pingo Doce and the nonprofit *Cáritas Portuguesa*, with the initiative: “10 Milhões de Estrelas – Um gesto pela Paz”.

There were a lot of people admitting that they did not know to what company the initiative belonged (always around 40%); and these percentages were always higher in the verbal than in the graphical recall. It was also observed that many respondents tried to guess the partnership, but identified the partners incorrectly.

Overall, although most of the respondents agree that it is important that companies consider their impact on society and indicate they are aware of firms with social initiatives, they have difficulty in correctly identifying existing firm-nonprofit partnerships.

5.2.3. Consumers' perceptions of the effect of partnerships on their attitudes and intentions toward the firm-nonprofit cause

To the extent that consumers attribute importance to firm-nonprofit partnerships, we were interested to know how they expected such partnerships to affect their attitudes and intentions toward the cause for which the partnership had been created. Two questions were asked in this regard, one pertaining to attitudes and one to intentions (as, presumably, precursors of behaviors), both measured on a seven-point scale.

The results show that the majority of the participants considered that such partnerships make them more sensitive to the cause at hand. Overall, 70,3% responded favorably, with 29% indicating they strongly agree that partnerships increase their concern for the cause. Almost 17% said they neither agreed nor disagreed, and only 12,9% considered that partnerships did not improve their attitude toward the cause (or indicated that they did not know) (Figure 18).

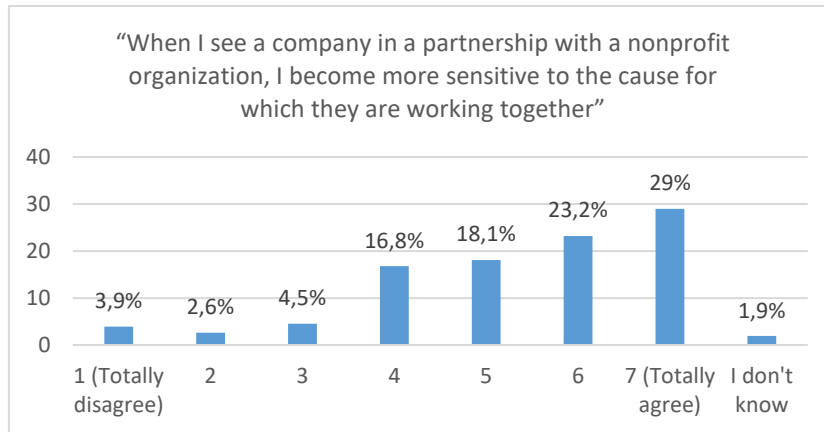


Figure 18 – Attitudes of becoming more sensitive to the firm-nonprofit cause

Regarding intentions, the majority of the respondents indicated that hearing about a firm-nonprofit partnership makes them want to contribute to the cause at hand. Almost two thirds (63,2%) of the participants responded positively, with 18,1% of them indicating they strongly agree that partnerships motivate them to contribute to the cause. Almost 21% said they neither agreed nor disagreed, and only 16,2% considered that partnerships did not have an impact on their intentions toward the cause (or indicated that they did not know) (Figure 19).

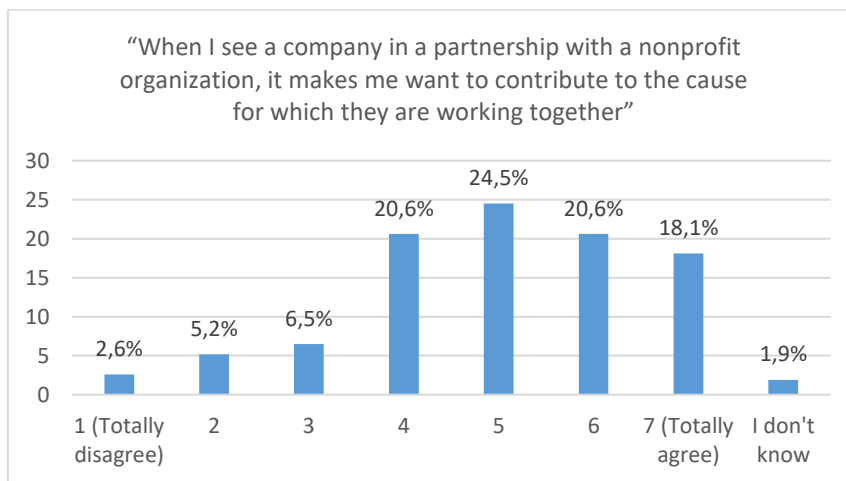


Figure 19 – Intentions to contribute to the firm-nonprofit partnership cause

5.2.4. Consumers’ perceptions of the effect of partnerships on their intentions toward other causes beyond the firm-nonprofit cause

An important possibility, addressed in the literature but relatively under-studied and, therefore, previously suggested for future research (Romani & Grappi, 2014) relates to “spill-over effects”; i.e., the possibility that seeing a firm-nonprofit partnership might positively affect attitudes and intentions to causes other than the one at hand. To gauge

this possibility, participants were asked to indicate their agreement with the statement “When I see a company in a partnership with a nonprofit organization, it makes me want to contribute to other causes of other organizations”, on a scale of 1 (completely disagree) to 7 (completely agree).

Around half of the sample (52,8%) said seeing a firm-nonprofit partnership would make them want to contribute to the causes of other organizations, with 13,5% indicating strong agreement with this statement. Just over one fifth (21,3%) of the respondents said they neither agreed nor disagreed, and almost a 26% (25,8%) considered that firm-nonprofit partnerships did not have an impact on their intentions toward other causes (or indicated that they did not know) (Figure 20).

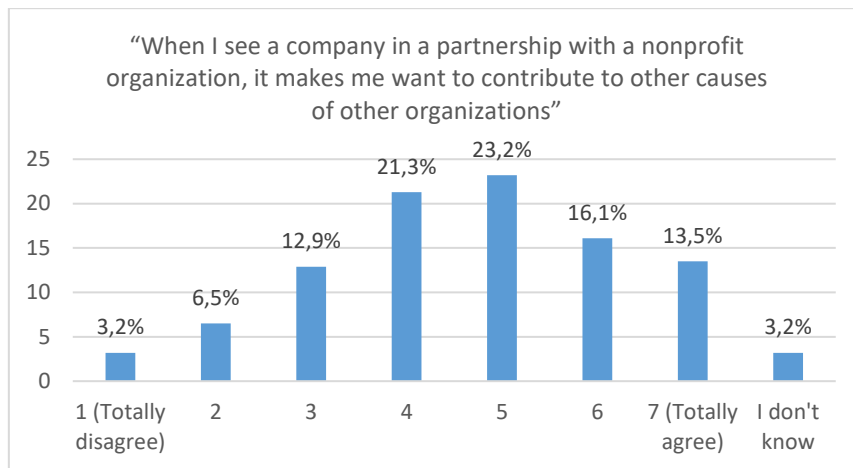


Figure 20 – Intentions to contribute to other causes of other organizations

5.2.5. Purchase intentions

In addition to the impact on attitudes and intentions to contribute to the partnership cause or another cause, we were also interested to see whether partnerships would affect consumers' intentions toward the participating firm. Participants were asked to indicate their level of agreement with the statement: “When I see a company in a partnership with a nonprofit organization, I’m willing to pay more for their products”, on a scale of 1 (completely disagree) to 7 (completely agree).

As can be observed in Figure 21, the majority of the participants indicated they are willing to pay more for the products of a company if it has a partnership with a nonprofit organization. Overall, 58,6% responded favorably, with 13,5% indicating they strongly agree that partnerships increase their purchase intentions. Almost 19% said they neither agreed nor disagreed, and 22,6% considered that partnerships between companies and

nonprofits did not have an impact on their purchase intentions (or indicated that they did not know).

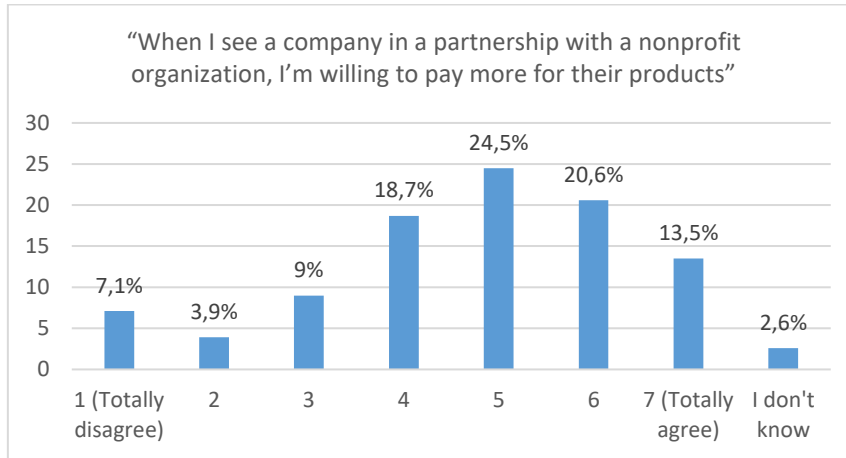


Figure 21 – Intentions to buy from a firm engaging in a partnership with a nonprofit

In conclusion, consumers’ attitudes and intentions regarding firm-nonprofit partnerships seem to be positive: our respondents indicated that such partnerships make them more sensitive to the cause at hand, more willing to contribute to the cause as well as to the causes of other organizations, and they also affirmed they would be willing to pay more for the products of a company with a partnership with a nonprofit organization. It is worth bearing in mind, however, that the research shows that such intentions do not always translate into behaviors; which is why the current study also included a behavioral measure (reported in section 5.3.3).

We also have to acknowledge the possibility of social desirability bias here again; but, at the same time, note that respondents’ agreement regarding the impact of firm-nonprofit partnerships on their intentions toward other causes was lower than regarding the partnership cause, which seems to suggest they were not answering reflexively, but actively considering the statements before them.

Likewise, the fact that participants “admitted” that seeing such partnerships influence them is of interest in itself, since consumers do not typically like to admit such influences, but rather to think of themselves as acting freely (Wehmeyer, 1999).

5.3. Experimental study

In addition to understanding reported attitudes and intentions, we wanted to try to observe actual attitudes, intentions and even behaviors, and how a firm-nonprofit partnership might affect these. We predicted that having (vs. not having) a partnership would lead to more positive attitudes toward both the cause and the firm, to greater intentions to contribute to the cause and buy from the firm and, finally, to a more pro-social behavior, reflected in a greater willingness to volunteer time or donating money to help an unrelated cause.

For this part, the results are focused on the differences between those that received the version with a firm-nonprofit partnership, Gomo A, ($n_{\text{partnership}} = 75$) and the version without a partnership, Gomo B, ($n_{\text{nopartnership}} = 80$).

5.3.1. Manipulation check

As mentioned above, experimental studies implicate an intervention of the researcher with the manipulation of a variable to understand how it affects the participants that are being analyzed (Cooper & Schindler, 2014). For this reason, a manipulation check was developed in order to ensure that the manipulation had worked. This consisted of asking the respondents for their agreement that the fictional company Gomo had a partnership with a nonprofit organization, since in one of the versions (Gomo A) it did, and in the other (Gomo B) it did not. This was measured on a scale of 1 (completely disagree) to 7 (completely agree).

As can be seen in Table 8, those who received the partnership version were significantly more likely to agree that the company had a partnership with a nonprofit, than those who received the control (i.e. no partnership) condition ($M_{\text{partnership}} = 5,88$ vs. $M_{\text{nopartnership}} = 4,45$; $F(1, 155) = 26,117$; $p = 0,000$), which indicated that the manipulation was successful.

Table 8 – Manipulation check

Measure – Manipulation check	Version	Mean	F	P-value
	Partnership	5,88	26,117	0,000

<i>“Gomo has a partnership with a nonprofit organization”</i>	No partnership	4,45		
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5.3.2. Perceived importance of the cause

To the extent that consumers indicated they would have a positive attitude toward the cause of a firm-nonprofit partnership, we were interested to know if they would indeed demonstrate that attitude. Participants were presented with a small description of the fictional nonprofit “Jovens com garra” (those in the partnership condition for the second time, while for those in the non-partnership condition it was the first time they read about it) and asked to indicate their level of agreement with the statement: “I assign a higher importance to this cause after hearing about it”, on a scale of 1 (completely disagree) to 7 (completely agree).

Surprisingly, participants exposed to the firm with a partnership did not think they attribute greater importance to the cause ($M_{partnership} = 5,55$) than those in the no-partnership condition ($M_{no\ partnership} = 5,16$; $F(1, 155) = 1,878$; $p = 0,173$) (see Table 9), therefore, H1 was not confirmed. Although unexpected, given that the majority of participants indicated to consider that firm-nonprofit partnerships improve their attitudes toward the cause, this result may be explained by a reluctance to acknowledge that we are influenced by external forces and a preference to believe in the self determination of our decisions (Wehmeyer, 1999).

Table 9 – Perceived importance of the cause

Measure – Gomo A vs Gomo B	Version	Mean	F	P-value
<i>“I assign a higher importance to this cause after hearing about it”</i>	Partnership	5,55	1,878	0,173
	No partnership	5,16		

5.3.3. Consumers' willingness to contribute to the firm-nonprofit cause, to other nonprofit organizations with similar causes and to other nonprofit organizations with unrelated causes

To the extent that consumers stated they would contribute to the cause of a firm-nonprofit partnership, we were also interested to know if they would indeed demonstrate that intention when they were asked to contribute to the cause for which the partnership they were presented with had been created, as well as to other, similar causes. Participants were asked regarding the cause of this fictional nonprofit: "I'd be willing to contribute to this cause donating money and/or time" and "I'd be willing to contribute to other nonprofit organizations with similar causes", both measured on a scale of 1 (completely disagree) to 7 (completely agree).

Participants in the partnership condition, i.e. those who read about the company with a partnership with a nonprofit, were more willing to contribute to the cause in question ($M_{\text{partnership}} = 5,92$) than those who read about the firm without the partnership ($M_{\text{no partnership}} = 5,35$; $F(1, 155) = 5,631$; $p = 0,019$) (Table 10), thus confirming H2.

Although this could in part be a familiarity effect, the results were also significant for willingness to contribute to another (similar) cause ($M_{\text{partnership}} = 5,96$ vs. $M_{\text{no partnership}} = 5,30$; $F(1, 155) = 7,640$; $p = 0,006$) (see Table 10), thus confirming H3.

Table 10 – Willingness to contribute to the firm-nonprofit cause and similar causes

Measure – Gomo A vs Gomo B	Version	Mean	F	P-value
<i>"I'd be willing to contribute to this cause donating money and/or time"</i>	Partnership	5,92	5,631	0,019
	No partnership	5,35		
<i>"I'd be willing to contribute to other nonprofit organizations with similar causes"</i>	Partnership	5,96	7,640	0,006
	No partnership	5,30		

Thus, merely reading about a company with a partnership (vs an identical one without such a partnership) led to a greater willingness to contribute to the cause for which the partnership had been created, as well as to a greater willingness to contribute to similar

causes of other nonprofit organizations. These results are indicative of an intended pro-social behavior, which as the literature indicates, may or may not then be translated into action.

Consumers' willingness to contribute to unrelated causes of other nonprofit organizations was also measured. With regard to this, participants were asked for their agreement with the statement: "I'd be willing to contribute to other nonprofit organizations with other causes, different from this one", measured on a scale of 1 (completely disagree) to 7 (completely agree).

Participants exposed to the firm with a partnership indicated higher levels (marginal significance) of willingness to contribute to an unrelated cause ($M_{\text{partnership}} = 5,96$) than those who read about the firm without the partnership ($M_{\text{no partnership}} = 5,49$; $F(1, 155) = 3,664$; $p = 0,057$) (Table 11).

This suggests that observing a firm-nonprofit partnership not only increases willingness to contribute to both the partnership and other related causes, it also, to a lesser extent, increases willingness to contribute to unrelated causes, which also confirms H4.

Table 11 – Willingness to contribute to unrelated causes

Measure – Partnership vs no partnership	Version	Mean	F	P-value
<i>"I'd be willing to contribute to other nonprofit organizations with other causes, different from this one"</i>	Partnership	5,96	3,664	0,057
	No partnership	5,49		

5.3.4. Consumers' pro-social behaviors toward unrelated causes

As documented in the literature (Mohr *et al.*, 2001), however, consumers' intentions do not always translate into behaviors. Thus, we also included a behavioral measure in the study, which was of particular interest, because such measures are typically more difficult to obtain and as a result, far less prevalent in the research than measures of intention.

Participants were presented with a fictional nonprofit organization "Unidos pela comunidade" and asked to click for further information if they were interested in collaborating with it in the future. The click thus constituted the measure of pro-social

behavior. Once they had clicked, they were further asked to indicate whether they would like to contribute with their time or through a monetary donation. Those who did not express interest in collaborating with the nonprofit could simply continue with the rest of the questionnaire.

Of the 155 participants, only 31 (20%) clicked to learn more about how to collaborate. Although this was inconsistent with their stated intentions, it was in accordance with the literature indicating the existence of such a gap (e.g. Mohr *et al.*, 2001). Of the 31, participants who clicked to know more, 19 indicated they were willing to volunteer for the nonprofit, and nine said they could donate money; three did not answer the question and simply continued with the questionnaire.

A chi-square test was carried out to compare pro-social behaviors between conditions – i.e., the number of “clicks” by those who received the partnership vs. the no partnership condition. Fisher's exact test was used due to the small sample size, which “is a statistical significance test used in the analysis of contingency tables. Although in practice it is employed when sample sizes are small, it is valid for all sample sizes” (Fisher's exact test, n.d.).

The results indicate that there were no significant differences in pro-social behavior between those in the partnership ($N_{\text{partnership}} = 15$) and those in the no partnership condition ($N_{\text{no partnership}} = 16$; $p = 0,580$) (Table 12). Therefore, H5 was not confirmed.

Table 12 – Behaviors toward other causes

Measure – Partnership vs no partnership	Version	Number of clicks	P-value
<i>“In case you are interested in collaborating with this initiative, please click on the option below for more information”</i>	Partnership	15	0,580
	No partnership	16	

5.3.5. Attitudes, intentions and price expectations toward the firm

In addition to the impact on consumers' relationship with the cause, we were also interested in understanding the impact of the firm-nonprofit partnerships on their reactions to the firm: their attitudes toward its reliability, their willingness to purchase

from it and their price expectations of its products (given that social responsibility is often associated with higher prices).

5.3.5.1. Reliability

Reliability refers to “the extent to which the consumer believes that the brand accomplishes its value promise” (Delgado-Ballester, 2004: 575). Our measure of reliability included four items: “This company would meet my expectations”, “I would feel confidence in this company”, “This company would not disappoint me” and “This company would guarantee my satisfaction”. The Cronbach's alpha was above 0,7, indicating a good level of internal consistency ($\alpha = 0,829$).

Table 13 – Internal reliability analysis: Reliability

Measure	Number of items	Alpha
Reliability	4	0,829

Surprisingly, given that more positive consumer attitudes toward the firm are often presented as a reason for firms to engage in partnerships with nonprofits, no significant differences were found between those in the partnership (M=5,50) vs no partnership condition (M=5,53). These results may have to do with the “neutral” description of the company in the no-partnership condition, since the fact that it did not engage in a partnership was not highlighted and no negative information about the company was presented (consumers often react more to negative information than to positive [Trudel & Cotte, 2009]). In addition, it is known that consumers are becoming increasingly demanding of firms and their impact on society (Carroll, 2015), which may also have contributed to dampen the effect of the partnership manipulation on perceptions of firm reliability.

Table 14 – Reliability of the firm

Measure – Reliability	Version	Mean	F	P-value
<i>Reliability</i>	Partnership	5,50	0,032	0,858

	No partnership	5,53		
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5.3.5.2. Intentions

In addition to perceptions of the reliability of the company, we were also interested in understanding consumers' intentions to purchase from it. Participants were asked to indicate their level of agreement with the statement: "If the place where I usually go shopping started selling products from this company, I would certainly buy them", on a scale of 1 (completely disagree) to 7 (completely agree). Again, there were no significant differences between conditions ($M_{\text{partnership}} = 5,59$ vs. $M_{\text{no partnership}} = 5,49$; $F(1, 155) = 0,170$; $p = 0,680$). The reasons for this result are likely the same as for the perceived reliability measure: although the manipulation was strong enough to affect attitudes toward the cause, in an era of increasing CSR activities and consumer expectations that firms should engage in such activities, it was not strong enough to significantly impact willingness to purchase from the company.

Table 15 – Intentions toward the firm

Measure – Intentions	Version	Mean	F	P-value
<i>"If the place where I usually go shopping started selling products from this company, I would certainly buy them"</i>	Partnership	5,59	0,170	0,680
	No partnership	5,49		

5.3.5.3. Price expectations

We were also interested in understanding participants' price expectations of the firm. They were asked to indicate their level of agreement with the statement: "I consider that the prices of Gomo's products will be the same as its competitors", measured on a scale of 1 (completely disagree) to 7 (completely agree).

As with the firm-related measures above, there were no significant differences between the two conditions ($M_{\text{partnership}} = 5,41$ vs $M_{\text{no partnership}} = 5,01$; $F(1, 155) = 1,532$; $p = 0,218$). This is interesting, because it suggests that respondents did not assume the partnership

with the nonprofit/support of a cause would lead to higher prices, which may indicate that this previously held association between CSR activities and higher prices (Öberseder, Schlegelmilch & Gruber, 2011) may be diminishing.

Table 16 – Price expectations of the firm

Measure – Price expectations	Version	Mean	F	P-value
<i>“I consider that the prices of Gomo’s products will be the same as its competitors”</i>	Partnership	5,41	1,532	0,218
	No partnership	5,01		

5.3.6. Recommendation

Finally, to the extent that consumers said they considered it important that companies should be concerned about their impact on society, we were interested to know if they would recommend a company that has a partnership with a NPO more than a company with no such partnership. Participants were asked, regarding the fictional company Gomo, for their agreement with the statement: “I would recommend this company to my friends and family”, measured on a scale of 1 (completely disagree) to 7 (completely agree).

Consistent with the previous results, there was no significant difference in recommendation intentions between those who received the partnership vs the no partnership condition ($M_{\text{partnership}} = 5,81$ vs. $M_{\text{no partnership}} = 5,81$; $F(1, 155) = 0,000$; $p = 0,997$). Therefore, H6 was not confirmed.

Table 17 – Recommendation of the firm

Measure – Recommendation	Version	Mean	F	P-value
<i>“I would recommend this company to my friends and family”</i>	Partnership	5,81	0,000	0,997
	No partnership	5,81		

Overall, then, participants considered that firm-nonprofit partnerships positively influence their attitudes and intentions toward both the partnership cause, and the causes (related or unrelated) of other nonprofit organizations. Consistent with these perceptions, the respondents assigned with the partnership condition (i.e. who read about a firm with a partnership with a nonprofit) showed a higher willingness to contribute to the cause supported by the partnership, to similar causes and to other causes than those assigned with the no-partnership condition, thus confirming H2, H3 and H4. This did not, however, translate into behavior, when an opportunity to support a nonprofit cause was presented to them, consistent with the notion of an intention-behavior gap already noted in the literature (Mohr *et al.*, 2001), and thus not confirming H5.

Although the results show that firm-nonprofit partnerships do impact on consumers' intentions toward nonprofit organizations and their causes, this difference (between the partnership vs the no-partnerships conditions) was not noted regarding their attitudes toward the cause and the firm, such that H1 and H6 were not confirmed.

6. Discussion

CSR practices have traditionally been examined in terms of their impact for the companies implementing them or consumers' attitudes towards them. Some notable exceptions notwithstanding (e.g. Lichtenstein *et al.*, 2004), little research has examined the effects of CSR practices on consumers' themselves, namely, on their pro-social behaviors. This study aimed to fill this gap by examining the impact of firm-nonprofit partnerships on consumers' attitudes, willingness to contribute (intended pro-social behaviors) and actual behaviors toward the focus cause of the partnership, as well as other causes. This was materialized through the over-arching research question: "Do CSR practices, in the form of firm-nonprofit partnerships, affect consumers' pro-social attitudes and behaviors?" In trying to give answer to this question, we were also interested in understanding consumers' *perceptions* of the possibility of such an effect (to what extent did they think firm-nonprofit partnerships affected their attitudes and behaviors?), as well as their awareness of such practices and their effect on attitudes toward the firm.

In terms of awareness of CSR practices and of firm-nonprofit partnerships in particular, the results showed that although the majority (almost 80%) of the respondents indicated they were familiar with such partnerships, only a minority was able to provide specific examples or correctly match company and nonprofit partners when presented with a list of existing partnerships. Therefore, participants consider it important for companies to have social concerns, but do not appear to be informed or have recall of their specific CSR practices. Despite the apparent contradiction, this is consistent with previous research (e.g. Carrigan & Attalla, 2001), which has also found a lack of consumer awareness regarding companies' socially responsible behaviors, even in the presence of positive attitudes and intentions toward them. This is often further compounded by a low interest in obtaining more CSR information (Carrigan & Attalla, 2001), which again can help explain our results: consumers are vaguely aware of CSR initiatives and firm-nonprofit partnerships, and consider it important or very important that firms have such concerns (98,1%), but apparently do not want or feel the need to know the details of such activities.

In addition to awareness of firm-nonprofit partnerships, we were also interested to understand consumers' perceptions of such ventures. In an era of ever greater information load and increasing consumer skepticism (Skarmeas & Leonidou, 2013), did participants believe such partnerships would impact them in any way? Our results suggest consumers

do consider that firm-nonprofit partnerships impact them – namely, their attitudes and intentions toward the partnership cause, toward other causes as well as their intentions to purchase from the partner company. These results thus also support the notion that consumers have positive attitudes toward CSR, in the form of firm-nonprofit partnerships, and that these not only affect their perceptions of the company, as focused in other studies (e.g. Marin *et al.*, 2009), but also their intentions towards the promoted cause.

Because there is always an element of social desirability in self-reported attitudes and intentions, we were also interested to measure the actual effects of exposing participants to a company with a partnership with a nonprofit (vs. to a company without such an alliance) on their attitudes and intentions toward the cause. Although most of the existing research has focused on attitudes toward the firm, there is some indication that such partnerships also positively influence consumers' willingness to support the nonprofit (Rim *et al.*, 2016).

Consistent with participants' perceptions that seeing firm-nonprofit partnerships makes them more sensitive to that and other causes, the results of our experimental study revealed significant differences between conditions in participants' willingness to contribute. Specifically, those who read about the firm-nonprofit partnership were subsequently more willing to contribute to the partnership cause, as well as to other related and unrelated causes, than those who were not exposed to the partnership. This was interesting, because the manipulation used was quite subtle, and yet it still impacted consumers' intentions.

The picture became murkier, however, when actual behaviors were measured. Indeed, a common criticism of the research on consumers and CSR is that it is heavily based on self-reported intentions, rather than measures of actual behavior (which may or may not align with attitudes and intentions) (Devinney, Auger, Eckhardt & Birtchnell, 2006). The current study addressed this issue by including a behavioral measure, namely, the extent to which participants "clicked" to know more about how they could contribute to a particular social cause. Although their stated levels of willingness to help were high, of the 155 participants in the study, only 31 took the actual step of clicking to find out how they could do so.

This inconsistency between intentions and behaviors is, however, consistent with the literature and previous research demonstrating the existence of an intention-behavior gap when it comes to CSR (Mohr *et al.*, 2001). In addition, the results may also be bound with

the type of CSR practice (firm-nonprofit partnership) under analysis. Lichtenstein *et al.* (2004: 23) propose that “it is possible that consumers identify with a corporation that ‘does the right thing’ (thereby leading to increased corporate benefits) but do not believe that corporations should ask consumers to donate directly to nonprofits”.

Furthermore, participants in our study showed low levels of awareness of firm-nonprofit partnerships, which may have also affected their behavioral responses. Previous research suggests that one of the biggest reasons for the absence of consumer responsiveness to CSR is insufficient awareness (Mohr *et al.*, 2001), such that when consumers are more conscious of positive CSR initiatives, they will be more likely to donate money and/or time to the social issue defended by the company (Romani & Grappi, 2014). Therefore, it may be that as awareness of firm-nonprofit partnerships grows, the effect of this awareness will spill-over from intentions to behaviors. Moreover, it is worth noting that “leading theories of ethical decision making use behavioural intention as a direct antecedent to behaviour, an assumption which clashes with an attitude–behaviour gap” (Bray, Johns & Kilburn, 2010: 605). Although in part this suggests that such theories may need to be revised, a more optimistic perspective may be one of a time lag, such that intentions can and do (eventually) lead to behaviors, but require time to do so.

A final consideration with regard to the intention-behavior gap uncovered relates to respondents' habitual pro-social (volunteering and donating) behaviors. Almost half of the respondents (46,5%) had not undertaken any volunteering activity in the 12 months prior to our data collection; and almost three quarters (72,3%) had never participated in volunteering activities of longer duration (three months or more). Previous research indicates that pro-social behaviors in consumers are more likely when they are already strongly implicated in environmentally and socially responsible actions (Parsa *et al.*, 2014). Because our sample apparently was not, at least in so far as volunteering activities go, this may also have contributed to the results found for the behavioral measure.

Although it was not the main aim of the study, we were also interested to see whether a firm-nonprofit partnership would affect consumers' attitudes and intentions towards the firm. Previous research has found such practices to positively impact consumer perceptions (e.g. Bhattacharya & Sen, 2004); however, in the current study we did not find such effects. Indeed, there were no significant differences in participants' perceptions of the firm's reliability, their purchase intentions, price expectations and likelihood of recommendation. This may be a reflection of the manipulation used, given the relatively

limited amount of information participants had about the company (which was kept short in order to ensure higher levels of participation in the study), and the fact that the no-partnership condition made no direct reference to CSR. An alternative explanation may be that participants considered the CSR practice in the partnership condition as “normal” and expectable, and therefore did not value it significantly more positively. Although consistent with claims of ever greater consumer expectations with regard to CSR, this is different to what has been found in previous studies, and therefore something worth addressing in future research.

In addition, it may be that partnerships *do* affect consumers' perceptions toward the firm, but in other measures that were not considered. For instance, it is possible that if likeability had been measured, or even identification with the company, significant differences may have emerged. However, since the focus of this study was the impact on attitudes toward the cause and not the firm, such measures were not included.

Thus, when the respondents were exposed to information about a company that has a partnership with a nonprofit, although this did not affect their perception of the company, it did have an impact on their stance toward the nonprofit: participants exposed to a firm-nonprofit partnership demonstrated higher intentions to contribute to the specific social cause supported by the partnership as well as toward other causes than those who were not exposed to such a partnership. This is a particularly positive result from the perspective of the nonprofits, because it indicates that these partnerships can benefit the way they and their causes are seen, which is consistent with previous research (Rim *et al.*, 2016).

7. Conclusion, contributions, limitations and future research directions

“A Fortune magazine cover story notes that more and more corporations are seeing corporate social responsibility as a key to long term success, thereby putting social involvement on global corporate agendas more prominently than ever before” (Berger *et al.*, 2004: 58). Thus, “business, in the long run, to maintain its position of power, must accept its responsibility to the whole of society” (Davis, 1967: 45).

CSR and CSR practices are increasingly important, common and demanded of firms; and among these, firm-nonprofit partnerships have seen particular growth and been of particular interest in the literature, because social problems have been growing and firms are “seeking new strategies of engagement with their communities that will have greater corporate relevance and higher social impact” (Austin, 2000: 70). Therefore, it is important to understand to what extent consumers are aware of such practices and the importance and effects they attribute to them.

In general, these practices are examined in terms of their impact on the firm and the way the consumer sees the firm. More recent research, however, raises the intriguing issue of the effect of firm-nonprofit partnerships on consumers themselves – their attitudes toward the causes at hand as well as other causes, and their willingness to help these causes (i.e. engage in pro-social behavior).

Thus, the main goals of this thesis were to understand consumers’ awareness of firm-nonprofit partnerships and both the perceived and the actual impact of such alliances on their attitudes, intentions and behaviors toward the firm-nonprofit cause, similar causes and unrelated causes of other nonprofit organizations, as well as toward the firm itself.

It was found that there is a low awareness of CSR practices in general and of firm-nonprofit partnerships in particular: although most of the respondents said they were aware of at least one firm-nonprofit partnership, they were subsequently unable to provide specific examples or to correctly connect nonprofits’ initiatives with their supporting companies. Indeed, even for those who did not complete the entire questionnaire, and were thus not included in our analysis, it was observed that the majority of them gave up on precisely this question.

Almost the entire sample agreed or strongly agreed that it is important that companies should be concerned with their impact on society. In addition, the majority of the respondents indicated that hearing about a firm-nonprofit partnership makes them want

to contribute to the cause at hand, as well as to other causes of other nonprofit organizations. These perceptions were borne out in practice as participants exposed to firm-nonprofit partnerships demonstrated a higher willingness to contribute to the partnership or other causes than those who read about a firm without such a partnership. However, these intentions did not translate into actual behavior, as measured by clicking to know more about how to contribute to a particular cause, which is consistent with the idea that there is often a gap between consumers' intentions and their behaviors when it comes to these issues.

The present study is a contribution for the existing CSR theory and literature, by adding a fuller understanding of the impact of firm-nonprofit partnerships, the analysis of which has traditionally been skewed toward the firm and how consumers perceive it. Understanding the impact on consumers' attitudes, intentions and behaviors towards the cause is arguably equally important, however, in particular to the extent that it raises the possibility of "spill-over effects", whereby seeing firm's pro-social behaviors (reflected in a firm-nonprofit partnership) increases consumers' own willingness to engage in pro-social behavior. This is consistent with previous research, which has suggested that we are influenced by firm actions (Mantovani *et al.*, 2017).

This study confirmed that there is a low awareness of CSR practices in general and about firm-nonprofit partnerships in specific. It was also demonstrated that firm-nonprofit partnerships have an impact on respondents that goes beyond the particular cause supported by the partnership, filling the gap of Romani & Grappi (2014) research, since these participants manifested an aim to contribute to other social causes that are not only related to the firm-nonprofit partnership. Thus, it was found that there are significant effects on support for the cause, which was also a research gap.

Another important contribution to the literature resides in the integration of a behavioral measure in the current study. Such measures have traditionally been under-used (relative to measures of attitudes or intentions), but constitute an important element given the well documented existence of an intention-behavior gap, as also found in this study. This was confirmed since the respondents demonstrated a willingness to contribute with money and/or time to some causes but then, they did not have the behaviors.

Moreover, "CSR has arisen as an inevitable first concern of business leaders in all countries" (Porter & Kramer, 2006) and most of the respondents agreed that it is important that companies consider their impact on society. The results showed a statistically

significant difference between the two versions of the questionnaire regarding the fictional nonprofit organization “Jovens com garra”. This is positive to nonprofit organizations in general because they can consider these firm-nonprofit partnerships as something that will bring benefits to their operations and the causes they support. However, there was not an impact regarding the company “Gomo”, so, future research might address this issue, even if there is already some evidence showing how these partnerships also benefit firms (Marin *et al.*, 2009).

Our results raise interesting issues for firms and nonprofits alike. For nonprofit organizations, the results indicate a positive impact of partnering up with profit seeking companies on consumer attitudes and intentions towards the cause, and additionally suggest positive externalities, whereby any given partnership also has a positive effect on attitudes and intentions toward the causes of other organizations. Thus, nonprofits may want to consider not only continuing with firm partnerships, but perhaps collaborating with each other in obtaining such partnerships so as to maximize these externalities. An important element in achieving this will relate to information, in order to increase consumer awareness of such partnerships, which our results found to be low.

From the firm perspective, our results reinforce the importance attributed by consumers to CSR activities and firm-nonprofit partnerships in particular. However, they also raise questions regarding the impact of such practices, and whether they are still positively valued, or have come to be expected (in which case, not having them would be a downside, but having them simply level the playing field). This is an interesting issue, which would be of interest to examine in the future.

In what regards to the limitations of this study, an important one is bound with the sample used. It was a convenience sample, distributed online through the author’s network, and therefore was not representative of the population as a whole. Although this provided advantages in terms of the quantity and speed of data collected, it would be of interest to obtain data from more diversified samples in the future.

Another interesting avenue for further research would be to compare consumers who habitually undertake volunteering activities with those who have not. Previous research has shown that pro-social behaviors are more likely to occur when consumers are already strongly implicated in environmentally and socially responsible actions (Parsa *et al.*, 2014). Therefore, it may be that among consumers already used to volunteering, the observed intention-behavior gap would be reduced.

Finally, in the current study, the focus was almost exclusively on social causes. Future research might want to examine the impact of partnerships on other types of causes (e.g. environmental) and examine how the externalities found occur in those circumstances. Overall, our results point to an issue which is complex and evolving; and therefore, any further contributions to our understanding of firm-nonprofit partnerships and consumer intentions and pro-social behaviors can only be welcomed.

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Appendices

1. Questionnaire

1.1. Questionnaire flow

<p>Block: Intro (1 Question) Standard: Experimental (1 Question)</p>
<p>Block Randomizer: 1 - Evenly Present Elements</p>
<p>Standard: Experimental - Gomo A (2 Questions) Standard: Experimental - Gomo B (2 Questions)</p>
<p>Standard: Manipulation check (1 Question) Standard: Experimental - Jovens com garra (3 Questions) Standard: Experimental - Unidos pela comunidade (2 Questions) Standard: Demographic information (8 Questions) Standard: CSR awareness (6 Questions) Standard: CSR involvement (4 Questions) Standard: Conclusion (2 Questions)</p>

1.2. Questionnaire applied

Start of Block: Intro

Q1 O presente inquérito realizado no âmbito da tese de mestrado em Gestão de Empresas pelo ISCTE Business School, tem como objeto de estudo descobrir como avaliamos organizações quando só temos acesso a informação limitada sobre elas. As duas organizações que se seguem são reais e pretendem começar a operar brevemente em Portugal.

O questionário não levará mais do que 9 minutos a ser respondido e não existem respostas certas ou erradas - queremos apenas saber a sua opinião. As respostas são totalmente confidenciais, sendo apenas alvo de tratamento estatístico.

Agradeço desde já a sua participação e, caso tenha alguma dúvida ou queira saber mais sobre este estudo, não hesite em contactar-me: inescalderon5@hotmail.com

End of Block: Intro

Start of Block: Experimental

Q34 A “Gomo” é uma empresa portuguesa que está a preparar a sua entrada no mercado português. Por favor, leia com atenção a informação que se segue e depois responda às questões apresentadas.

End of Block: Experimental

Start of Block: Experimental - Gomo A

Q23 A “Gomo” é uma empresa portuguesa de alimentação e bebidas. Pretende oferecer aos consumidores produtos de qualidade e valor nutritivo, a preços competitivos. O seu relacionamento comercial será muito focado nos clientes, primando pela partilha e o diálogo e tendo colaboradores preparados para responderem às questões dos seus consumidores. A Gomo tem formalizada uma parceria com a associação sem fins lucrativos “Jovens com garra”, dedicada a reintegrar crianças e jovens que estiveram em situações de risco na sociedade.

Q25 Tendo em conta o que leu e a percepção com que ficou da empresa “Gomo”, por favor, assinale qual o seu grau de concordância com as seguintes frases numa escala de 1 a 7, onde 1= Discordo Totalmente e 7= Concordo Totalmente.

	1 (Discordo Totalmente) (1)	2 (2)	3 (3)	4 (4)	5 (5)	6 (6)	7 (Concordo Totalmente) (7)	Não sei (8)
Esta é uma empresa que satisfaria as minhas expectativas. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Eu confiaria nesta empresa. (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Esta empresa não me dececionaria. (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Esta empresa garantiria a minha satisfação. (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Se o local onde faço as minhas compras começasse a vender produtos desta empresa, iria certamente comprar. (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Considero que os preços dos produtos da “Gomo” serão iguais aos da concorrência. (6)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Eu recomendaria esta empresa a amigos e familiares. (7)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

End of Block: Experimental - Gomo A

Start of Block: Experimental - Gomo B

Q24 A “Gomo” é uma empresa portuguesa de alimentação e bebidas. Pretende oferecer aos consumidores produtos de qualidade e valor nutritivo, a preços competitivos. O seu relacionamento comercial será muito focado nos clientes, primando pela partilha e o diálogo e tendo colaboradores preparados para responderem às questões dos seus consumidores. A “Gomo” tem em consideração que, num mundo cada vez mais inovador e exigente, a sua competitividade vai depender do valor acrescentado proporcionado aos clientes.

Q33 Tendo em conta o que leu e a percepção com que ficou da empresa “Gomo”, por favor, assinale qual o seu grau de concordância com as seguintes frases numa escala de 1 a 7, onde 1= Discordo Totalmente e 7= Concordo Totalmente.

	1 (Discordo Totalmente) (1)	2 (2)	3 (3)	4 (4)	5 (5)	6 (6)	7 (Concordo Totalmente) (7)	Não sei (8)
Esta é uma empresa que satisfaria as minhas expectativas. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Eu confiaria nesta empresa. (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Esta empresa não me decepcionaria. (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Esta empresa garantiria a minha satisfação. (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Se o local onde faço as minhas compras começasse a vender produtos desta empresa, iria certamente comprar. (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Considero que os preços dos produtos da “Gomo” serão iguais aos da concorrência. (6)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Eu recomendaria esta empresa a amigos e familiares. (7)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

End of Block: Experimental - Gomo B

Start of Block: Manipulation check

Q29 Por favor, indique até que ponto concorda com a seguinte afirmação numa escala de 1 a 7, onde 1= Discordo Totalmente e 7= Concordo Totalmente.

	1 (Discordo Totalmente) (1)	2 (2)	3 (3)	4 (4)	5 (5)	6 (6)	7 (Concordo Totalmente) (7)
A Gomo tem uma parceria com uma organização sem fins lucrativos. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Page Break

End of Block: Manipulation check

Start of Block: Experimental - Jovens com garra

Q26 A “Jovens com garra” é uma associação sem fins lucrativos dedicada a reintegrar crianças e jovens que estiveram em situações de risco na sociedade, dando-lhes o acompanhamento necessário para que possam seguir a sua vida de forma estável.

Q27 Por favor, assinale qual o seu grau de concordância com as seguintes frases numa escala de 1 a 7, onde 1= Discordo Totalmente e 7= Concordo Totalmente.

	1 (Discordo Totalmente) (1)	2 (2)	3 (3)	4 (4)	5 (5)	6 (6)	7 (Concordo Totalmente) (7)	Não sei (8)
Esta é uma causa que considero importante. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Esta é uma causa que considero importante defender. (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Estaria disposto a contribuir para esta causa com tempo e/ou dinheiro. (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Estaria disposto a contribuir para outras organizações sem fins lucrativos com causas semelhantes a esta. (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Estaria disposto a contribuir para outras organizações sem fins lucrativos com outras causas, diferentes desta. (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Dou mais importância a esta causa depois de ouvir falar dela. (6)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Page Break

Q28 Por favor, assinale qual o seu grau de concordância com a seguinte frase numa escala de 1 a 7, onde 1= Discordo Totalmente e 7= Concordo Totalmente.

	1 (Discordo Totalmente) (1)	2 (2)	3 (3)	4 (4)	5 (5)	6 (6)	7 (Concordo Totalmente) (7)	Não sei (8)
Saber que a Gomo tem formalizada uma parceria com esta associação “Jovens com garra”, melhora a minha perceção da empresa. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

End of Block: Experimental - Jovens com garra

Start of Block: Experimental - Unidos pela comunidade

Q31 Esta investigação está a ser feita em colaboração com a iniciativa “Uma ida com vida” da associação “Unidos pela comunidade”, que visa distribuir cabazes semanais de comida a famílias necessitadas. Caso tenha interesse em colaborar com esta iniciativa, por favor clique na opção que se segue para mais informações. Caso não tenha disponibilidade para colaborar com esta iniciativa neste momento, por favor avance para a página seguinte.

Clique aqui. (1)

Display This Question:

If Esta investigação está a ser feita em colaboração com a iniciativa “Uma ida com vida” da associaç... = Clique aqui.

Q32 Obrigada pela sua disponibilidade para colaborar com a iniciativa “Uma ida com vida”. Por favor, indique que tipo de ajuda nos poderia dar:

Voluntariado. (1)

Doação de dinheiro. (2)

End of Block: Experimental - Unidos pela comunidade

Start of Block: Demographic information

Q15 Por favor, indique o seu género.

- Feminino. (1)
- Masculino. (2)
- Outro. (3)
-

Q16 Por favor, indique a sua idade.

- 18-28 (1)
- 29-39 (2)
- 40-50 (3)
- 51-61 (4)
- 62-72 (5)
- >72 (6)
-

Q17 Por favor, indique o seu local de residência.

▼ Aveiro (1) ... Viseu (18)

Q18 Por favor, indique a sua ocupação.

- Estudante. (1)
- Trabalhador. (2)
- Trabalhador e estudante. (3)
- Desempregado. (4)
- Reformado. (5)
- Outro. (6) _____
-

Q19 Qual o nível de escolaridade mais elevado que possui?

- Nenhum. (1)
 - Primário. (2)
 - Secundário. (3)
 - Licenciatura. (4)
 - Pós-graduação. (5)
 - Mestrado. (6)
 - Doutorado. (7)
-

Q20 Quantas pessoas compõem o seu agregado familiar?

- 1 (1)
 - 2 (2)
 - 3 (3)
 - 4 (4)
 - 5 (5)
 - >5 (6)
-

Q21 Qual o rendimento total do seu agregado familiar, em média, por mês?

- (1)
 - 601€-1000€ (2)
 - 1001€-1500€ (3)
 - 1501-2000€ (4)
 - 2001€-2500€ (5)
 - >2500€ (6)
-

Q22 Qual é, em média, o tempo livre que dispõe para atividades recreativas e de lazer por semana?

- 0h (1)
- (2)
- 1h-4h (3)
- 5h-8h (4)
- 9h-12h (5)
- >12h (6)

End of Block: Demographic information

Start of Block: CSR awareness

Q32 Por favor, assinale qual o seu grau de concordância com as seguintes frases numa escala de 1 a 7, onde 1= Discordo Totalmente e 7= Concordo Totalmente.

	1 (Discordo Totalmente) (1)	2 (2)	3 (3)	4 (4)	5 (5)	6 (6)	7 (Concordo Totalmente) (7)	Não sei (8)
Considero importante que as empresas se preocupem com o seu impacto na sociedade. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q2 Conhece alguma iniciativa de uma empresa que tenha cariz social?

Sim. (1)

Não. (2)

Q3 Conhece alguma parceria de cariz social entre uma empresa e uma organização sem fins lucrativos (por ex: associações, fundações ou organizações de caridade)?

Sim. (1)

Não. (2)

Display This Question:

If Conhece alguma parceria de cariz social entre uma empresa e uma organização sem fins lucrativos (... = Sim.

Q4 Consegue dar um exemplo?


Page Break

Q6 Por favor, arraste cada uma das seguintes iniciativas criadas por organizações sem fins lucrativos para a caixa com o nome da empresa que considera ter sido responsável pelo seu desenvolvimento. Escolha a opção “Não sei” caso não as reconheça.

Fnac	CTT	Pingo Doce	Kelly Services Portugal	Worten	Não sei
10 Milhões de Estrelas – Um gesto pela Paz (Cáritas Diocesana de Lisboa) (1)					
Dávinte – um Código de barras solidário (Cruz Vermelha Portuguesa) (2)					
Pai Natal Solidário (45 Instituições de Solidariedade Social que cuidam de crianças com necessidade de assistência social) (3)					
Dá-lhes Sorrisos (Operação Nariz Vermelho) (4)					
Saco Solidário (AMI - Assistência Médica Internacional) (5)					

Page Break

Q10 Por favor, arraste cada uma das seguintes imagens relativas a iniciativas criadas por organizações sem fins lucrativos para a caixa com o nome da empresa que considera ter sido responsável pelo seu desenvolvimento. Escolha a opção “Não sei” caso não as reconheça.

Fnac	CTT	Pingo Doce	Kelly Services Portugal	Worten
				

End of Block: CSR awareness

Start of Block: CSR involvement

Q11 Por favor, assinale o seu grau de concordância com as seguintes frases numa escala de 1 a 7, onde 1=Discordo Totalmente e 7=Concordo Totalmente.

	1 (Discordo Totalmente) (1)	2 (2)	3 (3)	4 (4)	5 (5)	6 (6)	7 (Concordo Totalmente) (7)	Não sei (8)
Quando vejo uma empresa juntar-se a uma organização sem fins lucrativos, fico mais sensível à causa pela qual se juntaram. (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Quando vejo uma empresa juntar-se a uma organização sem fins lucrativos, isso leva-me a querer contribuir/participar na causa pela qual se juntaram. (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Quando vejo uma empresa juntar-se a uma organização sem fins lucrativos, isso leva-me a querer contribuir/participar também em outras causas de outras organizações. (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Quando vejo uma empresa juntar-se a uma organização sem fins lucrativos, sinto-me disposto a pagar mais pelos seus produtos. (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Page Break

Q12 Nos últimos 12 meses quantas vezes participou em ações de voluntariado?

- 0 (1)
 - 1 vez. (2)
 - Até 6 vezes. (3)
 - 1 vez por mês. (4)
 - 1 vez por semana ou mais. (5)
-

Q13 Nos últimos 12 meses quantas vezes participou em doações (em dinheiro) para organizações sem fins lucrativos (por ex: associações, fundações ou organizações de caridade)?

- 0 (1)
 - 1 vez. (2)
 - Até 6 vezes. (3)
 - 1 vez por mês. (4)
 - 1 vez por semana ou mais. (5)
-

Q14 Já alguma vez participou em algum projeto de voluntariado com duração superior a 3 meses?

- Sim. (1)
- Não. (2)

End of Block: CSR involvement

Start of Block: Conclusion

Q35 Qual acha que é o propósito deste estudo?

Q36 Muito obrigada pela sua participação. Se quiser receber os resultados do presente estudo, por favor deixe o seu email aqui.

End of Block: Conclusion

2. Data Analysis – SPSS

2.1. Sample characterization

2.1.1. Gender

		Gender			Cumulative
		Frequency	Percent	Valid Percent	Percent
Valid	Female	97	62,6	62,6	62,6
	Male	58	37,4	37,4	100,0
Total		155	100,0	100,0	

2.1.2. Age

		Age			Cumulative
		Frequency	Percent	Valid Percent	Percent
Valid	18-28	57	36,8	36,8	36,8
	29-39	23	14,8	14,8	51,6
	40-50	17	11,0	11,0	62,6
	51-61	45	29,0	29,0	91,6
	62-72	11	7,1	7,1	98,7
	>72	2	1,3	1,3	100,0
	Total	155	100,0	100,0	

2.1.3. District of residence

		Residence			Cumulative
		Frequency	Percent	Valid Percent	Percent
Valid	Évora	1	,6	,6	,6
	Faro	2	1,3	1,3	1,9
	Leiria	3	1,9	1,9	3,9
	Lisboa	141	91,0	91,0	94,8
	Portalegre	1	,6	,6	95,5
	Porto	2	1,3	1,3	96,8
	Santarém	3	1,9	1,9	98,7
	Setúbal	2	1,3	1,3	100,0
	Total	155	100,0	100,0	

2.1.4. Educational background

		Educational background			Cumulative
		Frequency	Percent	Valid Percent	Percent
Valid	Secondary	17	11,0	11,0	11,0
	Bachelor	76	49,0	49,0	60,0
	Postgraduate	25	16,1	16,1	76,1
	Masters	33	21,3	21,3	97,4
	Doctorate	4	2,6	2,6	100,0
	Total	155	100,0	100,0	

2.1.5. Household

THE IMPACT OF FIRM-NONPROFIT PARTNERSHIPS ON CONSUMERS' PRO-SOCIAL BEHAVIOR

		Household			Cumulative
		Frequency	Percent	Valid Percent	Percent
Valid	1	35	22,6	22,6	22,6
	2	39	25,2	25,2	47,7
	3	24	15,5	15,5	63,2
	4	42	27,1	27,1	90,3
	5	14	9,0	9,0	99,4
	>5	1	,6	,6	100,0
Total		155	100,0	100,0	

2.1.6. Monthly household income

		Monthly house income			Cumulative
		Frequency	Percent	Valid Percent	Percent
Valid	<600€	3	1,9	2,0	2,0
	601€-1000€	16	10,3	10,6	12,6
	1001€-1500€	16	10,3	10,6	23,2
	1501-2000€	22	14,2	14,6	37,7
	2001€-2500€	20	12,9	13,2	51,0
	>2500€	74	47,7	49,0	100,0
	Total	151	97,4	100,0	
Missing	System	4	2,6		
Total		155	100,0		

2.1.7. Free time

		Free time			Cumulative
		Frequency	Percent	Valid Percent	Percent
Valid	0h	2	1,3	1,3	1,3
	<1h	13	8,4	8,4	9,7
	1h-4h	55	35,5	35,5	45,2
	5h-8h	48	31,0	31,0	76,1
	9h-12h	19	12,3	12,3	88,4
	>12h	18	11,6	11,6	100,0
	Total	155	100,0	100,0	

2.1.8. Number of times volunteering in the last 12 months

		Number of times volunteering in the last 12 months			Cumulative
		Frequency	Percent	Valid Percent	Percent
Valid	0	72	46,5	46,5	46,5
	1 time	38	24,5	24,5	71,0
	Up to 6 times	27	17,4	17,4	88,4
	1 time per month	6	3,9	3,9	92,3
	1 time per week or more	12	7,7	7,7	100,0
	Total	155	100,0	100,0	

2.1.9. Number of times donating money in the last 12 months

		Number of times donating money in the last 12 months			Cumulative
		Frequency	Percent	Valid Percent	Percent
Valid	0	31	20,0	20,0	20,0
	1 time	54	34,8	34,8	54,8
	Up to 6 times	54	34,8	34,8	89,7
	1 time per month	15	9,7	9,7	99,4
	1 time per week or more	1	,6	,6	100,0
	Total	155	100,0	100,0	

2.1.10. Volunteer for more than 3 months

Have you volunteered in a project with a duration of more than 3 months?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	43	27,7	27,7	27,7
	No	112	72,3	72,3	100,0
Total		155	100,0	100,0	

2.1.11. Volunteer for more than 3 months by age

Já alguma vez participou em algum projeto de voluntariado com duração superior a 3 meses? * Por favor, indique a sua idade. Crosstabulation
Count

		Por favor, indique a sua idade.						Total
		18-28	29-39	40-50	51-61	62-72	>72	
Já alguma vez participou em algum projeto de voluntariado com duração superior a 3 meses?	Sim.	20	5	3	11	3	1	43
	Não.	37	18	14	34	8	1	112
Total		57	23	17	45	11	2	155

2.2. Awareness and attitudes toward firm-nonprofit partnerships

2.2.1. Importance of companies caring about society

Considero importante que as empresas se preocupem com o seu impacto na sociedade.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	4	1	,6	,6	,6
	5	8	5,2	5,2	5,8
	6	22	14,2	14,2	20,0
	7 (Concordo Totalmente)	122	78,7	78,7	98,7
	Não sei	2	1,3	1,3	100,0
Total		155	100,0	100,0	

2.2.2. “Are you familiar with any initiative by a company that has a social concern?”

Conhece alguma iniciativa de uma empresa que tenha cariz social?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Sim.	122	78,7	78,7	78,7
	Não.	33	21,3	21,3	100,0
Total		155	100,0	100,0	

2.2.3. “Are you familiar with any partnership focused on a social issue between a company and a nonprofit (for example: an association, foundation or charity)?”

Conhece alguma parceria de cariz social entre uma empresa e uma organização sem fins lucrativos (por ex: associações, fundações ou organizações de caridade)?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Sim.	117	75,5	75,5	75,5
	Não.	38	24,5	24,5	100,0
Total		155	100,0	100,0	

2.2.4. "Can you give an example?"

Consegue dar um exemplo?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	85	54,8	54,8	54,8
A minha empresa já fez parcerias com Casa do Gaiato, Academia Johnson, Banco BIS e com outras ong, nomeadamente EPIS	1	,6	,6	55,5
Just a Change	1	,6	,6	56,1
.	1	,6	,6	56,8
A casa Ronald McDonald	1	,6	,6	57,4
Academia dos Champs	1	,6	,6	58,1
Acho que A Padaria Portuguesa tem parceria com a Refood, uma associação sem fins lucrativos que recolhe alimentos de estabelecimentos para dar aos mais carenciados.	1	,6	,6	58,7
Agromais e recolha de produtos agrícolas para oferta a diversas instituições	1	,6	,6	59,4
Apple e o programa (RED) que financia financiar vários projetos para o tratamento do HIV/SIDA	1	,6	,6	60,0
Associação Salvador	1	,6	,6	60,6
Banco Alimentar, Novo Futuro,	1	,6	,6	61,3
Banco do Bebê	1	,6	,6	61,9
Banco do Bebê, Balimentar ocntra a fome, Apoio à Vida, Movimento defessad a vida, Caritas Diocesana de Lisboa, Acreditar, Casa do gii, SCML, Seculo, Casa do Gaiato, CrescerSer, AMI, UNICEF, Cruz Vermelha,	1	,6	,6	62,6
Cadim	1	,6	,6	63,2
Caritas	1	,6	,6	63,9
Cercicas	1	,6	,6	64,5
Carcioeiras	1	,6	,6	65,2
Cgd	1	,6	,6	65,8
Com parceria ou que presta apoio? Deloitte	1	,6	,6	66,5
Comunidade Vida e Paz	1	,6	,6	67,1
Corações com coroa	1	,6	,6	67,7
Cozinha com alma	1	,6	,6	68,4
Crianças sem fronteira apoiada por diversas empresas fnac MDC etc	1	,6	,6	69,0
Cruz Vermelha	1	,6	,6	69,7
Deloitte / Aldeias SOS	1	,6	,6	70,3
Delta	2	1,3	1,3	71,6
Dietimport e banco alimenta	1	,6	,6	72,3
Doutor Finanças	1	,6	,6	72,9
Edp	1	,6	,6	73,5
EDP, Deloitte, Sonae, Jeronimo Martins, entre outras	1	,6	,6	74,2
Fundação EDP, Montepio, Fundação PT, Fundação Ronald McDonald	1	,6	,6	74,8
FUNDAÇÃO LA CAIXA	1	,6	,6	75,5
FUNDAÇÃO MANUEL MOTA	1	,6	,6	76,1
Fundação PT	1	,6	,6	76,8
Glaxo	1	,6	,6	77,4
Graca	1	,6	,6	78,1
Hipermercados e banco alimentar	1	,6	,6	78,7
Jeronimo martins	1	,6	,6	79,4
Jeronimo Martins	1	,6	,6	80,0
Jerónimo Martins Iniciativas de apoio às comunidades envolventes https://www.jeronimomartins.com/pt/responsabilidade/apoiar-comunidades-envolventes/	1	,6	,6	80,6
Justachange	1	,6	,6	81,3
LEROY MERLIN	1	,6	,6	81,9
Liga portuguesa contra o cancro	1	,6	,6	82,6
Lions	1	,6	,6	83,2
Maristas	1	,6	,6	83,9
mesiricordia	1	,6	,6	84,5
Missão Sorriso e Continente	1	,6	,6	85,2
Montepio	1	,6	,6	85,8
Morais Leitao & Associados	1	,6	,6	86,5
Não	1	,6	,6	87,1
National Geographic	1	,6	,6	87,7
Novabase	1	,6	,6	88,4
Novo futuro	1	,6	,6	89,0
Operação Nariz Vermelho	1	,6	,6	89,7
Padaria Portuguesa e Refood	1	,6	,6	90,3
Parceria BP Portugal e Ajuda de Berço	1	,6	,6	91,0
Parceria da Empresa onde trabalho com GRACE (diversos projetos de acção social)	1	,6	,6	91,6
pingo doce	1	,6	,6	92,3
Pingo doce	1	,6	,6	92,9
Pingo Doce	1	,6	,6	93,5
Portugal telecom	1	,6	,6	94,2
Quercus	1	,6	,6	94,8
Refood	2	1,3	1,3	96,1
Restaurantes - Refood	1	,6	,6	96,8
Rosto solidário	1	,6	,6	97,4
Sapatos para crianças Patagonia	1	,6	,6	98,1
Sociedade de São Vicente de Paulo	1	,6	,6	98,7
Sorriso	1	,6	,6	99,4
Vodafone	1	,6	,6	100,0
Total	155	100,0	100,0	

2.2.5. Verbal vs graphical recall

2.2.5.1. Verbal: Fnac – Dá-lhes Sorrisos (Operação Nariz Vermelho)

Groups: Fnac - Dá-lhes Sorrisos (Operação Nariz Vermelho)

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	31	20,0	100,0	100,0
Missing	System	124	80,0	
Total		155	100,0	

Groups: Não sei - Dá-lhes Sorrisos (Operação Nariz Vermelho)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Dá-lhes Sorrisos (Operação Nariz Vermelho)	66	42,6	100,0	100,0
Missing	System	89	57,4		
Total		155	100,0		

2.2.5.2. Graphical: Fnac – Dá-lhes Sorrisos (Operação Nariz Vermelho)

Groups: Fnac – Dá-lhes Sorrisos (Operação Nariz Vermelho)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Dá-lhes Sorrisos (Operação Nariz Vermelho)	52	33,5	100,0	100,0
Missing	System	103	66,5		
Total		155	100,0		

Groups: Não sei - Dá-lhes Sorrisos (Operação Nariz Vermelho)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Dá-lhes Sorrisos (Operação Nariz Vermelho)	48	31,0	100,0	100,0
Missing	System	107	69,0		
Total		155	100,0		

2.2.5.3. Verbal: CTT – Pai Natal Solidário (45 Instituições de Solidariedade Social que cuidam de crianças com necessidade de assistência social)

Groups: CTT - Pai Natal Solidário (45 Instituições de Solidariedade Social que cuidam de crianças com necessidade de assistência social)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Pai Natal Solidário (45 Instituições de Solidariedade Social que cuidam de crianças com necessidade de assistência social)	36	23,2	100,0	100,0
Missing	System	119	76,8		
Total		155	100,0		

Groups: Não sei - Pai Natal Solidário (45 Instituições de Solidariedade Social que cuidam de crianças com necessidade de assistência social)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Pai Natal Solidário (45 Instituições de Solidariedade Social que cuidam de crianças com necessidade de assistência social)	70	45,2	100,0	100,0
Missing	System	85	54,8		
Total		155	100,0		

2.2.5.4. Graphical: CTT – Pai Natal Solidário (45 Instituições de Solidariedade Social que cuidam de crianças com necessidade de assistência social)

Groups: CTT - Pai Natal Solidário (45 Instituições de Solidariedade Social que cuidam de crianças com necessidade de assistência social)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Pai Natal Solidário (45 Instituições de Solidariedade Social que cuidam de crianças com necessidade de assistência social)	56	36,1	100,0	100,0
Missing	System	99	63,9		
Total		155	100,0		

Groups: Não sei - Pai Natal Solidário (45 Instituições de Solidariedade Social que cuidam de crianças com necessidade de assistência social)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Pai Natal Solidário (45 Instituições de Solidariedade Social que cuidam de crianças com necessidade de assistência social)	62	40,0	100,0	100,0
Missing	System	93	60,0		
Total		155	100,0		

2.2.5.5. Verbal: Pingo Doce – 10 Milhões de Estrelas – Um gesto pela Paz (Cáritas Diocesana de Lisboa)

Groups: Pingo Doce - 10 Milhões de Estrelas – Um gesto pela Paz (Cáritas Diocesana de Lisboa)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	10 Milhões de Estrelas – Um gesto pela Paz (Cáritas Diocesana de Lisboa)	22	14,2	100,0	100,0
Missing	System	133	85,8		
Total		155	100,0		

Groups: Não sei - 10 Milhões de Estrelas – Um gesto pela Paz (Cáritas Diocesana de Lisboa)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	10 Milhões de Estrelas – Um gesto pela Paz (Cáritas Diocesana de Lisboa)	66	42,6	100,0	100,0
Missing	System	89	57,4		
Total		155	100,0		

2.2.5.6. Graphical: Pingo Doce – 10 Milhões de Estrelas – Um gesto pela Paz (Cáritas Diocesana de Lisboa)

Groups: Pingo Doce - 10 Milhões de Estrelas – Um gesto pela Paz (Cáritas Diocesana de Lisboa)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	10 Milhões de Estrelas – Um gesto pela Paz (Cáritas Diocesana de Lisboa)	14	9,0	100,0	100,0
Missing	System	141	91,0		
Total		155	100,0		

Groups: Não sei - 10 Milhões de Estrelas – Um gesto pela Paz (Cáritas Diocesana de Lisboa)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	10 Milhões de Estrelas – Um gesto pela Paz (Cáritas Diocesana de Lisboa)	63	40,6	100,0	100,0
Missing	System	92	59,4		
Total		155	100,0		

2.2.5.7. Verbal: Kelly Services Portugal – Saco solidário (AMI – Assistência Médica Internacional)

Groups: Kelly Services Portugal - Saco Solidário (AMI - Assistência Médica Internacional)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Saco Solidário (AMI - Assistência Médica Internacional)	25	16,1	100,0	100,0
Missing	System	130	83,9		
Total		155	100,0		

Groups: Não sei - Saco Solidário (AMI - Assistência Médica Internacional)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Saco Solidário (AMI - Assistência Médica Internacional)	66	42,6	100,0	100,0
Missing	System	89	57,4		
Total		155	100,0		

2.2.5.8. Graphical: Kelly Services Portugal – Saco solidário (AMI – Assistência Médica Internacional)

Groups: Kelly Services Portugal – Saco solidário (AMI – Assistência Médica Internacional)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Saco solidário (AMI – Assistência Médica Internacional)	25	16,1	100,0	100,0
Missing	System	130	83,9		
Total		155	100,0		

Groups: Não sei - Saco solidário (AMI – Assistência Médica Internacional)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Saco solidário (AMI – Assistência Médica Internacional)	60	38,7	100,0	100,0
Missing	System	95	61,3		
Total		155	100,0		

2.2.5.9. Verbal: Worten – Dávinte – um código de barras solidário (Cruz Vermelha Portuguesa)

Groups: Worten - Dávinte – um Código de barras solidário (Cruz Vermelha Portuguesa)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Dávinte – um Código de barras solidário (Cruz Vermelha Portuguesa)	42	27,1	100,0	100,0
Missing	System	113	72,9		
Total		155	100,0		

Groups: Não sei - Dávinte – um Código de barras solidário (Cruz Vermelha Portuguesa)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Dávinte – um Código de barras solidário (Cruz Vermelha Portuguesa)	59	38,1	100,0	100,0
Missing	System	96	61,9		
Total		155	100,0		

2.2.5.10. Graphical: Worten – Dávinte – um código de barras solidário (Cruz Vermelha Portuguesa)

Groups: Worten - Dávinte – um código de barras solidário (Cruz Vermelha Portuguesa)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Dávinte – um código de barras solidário (Cruz Vermelha Portuguesa)	24	15,5	100,0	100,0
Missing	System	131	84,5		
Total		155	100,0		

Groups: Não sei - Dávinte – um código de barras solidário (Cruz Vermelha Portuguesa)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Dávinte – um código de barras solidário (Cruz Vermelha Portuguesa)	55	35,5	100,0	100,0
Missing	System	100	64,5		
Total		155	100,0		

2.3. Consumers' perceptions of the effect of partnerships on their attitudes and intentions toward the firm-nonprofit cause

2.3.1. Frequencies: Attitude

Quando vejo uma empresa juntar-se a uma organização sem fins lucrativos, fico mais sensível à causa pela qual se juntaram.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 (Discordo Totalmente)	6	3,9	3,9	3,9
	2	4	2,6	2,6	6,5
	3	7	4,5	4,5	11,0
	4	26	16,8	16,8	27,7
	5	28	18,1	18,1	45,8
	6	36	23,2	23,2	69,0
	7 (Concordo Totalmente)	45	29,0	29,0	98,1
	Não sei	3	1,9	1,9	100,0
Total		155	100,0	100,0	

2.3.2. Frequencies: Intention

Quando vejo uma empresa juntar-se a uma organização sem fins lucrativos, isso leva-me a querer contribuir/participar na causa pela qual se juntaram.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 (Discordo Totalmente)	4	2,6	2,6	2,6
	2	8	5,2	5,2	7,7
	3	10	6,5	6,5	14,2
	4	32	20,6	20,6	34,8
	5	38	24,5	24,5	59,4
	6	32	20,6	20,6	80,0
	7 (Concordo Totalmente)	28	18,1	18,1	98,1
	Não sei	3	1,9	1,9	100,0
Total		155	100,0	100,0	

2.4. Consumers' perceptions of the effect of partnerships on their intentions toward other causes beyond the firm-nonprofit cause

Quando vejo uma empresa juntar-se a uma organização sem fins lucrativos, isso leva-me a querer contribuir/participar também em outras causas de outras organizações.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 (Discordo Totalmente)	5	3,2	3,2	3,2
	2	10	6,5	6,5	9,7
	3	20	12,9	12,9	22,6
	4	33	21,3	21,3	43,9
	5	36	23,2	23,2	67,1
	6	25	16,1	16,1	83,2
	7 (Concordo Totalmente)	21	13,5	13,5	96,8
	Não sei	5	3,2	3,2	100,0
Total		155	100,0	100,0	

2.5. Purchase intentions

Quando vejo uma empresa juntar-se a uma organização sem fins lucrativos, sinto-me disposto a pagar mais pelos seus produtos.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 (Discordo Totalmente)	11	7,1	7,1	7,1
	2	6	3,9	3,9	11,0
	3	14	9,0	9,0	20,0
	4	29	18,7	18,7	38,7
	5	38	24,5	24,5	63,2
	6	32	20,6	20,6	83,9
	7 (Concordo Totalmente)	21	13,5	13,5	97,4
	Não sei	4	2,6	2,6	100,0
	Total	155	100,0	100,0	

2.6. Reliability analysis

Case Processing Summary

		N	%
Cases	Valid	155	100,0
	Excluded ^a	0	,0
	Total	155	100,0

Reliability Statistics

Cronbach's Alpha	N of Items
,829	4

a. Listwise deletion based on all variables in the procedure.

2.7. Experimental study analysis: Gomo

2.7.1. Manipulation check: Independent samples t-test

Group Statistics

	condition	N	Mean	Std. Deviation	Std. Error Mean
A Gomo tem uma parceria com uma organização sem fins lucrativos.	Gomo A	75	5,88	1,404	,162
	Gomo B	80	4,45	2,006	,224

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means					95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
A Gomo tem uma parceria com uma organização sem fins lucrativos.	Equal variances assumed	12,297	,001	5,111	153	,000	1,430	,280	,877	1,983
	Equal variances not assumed			5,168	141,819	,000	1,430	,277	,883	1,977

2.7.2. Independent samples t-test: Perceptions of Gomo A vs Gomo B – Reliability

Group Statistics

	condition	N	Mean	Std. Deviation	Std. Error Mean
Esta é uma empresa que satisfaria as minhas expectativas.	Gomo A	75	5,67	1,298	,150
	Gomo B	80	5,75	1,428	,160
Eu confiaria nesta empresa.	Gomo A	75	5,57	1,367	,158
	Gomo B	80	5,51	1,331	,149
Esta empresa não me dececionaria.	Gomo A	75	5,27	1,663	,192
	Gomo B	80	5,34	1,683	,188
Esta empresa garantiria a minha satisfação.	Gomo A	75	5,48	1,455	,168
	Gomo B	80	5,54	1,509	,169

Group Statistics

	condition	N	Mean	Std. Deviation	Std. Error Mean
ReliabilityAvsB	Gomo A	75	5,4967	1,20912	,13962
	Gomo B	80	5,5313	1,19027	,13308

Independent Samples Test

		Levene's Test for Equality of Variances				t-test for Equality of Means			95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
ReliabilityAvsB	Equal variances assumed	,152	,697	-,179	153	,858	-,03458	,19278	-,41544	,34627
	Equal variances not assumed			-,179	152,011	,858	-,03458	,19288	-,41565	,34649

2.7.3. Independent samples t-test: Perceptions of Gomo A vs Gomo B – Intentions and price expectation

Group Statistics

	condition	N	Mean	Std. Deviation	Std. Error Mean
Se o local onde faço as minhas compras começasse a vender produtos desta empresa, iria certamente comprar.	Gomo A	75	5,59	1,462	,169
	Gomo B	80	5,49	1,526	,171
Considero que os preços dos produtos da "Gomo" serão iguais aos da concorrência.	Gomo A	75	5,41	1,889	,218
	Gomo B	80	5,01	2,126	,238

Independent Samples Test

		Levene's Test for Equality of Variances				t-test for Equality of Means			95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Se o local onde faço as minhas compras começasse a vender produtos desta empresa, iria certamente comprar.	Equal variances assumed	,083	,774	413	153	,680	,099	,240	-,376	,574
	Equal variances not assumed			413	152,925	,680	,099	,240	-,375	,573

Independent Samples Test

		Levene's Test for Equality of Variances				t-test for Equality of Means			95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Considero que os preços dos produtos da "Gomo" serão iguais aos da concorrência.	Equal variances assumed	1,254	,264	1,238	153	,218	,401	,324	-,239	1,041
	Equal variances not assumed			1,242	152,676	,216	,401	,323	-,237	1,038

2.7.4. Independent samples t-test: Perceptions of Gomo A vs Gomo B – Recommendation

Group Statistics

	condition	N	Mean	Std. Deviation	Std. Error Mean
Eu recomendaria esta empresa a amigos e familiares.	Gomo A	75	5,81	1,421	,164
	Gomo B	80	5,81	1,662	,186

Independent Samples Test

		Levene's Test for Equality of Variances				t-test for Equality of Means			95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Eu recomendaria esta empresa a amigos e familiares.	Equal variances assumed	2,575	,111	,003	153	,997	,001	,249	-,491	,493
	Equal variances not assumed			,003	151,739	,997	,001	,248	-,489	,491

2.8. Experimental study analysis: Jovens com garra

2.8.1. Independent samples t-test

THE IMPACT OF FIRM-NONPROFIT PARTNERSHIPS ON CONSUMERS' PRO-SOCIAL BEHAVIOR

Group Statistics

	condition	N	Mean	Std. Deviation	Std. Error Mean
Esta é uma causa que considero importante.	Gomo A	75	6,65	,626	,072
	Gomo B	80	6,61	,738	,082
Esta é uma causa que considero importante defender.	Gomo A	75	6,56	,683	,079
	Gomo B	80	6,46	,954	,107
Estaria disposto a contribuir para esta causa com tempo e/ou dinheiro.	Gomo A	75	5,92	1,383	,160
	Gomo B	80	5,35	1,592	,178
Estaria disposto a contribuir para outras organizações sem fins lucrativos com causas semelhantes a esta.	Gomo A	75	5,96	1,399	,162
	Gomo B	80	5,30	1,562	,175
Estaria disposto a contribuir para outras organizações sem fins lucrativos com outras causas, diferentes desta.	Gomo A	75	5,96	1,465	,169
	Gomo B	80	5,49	1,599	,179
Dou mais importância a esta causa depois de ouvir falar dela.	Gomo A	75	5,55	1,613	,186
	Gomo B	80	5,16	1,859	,208

Independent Samples Test

		Levene's Test for Equality of Variances				t-Test for Equality of Means				
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Esta é uma causa que considero importante.	Equal variances assumed	,576	,449	,370	153	,712	,041	,110	-,177	,259
	Equal variances not assumed			,372	151,524	,710	,041	,110	-,178	,257
Esta é uma causa que considero importante defender.	Equal variances assumed	3,130	,079	,728	153	,468	,097	,134	-,167	,362
	Equal variances not assumed			,735	143,244	,463	,097	,133	-,165	,360
Estaria disposto a contribuir para esta causa com tempo e/ou dinheiro.	Equal variances assumed	1,515	,220	2,373	153	,019	,570	,240	,095	1,045
	Equal variances not assumed			2,384	152,135	,018	,570	,239	,098	1,042
Estaria disposto a contribuir para outras organizações sem fins lucrativos com causas semelhantes a esta.	Equal variances assumed	1,550	,215	2,764	153	,006	,660	,239	,188	1,132
	Equal variances not assumed			2,774	152,689	,006	,660	,238	,190	1,130
Estaria disposto a contribuir para outras organizações sem fins lucrativos com outras causas, diferentes desta.	Equal variances assumed	,872	,352	1,914	153	,057	,473	,247	-,015	,960
	Equal variances not assumed			1,920	152,924	,057	,473	,246	-,014	,959
Dou mais importância a esta causa depois de ouvir falar dela.	Equal variances assumed	1,864	,174	1,370	153	,173	,384	,280	-,170	,938
	Equal variances not assumed			1,377	152,116	,171	,384	,279	-,167	,936

2.8.2. New perceptions of Gomo: Independent samples t-test

Group Statistics

	condition	N	Mean	Std. Deviation	Std. Error Mean
Saber que a Gomo tem formalizada uma parceria com esta associação "Jovens com garra", melhora a minha percepção da empresa.	Gomo A	75	6,23	1,021	,118
	Gomo B	79	6,01	1,391	,157

Independent Samples Test

		Levene's Test for Equality of Variances				t-Test for Equality of Means				
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Saber que a Gomo tem formalizada uma parceria com esta associação "Jovens com garra", melhora a minha percepção da empresa.	Equal variances assumed	3,032	,084	1,084	152	,280	,214	,198	-,176	,604
	Equal variances not assumed			1,092	143,068	,277	,214	,198	-,173	,601

2.9. Experimental study analysis: Uma ida com vida

2.9.1. Chi-square test

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	,000 ^a	1	1,000		
Continuity Correction ^b	,000	1	1,000		
Likelihood Ratio	,000	1	1,000		
Fisher's Exact Test				1,000	,580
Linear-by-Linear Association	,000	1	1,000		
N of Valid Cases	155				

a. 0 cells (0,0%) have expected count less than 5. The minimum expected count is 15,00.

b. Computed only for a 2x2 table

2.9.2. Frequencies: total

Case Processing Summary

	Valid		Cases Missing		Total	
	N	Percent	N	Percent	N	Percent
Caso tenha interesse em colaborar com esta iniciativa, por favor clique na opção que se segue para mais informações. * condition	31	20,0%	124	80,0%	155	100,0%
Por favor, indique que tipo de ajuda nos poderia dar: Voluntariado. * condition	19	12,3%	136	87,7%	155	100,0%
Por favor, indique que tipo de ajuda nos poderia dar: Doação de dinheiro. * condition	9	5,8%	146	94,2%	155	100,0%

2.9.3. Frequencies: clicks

Crosstab

		condition	Gomo A		Gomo B		Total
			Count	Expected Count	Count	Expected Count	
Caso tenha interesse em colaborar com esta iniciativa, por favor clique na opção que se segue para mais informações.	Clique aqui.	Count	15	15,0	16	16,0	31
		Expected Count	15,0	15,0	16,0	16,0	31,0
Total		Count	15		16		31
		Expected Count	15,0		16,0		31,0

2.9.4. Frequencies: volunteering

Crosstab

		condition	Gomo A		Gomo B		Total
			Count	Expected Count	Count	Expected Count	
Por favor, indique que tipo de ajuda nos poderia dar: Voluntariado.	Voluntariado.	Count	9	9,0	10	10,0	19
		Expected Count	9,0	9,0	10,0	10,0	19,0
Total		Count	9		10		19
		Expected Count	9,0		10,0		19,0

2.9.5. Frequencies: donating

Crosstab

		condition	Gomo A		Gomo B		Total
			Count	Expected Count	Count	Expected Count	
Por favor, indique que tipo de ajuda nos poderia dar: Doação de dinheiro.	Doação de dinheiro.	Count	7	7,0	2	2,0	9
		Expected Count	7,0	7,0	2,0	2,0	9,0
Total		Count	7		2		9
		Expected Count	7,0		2,0		9,0