A new decade for social changes
Analysis of the effectiveness of Corporate Social Responsibility in brand marketing with AAKER Brand Equity and Daisy Wheel Models

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Abstract. Corporate Social Responsibility (CSR) have a great capacity to influence society to create that good brand equity. In light of this, many organizations now have ardent reputation in promoting CSR activities in the interest of society. Through review of related studies and survey questionnaires to both staff and customers of Accra Breweries Ltd (ABL), this paper sought to broadly analyze the effectiveness of Corporate Social Responsibility on Brand Marketing with emphasis on the use of Aaker Brand Equity and Daisy Wheel Models. Specifically, the study aimed at identifying the factors that influence involvement in CSR activities by corporations; and the influence CSR grants have on the public perception and brand marketing. The study employed primary data and secondary data sources. Purposive sampling technique was used to select 20 senior/middle staff and 40 customers of ABL. The findings revealed that, CSR programmes are community-focus initiatives, involves programmes on education as well as health programmes in developing communities. The study therefore concluded that, CSR activities go a long way to build a solid brand identity and equity as in the case of ABL. It is therefore recommended that CSR initiative should engage all stakeholders who are mostly affected to help tailor CSR activities to solve societal needs.

Keywords. Corporate Social Responsibility, Brand Marketing, Aaker Brand Equity and Daisy Wheel Models

1. Introduction

Corporate social responsibility (CSR) refers to categories of economic, legal, ethical and discretionary activities of a business entity as adapted to contribute to the values and expectations of society and the environment (Joyner et al., 2012; Coldwell, 2018). Richardson et al., (2014) further view CSR as the continuing commitments by any business organisation whereby the entity emphasise the ethical elements in their management and overall organisational structure. A Brand is a collection of symbols, images, ideas and most importantly, a design that enhances customer experience (Kevin, 2001). The majority of customers create brand recognition through several experiences acquired from using a particular service or product (Ogrizek, 2017). According to Shahri (2011), brand image is the consumer's general perception and feeling about a particular brand that influences consumer behaviour.
Brand image is the crucial driver of brand equity, and for that reason, a marketer's primary purpose is to influence consumers' perceptions and attitudes toward a particular brand (Mallen, 2014). The brand establishes the product uniqueness in consumers' minds and stimulates consumers' actual purchasing behaviour. Brand marketing is vital as it allows companies to differentiate themselves from their competitors (Grunig, 2016). Obviously, through continuous and effective marketing efforts concerning branding and business image development, companies can build a substantial competitive advantage of what they stand for (Mintzberg, 2011). It helps them be more sustainable and relevant in the marketplace where they belong (Roberts & Dowling, 2012). To ensure that consumers will have the correct perception of their products, corporations must: effectively execute their brand marketing strategy to convince the consumers to buy the products of the business; enhance the power of the brand marketing strategies to enforce customer loyalty; and the core values and vision of the company must demonstrate the existence of an effective brand marketing execution plan (Richardson et al., 2014). There appears to be more support and consensus on the view that CSR activities are positively related to profitability and international brand image (Kissel & Beauvais, 2018). Research by Balabanis et al., 2018 revealed that corporate social responsibility (CSR) had become an integral part of international business practice over the last decade. Freeman and Liedtka (2016) discovered that many international companies now dedicate a section of their annual reports and corporate websites to CSR activities. Accra Brewery Limited engages primarily in brewing and sharing only the finest beverages as a national pride that creates extraordinary moments. Accra Brewery Limited has a strong track record of getting employees involved in community activities with a continued commitment to bringing people together for a better world. The success of multinationals in this global business environment depends on public perception (Tilt, 2019). However, International Businesses have a great capacity to influence society and create that positive or negative impact (Clegg et al., 2015). Scholars such as Joyner, Payne and Raibom (2002) revealed that CSR risk is becoming yet another fashionable notion that fails to deliver long-term benefits but distracts businesses from pursuing their proper and vital economic role. Cochran and Wood (2014) revealed that there exists the challenge of how businesses can increase their competitiveness while at the same time creating sustainable development as they impact society. One way of doing this has emerged to be CSR (Cochran & Wood, 2014). Given the complexities of the natural world, the above CSR risk would make it seem that CSR is destined to fail (Veleva & Googins, 2018). However, Windsor (2011) revealed a more significant role CSR plays for international brands, especially within the global business space. Abbott and Monsen (2019) added that certain multinationals have emerged, showing the way to a better model for CSR, and benefiting from CSR's impact on brand image. This study, therefore, analysed the effectiveness of Corporate Social Responsibility on Brand Marketing with Aaker Brand Equity and Daisy Wheel Models of Accra Brewery Limited.

2.0 Literature Review

2.1 Corporate Social Responsibility in Historical Perspective

CSR and its advancement in today's conceptual paradigm originated when experts investigated the social activities performed by corporate executives in society. In the early 1960s and 1970s, many saw that corporations participated in critical social functions such as providing asylums, homes for the poor and old, hospitals and orphanages (Abbott & Monsen, 2019). It led to the exportation of corporate law to American colonies by the English Crown, where corporations were acknowledged as an instrument for social development (Abbott & Monsen, 2019). This social element that defined corporate demeanour has expanded to where
it is presently. At the moment, related literature has pointed out that experts have applied a broader scope to the social responsibilities of corporations. A significant oil spill on the coast of Santa Barbara in California in 1969 led to massive protests across the USA and eventually created the first Earth Day celebrated in 1970. The first Earth Day attracted over 20 million Americans for protests to demand a clean and sustainable environment and fight against pollution, mainly caused by corporations (Earth Day 2018). CSR, therefore, was the relevant tool used to improve the broad level of assurance the general public had in the corporate environment after this incident. As a result, the political agenda of the USA was influenced in a significant manner that played a role in pushing forward the creation of the Environmental Protection Agency (EPA) by the end of 1970 (Earth Day 2018). It resulted in a new regulatory framework that later impacted corporate behaviour and fashioned additional responsibilities for corporations. The social movements of the 1960s and 1970s necessitated a response from the federal Government of the USA. Moreover, as a measure to improve corporate interests for the environment and society. Significant advances were made with regards to social and environmental regulations in the area of the EPA, the Consumer Product Safety Commission, the Equal Employment Opportunity Commission (EEOC) and the Occupational Safety and Health Administration (OSHA). According to Cochran and Wood, (2014) all the above institutions addressed and formalised the responsibilities of businesses regarding the social concerns of the time. It is worthy of mentioning that although space was abundant for corporate social responsibilities, others were doubtful of the notion of CSR. A renowned economist Milton Friedman and later a Nobel laureate in economics in 1962 indicated a specific standpoint of the role of corporations in a free capitalist system that firms should limit the pursuit of economic benefits (Friedman, 1970). Furthermore, CSR activities represent an inappropriate use of a company's resources, resulting in unjustifiable money spending for the general social interest (Friedman, 1970). Thus, the beginning of the 21st century saw a new dimension to CSR. Many countries made it mandatory for their stakeholders to report their social performance. European Commission (2014) refer to CSR as the relationships between companies and societies to tackle social and environmental concerns. Subsequently, companies voluntarily integrate social and environmental concerns in their business operations and their interactions with stakeholders. On the other hand, Chaudhuri and Holbrook (2011) consider CSR ethical, noble, and strategic. Ethical CSR means that the companies should be morally responsible for preventing injuries and harm caused by their activities. Companies that implement altruistic CSR voluntarily care for personal or organisational sacrifice. When a firm exhibits or undertakes caring corporate community service activities that accomplish strategic business goals, it is called strategic CSR. Jacoby and Chestnut (2017) observed that organisations might not feel any obligation to society due to a lack of knowledge and experience in the CSR field. World Business Council for Sustainable Development defined CSR as a "continuous commitment by organizations to behave ethically and contributes to economic development whilst improving the quality of of the workforce and their families as well as of the local community and society at large" (Freeman & Liedtka, 2016). The evolution of the Internet has made many business activities much more comfortable, right from the virtual display, promotion, distribution, and production system (Clegg et al., 2015). Every organisation now ethically goes for CSR so that it can benefit society at large. The Internet has helped develop positivity among people through digitisation and promoted societal involvement, trust by evidence-based decision, competitiveness, customer retention, and more comprehensive customer support (Crespin and Boudrie, 2011). Therefore, it is also essential for corporations to think about the society in which they operate in this modern and fast-growing world. It is not
only the responsibility of the Government to serve society because Companies cannot forget that their businesses subsist in society, and their fundamental duty remains to serve the community and contribute something for the betterment of the nation through CSR (Kamakura and Russell, 2013).

2.2 The Concept and Theories of Corporate Social Responsibility (CSR)

2.2.1 The Concept of Corporate Social Responsibility (CSR)

According to Coldwell (2018), corporate social responsibility (CSR) is the responsibility of organisations for the effects of their decisions on society and the environment through transparent and ethical behaviour consistent with sustainable development and the welfare of society (Coldwell, 2018). CSR considers stakeholders' expectations, complies with applicable law, and is consistent with international norms of behaviour (Grunig, 2016). Freeman and Liedtka (2016) believe that Corporate Social Responsibility practice is about how corporate entities in diverse political settings, economic situations and cultural environments around the world understand, perceive and are indeed committed to the field of social responsibility. Mintzberg (2011) indicated that corporate social responsibility is an action that involves seriously considering the impacts of a company's actions on society. Mallen (2014), on the other hand, sees corporate social responsibility as those management philosophies, policies, procedures and actions that have the advancement of social welfare as one of their primary objectives. Roberts and Dowling (2012) also referred to CSR as the continuous commitment by organizations to behave ethically and contribute to economic development by enhancing the quality of life of the workforce as well as their families and the local community and society at large. The literature by Roberts and Dowling (2012) acknowledged that CSR is used to describe those organisations that have implemented the minimum legal requirements and risks of collective agreements to consider social needs. Similarly, Karake (2015) views corporate social responsibility as the concept that explains how a business seeks to align its values and behaviours with various stakeholders' values and behaviour. These varied factions affected by the actions of an organisation (Ogrizek 2017), known as stakeholders, includes; employees, customers, suppliers, governments, interest groups, competitors, partners, communities, owners, investors and the broader social groups within which business operations can have an impact on them (Coldwell, 2018). Globally, companies are under incredible pressure to act economically, socially, and environmentally sustainable (Shahri, 2011). There is already an increased realisation that companies affect society at large and are uniquely positioned to influence society and make a positive impact (Poter, 2010). CSR is now integrating social, environmental and ethical concerns into its business process and moving beyond charity or philanthropy. In the current times, CSR is driven by competitiveness. It is strategic and is integrated with business processes (Smith & Alcom, 2011). The concept has been given numerous definitions in different times and places, and it has thus constantly evolved. The concept of corporate social responsibility (CSR) has a long and diverse history. It has evolved from a very confined and reserved perspective to a broad and all-inclusive concept over time. According to Roberts and Dowling (2012), corporate social responsibility is the management concept where companies identify economic, social and environmental issues by intervening in a manner that maintains stability and helps fulfil the expectations of society and stakeholders. In simple conditions, anything done for the betterment and upliftment of society can be termed CSR (Mintzberg, 2011). It is essential in developing communities' mainly subjugated and economically backward areas. To make optimum use of resources, companies must endeavour to protect and safeguard the environment (Kissel & Beauvais, 2018). Thompson and Smith
(2016) further stated that CSR is a prime responsibility of a corporation that acts as a civil citizen in a community rather than a forced activity. Some Authors refer to CRS as a responsible business, and many experts also suggest that CSR is private charitable programs or corporate social opportunities. According to Keller (1998), CSR is a commitment to improving community welfare through optional business practices and donations of corporate resources towards actions that appear to further some social good, beyond the firm’s interests but in line with mandatory law (Joyner et al., 2012). The main motive of a corporate entity is for-profit maximisation (Friedman, 1970). However, corporate activities directed at winning in this competitive environment must be within the proper legal context of the community where the firm’s operations are located (Joyner et al., 2012). Similarly, Grunig (2016) consider CSR as part of a corporation's moral commitment to protect and improve the state of society, both now and in the future, through social actions, ensuring fair and sustainable outcome for all stakeholders. According to McGuire, Sundgren, and Schneeweis (2018), corporate social responsibility is corporate social actions whose purpose is to satisfy social needs. CSR explains the extent to which organisational outcomes are consistent with societal values and expectations (Karake, 2015). Corporate social responsibility (CSR) refers to the obligations of firms to stakeholders and people affected by corporate policies and practices in a community (Mallen, 2014), where these specific obligations go yonder legal requirements and the firm's duties to its shareholders (Management, 2012). In fulfilling these obligations, the firm maximises its intended long-term beneficial impact on society (Smith & Alcom, 2011). The dawn of the twenty-first century saw rapid globalisation, where a growing global competitive environment marks the trend of this century (Clegg et al., 2015). With tough competition emerging worldwide, companies' chances of success were less without community partnering (Clegg et al., 2015). The global public is highly knowledgeable and demanding accountability, and organisations are now answerable to civil society and Government (Freeman & Liedtka, 2016). However, companies now impact a variety of stakeholders. These stakeholders include employees, customers, nearby communities, media and the local and regional Government, and even global organisations, such as OECD, UN, World Bank etc.

2.2.2 Theories of Corporate Social Responsibility (CSR)

CSR theory development has been an ongoing process and has seen different trends during different times. Theories related to CSR started formulating in the mid-20th century, and CSR theory development has been underway. While the initial theories and CSR studies (during the 1960s, 70s and 80s) were intended primarily to increase awareness of social and ethical principles among business people (Aaker, 1994), the latest theories (post-2000) come across as matured works and studies based on empirical foundations. In other words, theory development began from conceptual vagueness, then moved on to clarification of central constructs and their relationships and finally has reached the stage wherein an increased sophistication sustained the testing of the theory process in research methods (Aaker, 1991). It is, therefore, appropriate to discuss specific prominent theories related to CSR based on the following dimensions: Friedman Theory, Social Obligations Theory, Triple Bottom Line Theory, and Stakeholder Theory.

2.2.2.1 Social Obligations Theory

Bowen (1953) was the first scholar to link CSR with the social obligation which is undertaken "to pursue those policies, to make those decisions, or to follow those lines of action which are desirable in terms of the objectives and values of our society” (Bowen, 1953). Every
corporation has two social obligations or responsibilities: making money and interacting ethically with the surrounding community (Bowen, 1953). The social obligation also implies a specific conception of that responsibility to profit while playing a role in broader questions of community welfare.

### 2.2.2.2 Friedman’s Theory

Some theories find CSR subversive to companies' business growth. Milton Friedman's theory is prominent in the CSR domain, which comprises exclusive CSR activities programs to enhance business growth (Friedman, 1970). As stated in Capitalism and Freedom, Friedman's initial formulation was that "the only obligation of business is to maximise its profits while engaging in open and free competition without deception and fraud" (Friedman, 1970). Seven years later, he came up with a different version in his essay "Social Responsibility of Business", stating that "business executives are obligated to follow the wishes of stakeholders while obeying the laws and the ethical customs of the society." Following the views of Levitt, who warned against the dangers of pursuing ambiguous corporate objectives, such as those implied by CSR, rather than the well-defined traditional objective of profit maximisation, Friedman also defined CSR as non-wealth maximising behaviour. However, many espousers of CSR have argued that CSR may well harmonise with the wealth maximisation objective in recent years. Even that CSR may be a necessary condition for wealth maximisation (Friedman, 1970).

### 2.2.2.3 Triple Bottom Line Theory

Triple Bottom theory is based on sustainability and suggests that a company's actions are measured on three independent scales: economic sustainability, social sustainability, and environmental sustainability (Crespin & Boudrie, 2011). This tripartite theory helps organisations calculate their gains and losses using these three criteria. Consequently, businesses will be more likely to take actions to benefit both the business and the community (Ballantyne et al., 2016). Long-term maintenance of balance between economic, social and environmental sustainability forms the basis of this theory. It suggests that companies should not ignore the social and environmental dimensions of a decision that they make for their business (Crespin & Boudrie, 2011). Economic sustainability refers to making financial investments and decisions which will serve profit to the business on a long-term basis (European Commission, 2014). It implies spending money wisely, keeping social and environmental factors in consideration, and devising financial plans to keep the business running profitably in the long term (Poter, 2010). Social sustainability refers to the balance of economic power in society. Businesses must try to bridge the gap between the rich and the poor and foster an environment where people from all classes can thrive (Mallen, 2014). Environment sustainability refers to protecting the environment and reducing environmental degradation as much as possible. Together, these three notions of sustainability, economic, social, and environmental, guide businesses to act as participating citizens in the community and not just as a money machine (Management, 2012).

### 2.2.2.4 Stakeholder Theory

Successful running of a corporation depends on managing relationships with specific stakeholders on a day to day basis, assuming that companies are a complex web of stakeholder relationships (Poter, 2010). Stakeholder theory affirms that those whose lives are touched by a corporation hold a right and obligation to participate in directing it (Poter, 2010). It lists and describes those individuals and groups who will be affected by or affect the company's actions.
As such, companies might fail to meet shareholders expectations if other stakeholders are dissatisfied (Maya, 2010). Stakeholder theory is further diversified into two formats: instrumental or normative stakeholder theory. As per the instrumental stakeholder theory, a corporation is an instrument for wealth creation, with CSR conceived as a strategic tool to promote economic objectives (Poter, 2010). Normative stakeholder theory suggests that corporations have moral obligations towards stakeholders that bind the relationship between business and society (Poter, 2010). Hence, stakeholder theory brought to the fore a set of new insights for CSR academics and practitioners.

### 2.3 The Pyramid of Corporate Social Responsibility

The pyramid of corporate social responsibility is depicted in Figure 1. It portrays the four components of CSR, beginning with the basic building block notion that economic performance is the underlying factor. At the same time, business is expected to obey the law because the law is society's codification of acceptable and unacceptable behaviour. Next is the business's responsibility to be ethical. At its most fundamental level, this is the obligation to do what is right, just, and fair and avoid or minimise harm to stakeholders (employees, consumers, the environment, and others). Finally, a business is expected to be a good corporate citizen. It is captured in the philanthropic responsibility, wherein business is expected to contribute financial and human resources to the community and improve its quality of life.

![Pyramid of Corporate Social Responsibility](source: Carroll (1996))

For Corporate Social Responsibility (CSR) to be accepted by a diligent business person, it should be framed to embrace the entire range of business responsibilities. Carroll (1996) suggested that four social responsibilities constitute total CSR: economic, legal, ethical and philanthropic. Furthermore, these four categories or components of CSR might be depicted as a pyramid. To be sure, all of these kinds of responsibilities have always existed to some extent. However, in recent years, it has only been that ethical and philanthropic functions have taken a significant place. Each of these four categories deserves closer consideration.

#### 2.3.1 Economic Responsibilities

Historically, business organisations were created as economic entities designed to provide goods and services to societal members. The profit motive was established as the primary incentive for entrepreneurship. Before anything else, the business organisation was the primary economic unit in our society. Its principal role was to produce goods and services that consumers needed and wanted and make an acceptable profit in the process. The idea of the profit motive was transformed into a notion of maximum profits, which has been an enduring value ever since. All other business responsibilities are grounded upon the economic responsibility of the firm because without it. The others become doubtful considerations.
2.3.2 Legal Responsibilities

Society has sanctioned business to operate according to the profit motive; simultaneously, business is expected to comply with the laws and regulations propagated by federal, state, and local governments as the ground rules under which business must operate. As partial fulfilment of the social contract between business and society, firms are expected to pursue their economic missions within the framework of the law. Legal responsibilities reflect a view of codified ethics because they embody basic notions of proper operations as established by our lawmakers. They are depicted as the next layer on the pyramid to portray their historical development. However, they are appropriately seen as coexisting with economic responsibilities as fundamental guidelines of the free enterprise system.

2.3.3 Ethical Responsibilities

Although economic and legal responsibilities embody ethical norms about fairness and justice, they embrace those activities and practices expected or prohibited by societal members even though they are not codified into law. Ethical responsibilities embody those standards, norms, or expectations that reflect a concern for what consumers, employees, shareholders, and the community regard as fair, just, or in keeping with the respect or protection of stakeholders' moral rights. In one sense, changing ethics or values precede the establishment of law because they become the driving force behind the very creation of laws or regulations. For example, the environmental, civil rights, and consumer movements reflected basic alterations in societal values and thus may be seen as ethical bellwethers vision and resulting in the later legislation. In another sense, ethical responsibilities may be seen as embracing newly emerging values and norms society expects business to meet, even though such values and norms may reflect a higher standard of performance than that currently required by law. Ethical responsibilities in this sense are often ill-defined or continually under public debate as to their legitimacy and thus are frequently difficult for a business to deal with. The business ethics movement of the past decade has firmly established an ethical responsibility as a legitimate CSR component. Though it is depicted as the next layer of the CSR pyramid, it must be constantly recognised that it is in dynamic interplay with the legal responsibility category. That is, it is constantly pushing the legal responsibility category to broaden or expand while at the same time placing ever-higher expectations on businesspersons to operate at levels above that required by law.

2.3.4 Philanthropic Responsibilities

Philanthropy encompasses those corporate actions in response to society's expectation that businesses be good corporate citizens. It includes actively engaging in acts or programs to promote human welfare or goodwill. Examples of philanthropy include business contributions to financial resources or executive time, such as contributions to the arts, education, or the community. The distinguishing feature between philanthropy and ethical responsibilities is that the former is not expected in an ethical or moral sense. Communities desire firms to contribute their money, facilities, and employee time to humanitarian programs or purposes. However, they do not regard the firms as unethical if they do not provide the desired level. Therefore, philanthropy is more discretionary or voluntary on businesses even though there is always the societal expectation that businesses provide it. One notable reason for distinguishing between philanthropic and ethical responsibilities is that some firms feel socially responsible if they are just good citizens in the community. This distinction brings home the vital point that CSR includes philanthropic contributions but is not limited to them.
2.4 Benefits of Corporate Social Responsibility

CSR optimistically affects distinctive areas of a company's competitiveness by providing organisations with the ability to charge higher prices, increase their attractiveness to their customers and potential employees, grow their market share and improve their company image (Merrifield, 2003; Maya, 2010; Visser, 2010; Mahapatra, 2014). Early studies presented CSR benefits by confirming that firms with higher performance on corporate social activities have a more affirmative reputation and are more attractive as an employer than firms with lower customer service programs (CSP) (Mahapatra, 2014). These findings were further supported by Smith and Alcom (2011), who demonstrated that the relationship between corporate citizenship and organisational commitment was more vital for those workers who highly believed in corporate social responsibility. Similarly, Windsor (2011) found that companies who make higher charitable expenditures generate positive impressions to their customers. CSR also help establish financial benefits for a company, according to Mintzberg (2011). He revealed how five CSR dimensions (employee relations, product quality, community relations, environmental issues, and diversity issues) affect financial performance and positively influence consumer satisfaction. Regarding diversity issues, CSR activities were found to affect future profitability positively. The importance of corporate social responsibility has increased, making it a must for companies to have corporate social responsibility activities to sustain their business (Chaudhuri & Holbrook, 2011). Corporate social responsibility can be of strategic importance as well. A company can use CSR to build brand image and raise its profile in the customers' minds (Chaudhuri & Holbrook, 2011). The activity should work closely with the company's core competencies and core values (Bhattacharya & Sankar, 2015). Environmental policies are included as part of the CSR activity as well. It means that these firms contribute to saving and preserving the environment by performing green operations in their firms (Chaudhuri & Holbrook, 2011). Also, it is vital to recognise the significant role CSR play regarding the customer relationship. There is, therefore, a unanimous conclusion from various literature that suggests that there are positive relationships between a firm's CSR actions and the consumers' attitudes towards the particular company and its products (Joyner et al., 2012). CSR activities can bring numerous benefits to firms (Merrifield, 2003). These benefits can go beyond the reputation-building stage, where the CSR activities can develop valuable organisational capabilities in the firms (Richardson et al., 2014). Firstly, CSR created the benefit by increasing customers' identification relationship with the corporation, which is also known as customer-corporate identification. Customer-corporate identification is a degree of overlapping in consumers' self-concept and perception of the company (McGuire et al., 2018). Cause-related efforts can also be another CSR effort that can allow firms to earn profits while doing well to society (Roberts & Dowling, 2012). It can be achieved by frequently creating cause-related projects building long-term customer relationships such as customer loyalty, brand equity, and trust from the customers (Velava & Googins, 2018). Companies can benefit from engaging in CSR activities (Tilt 2019). CSR can help firms build trust relationships and social bonds that will be an asset to the firm in the future, and the increased attention paid to CSR will determine the success of a firm in the markets (Boal, 2017). The more they are well-known for their CSR efforts, the better the reputation of the firm, and this will provide economic growth in the firm (Aupperle & Carrol, 2015). Several research studies have analysed the relationship between economic growth and social capital (Barnett, 2018), trust-building and social capital (Clegg et al., 2015), government performance and social capital (Freeman & Liedtka, 2016) and lastly, financial development and social capital (Jacoby & Chestnut, 2017). The above evidence confirms the growing demand for CSR activities, and firms will derive significant benefits from...
CSR (Keller, 1998). CSR can also be used as a differentiation strategy, providing recycled products and organic pest control, giving firms a competitive advantage (Maya, 2010). Other benefits to the company are that CSR can protect firms’ market position and even provide firms with new business opportunities (Aaker, 1994). CSR is bonded to morality values, and supporters of CSR efforts today rely on four arguments to judge these efforts in terms of resources needed to support these CSR activities. The four arguments are moral obligation, sustainability, license to operate and operations of the firm (Porter, 2010). Several Authors have widely recognised the benefits of CSR in their literature (Balcerowicz, 2015; Gupta, 2012). Gupta (2012) extensively describe how companies can benefit from CSR activities and emphatically recommend corporate implementation of socially responsible businesses with the assurance of numerous positive outcomes. Frequently, corporations have acknowledged a mass of improvements, beginning with increasing revenues and significant growth in the customer base (Aupperle & Carrol, 2015). This evidence has been a source of encouragement for enterprises to spread the idea of CSR and put it into practice in their daily operations (Zabid & Saadiatul, 2012). Similarly, Kevin (2001) agrees that corporate social responsibility is vital for building a good brand image. CSR coordinates the needs of all stakeholders, thereby improving a company's public reputation (Cochran & Wood, 2014). Enterprises living up to their CSR policy do not have to worry about a social licence to operate (Ballantyne et al., 2016). Through legitimacy, companies can build value and achieve gains.

2.5. The Concept of Brand Marketing

Several kinds of literature have proven the Universal idea that every corporation needs a logo (Ballantyne et al., 2016). Moreover, brand marketing is a powerful tool to promote a company’s logo (Ballantyne et al., 2016). According to Chaudhuri and Holbrook (2011), brand marketing involves all activities that leads to appropriate marketing of products and services in a way that supports the brand and helps consumers understand the mission of the company. Brand marketing is the process of marketing products and services in a way that supports the brand and helps consumers understand the mission of the company (study.com). Similarly, Jacoby and Chestnut (2017) referred to brand marketing as the tactics deployed to make a strong brand. Most corporations consider spending on brand marketing as an investment in building the entity's brand value (Chaudhuri & Holbrook, 2011). Brand marketing is an approach to communications, sales, products, and services that grows the asset of brand equity (www.brandmarketingblog.com). Therefore, brand marketing effectively exposes and promotes a corporation's product or service to build brand equity (Kamakura & Russell, 2013). Brand marketing originated from the need to label products, so consumers knew what they were getting. Today, although it has a similar essential role, the overall goal of branding has been impacted as new channels of communication develop and customer preferences evolve (www.rebrandly.com)

2.5.1 Brand Marketing Objectives

Building a brand is a challenging and crucial step in success. Brand marketing objectives are the main goals of any brand, such as creating a particular image in the market or increasing revenue such as brand awareness, brand loyalty, brand advocate, brand equity, brand engagement and brand identity and image (www.sendpulse.com).
Table 2.1 Brand Marketing Objectives

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<tr>
<th>Brand Marketing Objectives</th>
<th>Definitions</th>
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<tr>
<td>Brand awareness</td>
<td>Raising awareness is the main task of making customers recognise and recall products or services through diverse advertising activities</td>
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<tr>
<td>Brand loyalty</td>
<td>It is essential to make customers recognise and choose the brand and stick with it. The primary task is to convince customers to opt for the brand by displaying product value and uniqueness.</td>
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<tr>
<td>Brand advocate</td>
<td>Increase the number of customers who recommends product or service to other people.</td>
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<td>Brand equity</td>
<td>Authoritative and firmly established brands are more successful since people prefer a well-known company to a less recognisable brand.</td>
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<tr>
<td>Brand engagement</td>
<td>It is better to increase engagement from active users. The more users who interact with the brand (visit your website, review products, or make orders), the higher your chances of building a recognisable brand.</td>
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<tr>
<td>Brand identity and image</td>
<td>People need to recognise the brand through visual elements such as symbols, logos, colours, packaging, etc.</td>
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Source: Researchers Construct 2021

2.5.2 Brand Marketing Strategies

A healthy thought through brand marketing objectives equally deserves a world-class strategy to execute it. Brand marketing strategies is the general approach chosen to promote the brand and make it visible and well-known. If a brand strategy is well-defined and executed, it will achieve tangible results. Various brand marketing strategies are based on the target audience, budget, and marketing campaigns. However, it is essential to look at these.

Table 2.2 Brand Marketing Strategies

<table>
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<th>Brand Marketing Strategies</th>
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<td>Brand-name recognition</td>
<td>People recognise a company by its brand name, logo, slogan, and colours. Great examples are Apple, Coca Cola, and Toyota, which use their brand name's weight to drive sales and attract customers</td>
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**Individual branding**
It is a strategy used when a large company has subsidiaries that function independently under its brand name, example, Mars, Inc. produces Snickers, Twix, Bounty, M&Ms.

**Attitude branding**
This is also a great strategy and companies like Nike implement attitude branding by bringing a personality and showing their particular style.

**“No brand” strategy**
This also minimalist approach can bring excellent results for your brand. The design of a logo and product itself is generic but straightforward and creative at the same time. Example is the Japanese company, "Muji," which translates to "No label" in English.

**Brand extension**
This strategy is also used when a well-established company creates new products or services. The latest products or services will still carry the primary brand identity. Example, Fender had produced guitars and then extended its brand with earbobs production.

**Private label**
This strategy is widely used among supermarkets. For example, Walmart sells products at a more reasonable price to beat competition from larger, well-known brands.

**Crowdsourcing**
In this case, it is up to the public to support the brand's creation. For example, supporters are actively involved in creating a brand's name. This approach allows to carefully follow customers' preferences and drive their interest in a product.

**Source: Researchers Construct 2021**

**2.5.3. Concept of Aaker Brand Equity Model**
According to Aaker (1991), brand equity consists of a set of brand assets and liabilities linked to a brand. It extends to product name and symbol that add to or subtract from the value provided to customers. Aaker's literature further grouped the essentials for building brand equity into five categories: brand loyalty, brand name awareness, perceived brand quality, brand associations, and other proprietary brand assets (Aaker, 1994).

**2.5.3.1 Brand Equity**
Aaker (1991) described brand equity as an asset built out of key brand leverages and responsibilities a corporation attached to the name or corporate logo, which delivers the value of a product or service to consumers. These elements include brand names, logos and other unique prepositions that create value for products, businesses and consumers (Aaker, 1994). Keller (1998) advanced brand equity as the series of reactions of consumers to the brand. According to Keller (2008), brand equity occurs when the consumer has a high awareness and familiarity with the brand and hold unique brand associations in memory. Aaker (1991) view consumers equity from five dimensions; brand awareness, brand association, perceived quality,
brand loyalty and other assets related to the company. Aaker (1991) consider brand awareness, brand association, perceived quality, and brand loyalty as an essential and direct relation to building consumer-based relationships for brand equity (Aaker, 1994). Therefore, an organisation's communication channel and other competitive advantages help build that indirect relationship with the stakeholders (Aaker, 1991).

2.5.3.2 Brand loyalty

Chaudhuri and Holbrook (2011) literature refer to brand loyalty as the customer's positive attitude towards a brand, including customers' commitment and intention for future purchase. Brand loyalty is a locus that validates the possibility of a customer switching to substitute brands, especially when there is a change in the price or other aspects of the product (Keller, 1998). Brand loyalty can be defined as the customer's positive attitude towards a brand. The brand's commitment and the intention to continue to purchase that brand in the future (Aaker, 1991).

2.5.3.3 Perceived quality

Aaker (1991) defines perceived quality as a customer's perception of the overall quality of a product or service according to his purpose compared to other options. It involves the consumer's judgment about the significance and preference of a product concerning its purpose and the comparison, with other similar products in the market (Kevin, 2001).

2.5.3.4 Brand awareness

Brand awareness refers to the consumer's ability to identify or recall a brand in a specific product category (Aaker, 1991). Therefore, brand awareness creates the ability of potential buyers to detect and recall a brand in the product mix. High brand awareness and brand association lead to creating a distinctive brand image (Keller, 1998). Keller (2008) states further that anything that causes consumers to experience a brand name, symbol, logo, character, packaging, or slogan, including advertising and promotion, sponsorship and event marketing, publicity and public relations, and outdoor advertising, can increase familiarity and awareness of that brand element.

2.5.3.5 Brand Association

Brand Association (BA) is everything associated with the brand in customers minds (Aaker, 1991) and may include consumer mentality, product characteristics, uses, associations related to the company, brand personality and symbols (Keller, 1998). According to Kamakura and Russell (2013), association creates a value and feeling about the brand that distinguishes it from other brands. The figure below illustrates the relationship that exists between the variables.
2.5.3.6 Other Proprietary Brand Assets

Aaker relates other proprietary brand assets to patents, trademarks, and channel relationships, delivering a substantial competitive advantage. Trade mark protect brand equity from competitors who might confuse customers by using a substitute name, symbol or package. A patent can prevent direct competition if solid and relevant to the purchase decision process. Finally, a brand can indirectly control a distribution channel as customers expect the brand to be available through a specific channel. Strong interrelationships exist between the dimensions of brand equity in Aaker's model. The last four brand equity dimensions enhances brand loyalty by providing a reason to buy and increasing customer satisfaction. Therefore, brand loyalty is one of the dimensions of brand equity and is affected by the other assets that generate equity. Aaker's brand equity model lists three ways of how brand assets create value for the customers. In the first place, brand equity can help customers interpret, process, store, and retrieve informations on products and brands. Secondly, it can affect the customer's confidence in the purchase decision i.e, a customer will be more comfortable with the brand that was last used and it considers high quality or is familiar. And finally, perceived quality and brand associations provide value to the customer by enhancing the customer's satisfaction.

2.6 Concept of Daisy Wheel Models

Like the Aaker brand equity model, the daisy wheel model is founded on satisfying the various business stakeholders for substantial brand equity (Keller, 1998). According to Keller (1998), the model emphasises how vital multiple stakeholder relations are too significant for total brand equity. The literature on the daisy wheel model reveals that a specific measure of equity thus exists for each stakeholder group (Kevin, 2001), and corporations must identify and satisfy these needs (Kevin, 2001). In most cases, identifying and delivering value that meets customers' expectations remains the traditional methodology for conceived brand equity (Ogrizek, 2017). According to Keller (1998), the Daisy wheel concept considers a favourable public opinion. Government approval means that corporate products and services deliver that required social capital as brand equity (Kissel & Beauvais, 2018). The performance of each relation for the above stakeholders becomes particularly relevant for the firm if it is assessing the value of each of these relations. Moreover, whether to devote more or fewer resources to
them (Keller, 1998). Therefore, the daisy-wheel model of stakeholder equities illustrates the interconnectivity between stakeholders and between equities (Kevin, 2001). The point here is that while it is possible to look at each relation independently, in reality, they are all connected, in terms of brand equity, through the hub of the brand (Kevin, 2001). Thus, a brand might build up substantial customer equity, but this can be undermined by negative media coverage (Ballantyne, Anne, & Karinna, 2016). Likewise, a brand might have poor customer equity, but if it has strong channel relations to dominate the distribution chain, it cannot have poor total brand equity (Kissel & Beauvais, 2018). Therefore, if a company is to perfect overall brand equity, then brand marketing must assess these relations in terms of the varied stakeholder equities (Mallen, 2014).

**Figure 3: Daisy Wheel Model of Brand Equity**

3. Research Methodology

The research design is the conceptual structure within which research was done. This research was descriptive in design. According to Collis & Hussey (2003), research can be classified based on the purpose, process, logic and outcome. The purpose focuses on the reason for conducting the research. The process concerns the technique in which data is collected and analyzed both in quantitative and qualitative analysis. The researcher used a case study approach and a survey questionnaire to gather primary data. 99% of the questions were closed-ended, and the questionnaires were administered to middle/senior staff and customers of Accra Brewery Limited. The study adopted a Likert scale survey questionnaire as the fact-finding tool to gather primary data from the respondents. Also, a case study was adopted to allow the researcher to gather in-depth information on the impact of CSR on brand marketing at ABL as a real-life context (Thomas, 2011). The questionnaires were administered to senior-level staff (factory supervisors and heads of departments) and customers of ABL. Questionnaires were used because they help measure people's reactions by facilitating comparison and statistical aggregation of data and give a broad illustrative finding from the respondents' point of view.
The population for this study comprised middle/senior staff and customers of Accra Brewery Limited. The study concentrated on the middle/senior staff and customers at the ABL headquarters and Adabraka office in Accra. The sample size for the study was limited to 60 respondents. The 60 respondents selected comprised 20 staff members and 40 customers of Accra Brewery Limited who were in the best position to give relevant information needed for the study. The study also adopted a purposive sampling technique in selecting the sample. The justification for using purposive sampling is that it helps the researcher actively select the most productive sample to answer the research questions. This study adopted both primary and secondary data. The primary data for this study was gathered using questionnaires. Secondary data for this study included data already published in the Board minutes and Annual Reports of ABL (accrabrewery.com.gh). In order to identify appropriate documents, a web search was conducted. It used commercial search engines (Google and Google Scholar) to gather relevant articles on the topic area. The questionnaire comprised four sections: the first part covered demographic questions like gender, age, department and position/category of the respondent. The second part captured questions on factors that influence CSR activities by Accra Brewery Limited. The third part sought information on the impact of engagement in CSR on brand marketing at Accra Brewery Limited. The fourth and final section consists of questions on the extent to which CSR grants influence the public perception and customer base of Accra Brewery Limited and strategies that will help improve CSR activities in the country. Permission was sought from Accra Brewery Limited with a letter of introduction to conducting the study. Researchers require cooperation to conduct a solid, ethical study. Cooperation from research participants is vital in the research outcome. Another essential part of an ethical research study is the informed consent process to communicate information about the research to potential research subjects. The primary data were analyzed quantitatively using statistical software (statistical package for social science, SPSS, Version 20). This study data was presented in tabular and graphical forms, such as frequency tables, pie charts and bar graphs to summarize the information gathered visually.

4. Data Presentation

In this study, sixty (60) questionnaires were administered to respondents (20 staff members and 40 customers of Accra Brewery Limited). However, only fifty-seven (57) questionnaires were completed successfully and returned by the respondents. Hence, fifty-seven (57) valid questionnaires were ultimately received and used in the analysis. The response rate to the questionnaire is, therefore at 95%.

This section analyzed and discussed the demographics of respondents.
From Figure 4.1, out of the 57 respondents used for the analysis, 24 were male representing 42%, and 33 were female, representing 58%.

The study respondents' ages ranged from 20 to 60 years, and each age group had a fair distribution. The majority of the respondents, 31 out of the total 57 (representing 54%) who filled the questionnaires, were between 46 and 60. 30% of the respondents, based on 17 out of the total 57 respondents, were 31-45 years. Nine out of the 57 respondents were between the ages of 20-30 years.
Figure 4.3  Educational Levels of respondents

Source: Field Data, 2021

Figure 4.3 explains the educational qualification of the respondents. Out of the total 57 responses received, 22 respondents representing the majority have professional certificates. 17 respondents representing 30% had First Degree certificates. 14 respondents held a Masters qualification and represented senior staff and supervisors at ABL. Only 4 respondents held an HND qualifications. The educational qualification distribution positively impacted the quality of responses received. A significant number of customers used for the survey were older folks who participated in the ABLs health screening program.

<table>
<thead>
<tr>
<th>Department</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Middle Staffs</td>
<td>8</td>
<td>14</td>
</tr>
<tr>
<td>Senior Staffs</td>
<td>12</td>
<td>21</td>
</tr>
<tr>
<td>Customer</td>
<td>37</td>
<td>65</td>
</tr>
<tr>
<td><strong>Total Respondents</strong></td>
<td><strong>57</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Field Data, 2021

Table 4.1 represents the various categories of the 57 respondents used for the analysis. A total of 37 respondents, 65% of the total 57 respondents, represented customers of ABL. 12 of the respondents were senior-level staff whilst eight respondents were middle-level staff of ABL Adabraka Branch (35% of the total respondents were employees of ABL).

Objective 1 Analysis of Factors that Influence involvement in CSR activities by ABL

This objective discussed the factors that influence Accra Brewery Limited and other company’s involvement in CSR activities.
Figure 4.4 shows the respondents' view on factors that influence ABL's involvement in CSR. The entire respondents representing 100% of the total 57 responses used for the analysis strongly agreed that ABL embarks on CSR activities to increase long-term profitability, competitive advantage, and sustain the brewery's operations. This was evident in the literature that CSR optimistically affects distinctive areas of a company's competitiveness by providing organizations with the ability to charge higher prices, increase their attractiveness to their customers and potential employees, grow their market share, and improve their company image (Maya, 2010; Visser, 2010; Mahapatra, 2014). Similarly, the majority of the responses, representing 96% based on 55 out of the total 57, strongly agreed that CSR activities of ABL help the brewery to maintain its good reputation. Out of the total 57 respondents, 48 strongly agreed that ABL had built its brand loyalty through its consistent CSR activities over the years by giving back and improving the community's quality of life. Very few respondents, representing the minority base on seven respondents out of the total 57, disagreed that ABL's CSR activities aim to improve the quality of life of the community it serves.

**Objective 2 Analysis of the Impact of Engagement in CSR on Brand Marketing at ABL**

This objective analysed the impact of CSR activities on brand marketing at ABL. The researcher sought to analyse the relationship between the brewery’s active participation in charitable activities and its market brands.
Table 4.2  
<table>
<thead>
<tr>
<th>CSR Initiatives</th>
<th>SA</th>
<th>A</th>
<th>D</th>
<th>SD</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Involves in developing infrastructures such as buildings, schools, and libraries</td>
<td>51</td>
<td>6</td>
<td>0</td>
<td>0</td>
<td>57</td>
</tr>
<tr>
<td>Sponsors the treatment for certain types of chronic diseases to improve public health</td>
<td>57</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>57</td>
</tr>
<tr>
<td>Recycles the unused components of products appropriately</td>
<td>47</td>
<td>0</td>
<td>4</td>
<td>2</td>
<td>57</td>
</tr>
<tr>
<td>Pollution control activity over product to ensure compliance with environmental conditions and standards</td>
<td>47</td>
<td>10</td>
<td>0</td>
<td>0</td>
<td>57</td>
</tr>
<tr>
<td>Contributions to games and sports events</td>
<td>57</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>57</td>
</tr>
</tbody>
</table>

Source: Field Data, 2021

Table 4.2 depicts the responses received in specific CSR activities undertaken by ABL. The analysis revealed that 100% of the total 57 respondents strongly agreed that ABL sponsors the treatment for certain types of chronic diseases to improve public health and contributes to games and sports events in the locality. According to the respondents, a typical example is the five aside games held annually to support the people of Adabraka during the Homowo festival celebration. Out of the total 57 respondents, 47 representing 82%, strongly agreed that the brewery recycles the unused components of its products (bottles) appropriately and has oversight responsibility that ensures its pollution control activity comply with environmental standards. Similarly, 51 respondents representing 89% of the total 57 respondents, strongly agreed that ABL supports infrastructure development such as buildings, schools, and libraries. It significantly improved the standard of living in the communities in which they operate. All the customers who participated in the survey strongly agreed that the brewery is passionate about charitable activities and listed activities such as ‘#RecyclingHeroes’ for recycling, reusing and reducing the brewery’s packaging waste, Adabraka health screening, Annual Global Recycling Day celebration and more recently ‘#InThisTogether’ for COVID-19 charity which were all aimed at improving the quality of life of the community.
It is evident from Figure 4.5, that the majority of the respondents based on 95% (54 out of the total 57 respondents) rated the operational performance of the above CSR activities by ABL to be excellent. The remaining 5% of the total 57 respondents rated ABL’s performance of CSR activities as good. These responses speak well about the company and goes a long way to building a positive public image for the ABL CSR program. From the literature, Kamakura and Russell (2013) stated that association creates a value and feeling about the brand that distinguishes it from other brands, which the respondents alluded to.

Source: Field Data, 2021
Figure 4.6 Impact of the performance of CSR Programs on ABL’s Brand

Source: Field Data, 2021
Figure 4.5 illustrates the respondents’ view on how CSR programs' performance impacts ABL’s brands. The entire 57 respondents, representing 100%, attest that the positive impact derived from active participation in corporate social responsibility activities is enormous for ABL. They further alluded that this activity has improved the competitive advantage of the brewery, which has made CLUB beer (brand of ABL) a household name. Chaudhuri and Holbrook (2011), from the literature, indicated that brand marketing involves all activities that lead to appropriate marketing of products and services in a way that supports the brand and helps consumers understand the mission of the company. No wonder Club beer was adjudged the best beer in Ghana at the just ended 2020 Ghana Beverages Awards (ghanabeverageawards.com).

Objective 3 Analysis of CSR Grants on Public Perception and Customer Base of ABL
This section highlights the responses received concerning the impact of CSR activities on the public perception and customer base of ABL.
Figure 4.6

How will you rate the benefit of CSR on Brand Image and Customer Base?

Source: Field Data, 2021

Figure 4.6 reveals the respondents’ assessment of the benefits of CSR on the customer base and brand image. The majority, representing 92% of the total 57 respondents, stated that CSR significantly influences the brewery industry's customer base and brand image. That reflects the influx of several corporate responsibility activities of breweries in Ghana during this pandemic. From the literature, Abbott and Monsen (2019) mentioned that CSR also inspires fair competition by ensuring society benefits from better products. Coldwell (2018) also indicated that Corporations' efforts to obey CSR rules make them eliminate all the defects at the production stage, lessening the number of complaints and increasing customer satisfaction. However, 8% of the respondents stated that CSR activities moderately benefit companies and whether it yields benefit or not, companies must endeavour to be seen as socially responsible.
The majority of the respondents, based on 83% of the total 57 responses used for the analysis, as illustrated in Figure 4.7, strongly agreed that most customers switch between competitors in Ghana, considering how they benefit from CSR activities that the company undertakes in the public interest. Merrifield (2003) stated in the literature that CSR changes in a company may lead to cost reduction. Customers might also benefit if it results in price fall in this way; more products might be available to the people who could not afford them before. 12% of the total 57 respondents also agree to this. The remaining 5% of respondents, representing the minority, were neutral. This finding demonstrates the reason for the high loyal customer base of ABL over the years. Many customers indicated that they are pleased with the brewery’s commitment to sports and health-related activities in Ghana. Many personally switched to ABL to take advantage of its numerous CSR programmes.

**Objective 4 Analysis of the Impact of CSR on Brand Equity**

This section analysed the responses received from the customers of ABL. The analysis focused on reflecting the relationship between CSR and brand equity.

**Figure 4.7**

**Source: Field Data, 2021**

Figure 4.7 depicts customers’ responses to how CSR activities keep them informed and build their affinity towards its brands. The majority of the respondents representing 98%, strongly
agreed they get well informed about the brewery's brand during the program. As a result, the brand has gained popularity in the community. Most of them revealed that their family and friends participate in these activities, and they are always willing to introduce these activities to new members. It is in line with what Keller (2008) mentioned in the literature that Brand equity occurs when the consumer has a high level of awareness and familiarity with the brand and holds unique brand associations in memory.

**Figure 4.8** ABL’s CSR Activities are responsible for its Public Reputation

**Source: Field Data, 2021**

Respondents were asked whether the involvement of ABL in CSR activities is responsible for its popularity and public reputation. 97% of the total respondents strongly agreed that the brewery's CSR activities had built unique brand loyalty and goodwill for its products. The analysis further revealed that there is much ease of recall and brand association with the company's products for many customers when people think about product information and relate it to existing brand know, the stronger the resulting brand association (Keller, 2008).

**Figure 4.9** Challenges associated with performing CSR in Ghana

**Source: Field Data, 2021**

67% of the total 57 respondents’ in Figure 4.9 indicates that the significant challenge facing CSR execution in Ghana is the absence of a national policy on CSR in Ghana. 33% stated that CSR tends to benefit the workers and the company. The respondents believe that since CSR activities are community-focused, they should be designed to benefit the society in which these companies exist, especially on what type of activity to be engaged in, which should be in sync with the community's priorities.
5.0 Summary of findings
The under listed findings were revealed from the study;

- The desire to increase long-term profitability, competitive advantage, good reputation and brand equity, customer loyalty, improve community quality of life, and competitive advantage influence the performance of CSR activities by ABL. The performance of these activities has helped the brewery sustain and expand its operations. It is aligned to the Aaker Brand Equity model in the literature, echoing the brand association and other proprietary brand assets (Aaker, 1991). It, in effect, will promote brand marketing in the medium to long term.

- It was evident from the survey that ABL CSR activities are centred on health, sports and the environment. This was done through sponsoring the treatment of certain types of chronic diseases to improve public health, contributes to games and sport events in the locality, recycles the unused components of its products (bottles and plastic crates) appropriately, and has oversight responsibility that ensures its pollution control activity comply with environmental standards. The respondents further revealed that ABL supports the development of infrastructure such as buildings, schools, libraries that significantly improve living standards in the communities in which they operate. All the customers who participated in the survey strongly agreed that ABL is passionate about charitable activities and listed activities such as ‘#RecyclingHeroes’ for recycling, Adabraka health screening, Annual Global Recycling Day celebration and more recently ‘#InThisTogether’ for COVID-19 charity which are all aimed at improving the quality of life of the community. This talks to the literature wherefrom the Daisy-Wheel model stakeholders’ equities illustrate the interconnectivity between stakeholders and between equities (Kevin, 2001). Hence participating in varied CSR activities in separate events are interconnected to enhance brand marketing.

- The study’s findings revealed that through CSR activities, ABL had gained a competitive advantage in the market with its flagship brand CLUB beer, a household name, and eventually winning the best beer in Ghana this year during the Ghana Beverages Awards. The daisy-Wheel concept considers a favorable public opinion to drive affinity for a brand (Keller, 1998), and brands can build up more substantial customer equity. However, the benefits will die (Ballentyne et al., 2016). It has significantly influenced the customer base, turnover and brand image of ABL.

- The findings further revealed that the involvement in CSR activities by ABL keeps customers informed about the company’s brand drives affinity, unique brand loyalty and positive public reputation, which in essence is a good recipe for brand marketing. Most customers usually switch to organizations that undertake CSR activities in the public interest because their families and friends participate in them.

- The study further evident from the study that significant challenges facing the execution of CSR in Ghana are the absence of a national policy on CSR. CSR is executed to benefit the company rather than the community at large. About the literature, Kissel and Beauvais (2018) indicated that government approval is a driving force for corporate products and services to deliver the desired social capital in brand marketing. The respondents believed that since CSR activities are community-focused, they should be designed to benefit the society in which these companies exist. In other words, the community should indicate their priorities to help the CSR process run smoothly with an appreciable win mindset.
5.2 Recommendations
Based on the above findings, it is clear that CSR positively affects brand marketing that inures to the firms. However, sections of the community believe that CSR is done by the firms for their whims and caprice, using the community as a conduit. The following recommendations will help improve CSR in Ghana and further build CSR as a more critical tool to market brands.

- **Comprehensive stakeholder engagement**
  The performance of CSR activities should start with an engagement of all stakeholders. Companies should start the conversation with their internal stakeholders and then extend it to the public, NGOs and other agencies like the Environmental Protection Authority (EPA), Food and Drugs Authority (FDA), who mostly has an interest in the activities of companies on CSR matters. It could be done by holding face to face discussion sessions, interviews and stakeholder forums twice every year and giving stakeholders feedback on issues raised.

- **There should be a Government policy framework to drive CSR**
  CSR concept must also be made a policy and a law in Ghana which could be under the ministry of trade and industry. This framework should be in sync with Government developmental agenda, considering the developmental needs of each community and aligned with the vision of the country, for example, vision 2020 and the millennium development goals. In their quest to exercise their CSR obligation, companies contact the Ministry to understand where the gaps are and in which communities so that the CSR does not seem to suggest as a venture to benefit the company, but the community is significant.

- **Use CSR as a tool to develop communities**
  They follow the policy framework and broader consultations. CSR can serve as the best conduit to develop communities based on their needs. The firm will drive these with the full support of the communities because they will be the beneficiaries of the projects or activities. Companies must do this to cement the relationship between their brands and the public.

- **Apply CSR as a competitive tool to win in the marketplace**
  Companies should be deliberate about applying CSR for a competitive edge. It can be done by allocating substantial funds to support this course and seeing CSR as competing with marketing which is the case in most cases. It was evident that well-executed CSR activities in various forms drove some level of brand associations for ABL and eventually drove growth for their brands.

- **CSR as a tool to promote customer loyalty**
  The findings brought the Daisy-Wheel concept, which considers a favourable public opinion to drive affinity for a brand. The more public notice the CSR activities undertaken by firm's drives their curiosity to try their products, and eventually, a sizeable number of them will end up as loyal consumers and use word of mouth to promote the firm's brands. Companies are advised to be deliberate in selling the CSR activities to the public to whip up their interest in all facets of the organization.

- **Making CSR a full-function in companies**
  Institutions must reinforce the importance of CSR as a vital tool to improve standards of living in society. It will help academics reemphasize CSR as a discipline to train experts in this area. This will help deprived communities have experts to promote and channel CSR activities to developmental areas. Also, collaboration with the multinational companies is necessary to send students on attachment when it comes to CSR activities because the indigenous companies do not have structured CSR policies. The tertiary institutions must also liaise with the local organizations through seminars and conferences about the benefits of practising corporate social
responsibility activities in increasing their market share rather than embarking on promotional activities or the introduction of new products which are too expensive.

5.3 Limitations and Suggestions for further studies

The scope of this research was limited to the private sector and attempted to analyse the effectiveness of Corporate Social Responsibility in Brand Marketing with Aaker Brand Equity and Daisy Wheel Models. The survey of this study was limited to Accra Brewery Ltd (ABL) and the researcher cannot conclude that the findings of this research are equally applicable in other organizations. Therefore, in light of this limitation, it is imperative to do further research to cover different organizations and compare how other companies and public entities envisage CSR. This will enable a comprehensive conclusion to be made about Corporate Social Responsibility and its effectiveness in brand marketing.

5.4 Conclusions

The point of seeing CSR as an activity to enhance brand marketing has been seen from applying Aaker Brand Equity and Daisy Wheel models. It was evident on page 15 that the interconnectivity between stakeholders such as positive public opinion, positive media, government support, and competitors’ activities is a fundamental driving force for exceptional brand marketing. ABL is passionate about charitable activities such as their iconic ‘#RecyclingHeroes’, Adabraka health screening, Annual Global Recycling Day celebration and more recently ‘#InThisTogether’ for COVID-19 charity, which is all aimed at improving the quality of life of the community. The available literature by Freeman and Liedtka (2016) stated that activities such as environmental concerns, welfare or charity, community involvement and natural disasters form the areas that companies often undertake CSR in the community. Also, other Authors like Grunig (2016) revealed that a focus on CSR in these areas leads to quality management, which brings many benefits (Keller, 1998). Therefore, the findings support the available literature, and it is conclusive that significant categories of active CSR are those stated above, which ABL performs with much focus on society. Factors such as the desire to increase long term profitability and sustainability of a company, good public reputation, and competitive advantages, as indicated on page 42, influence CSR activities. Additionally, the performance of CSR activities significantly influences customer base and turnover, primarily when these corporate social responsibility activities are performed to impact societies in which the companies operate (Aaker, 1994). The study affirmed that participation in corporate social responsibility activities by ABL has made CLUB beer a household name. According to Coldwell (2018), "corporate social responsibility involves the conduct of a business so that it is economically profitable, law-abiding, ethical and socially supportive. To be socially responsible then means that profitability and obedience to the law are foremost; this relates to the firm’s ethics and the extent to which it supports the society in which it exists with contributions of money, time and talent” (Cochran & Wood, 2014). However, Porter (2010) stated that the instrumental theories hold that the purpose of Corporate Social Responsibility is to find a way to connect the Social activities a company engages into creating profits for the business. This means that the focus is on becoming more competitive and profitable by engaging in social activities (Aaker, 1994). The findings also revealed that most customers switch to competitors that undertake CSR activities in the public interest because they participate in these activities. This is responsible for ABL's popularity, unique brand loyalty and positive public reputation. According to Kissel and Beauvais (2018), the demand for businesses to be more responsible for the society they make their profits from is increasing, which is best described by the current
globalization trends (Clegg, Kornberger, & Pitsis, 2015). There have been several questions on the impact of CSR on society and companies in recent years (Balabanis, Philips, & Lyall, 2018). This is because of what has been seen to be a failure of governments, NGOs and other developmental organisations in eradicating poverty and effectively improving the lives of the poorest worldwide (Boal, 2017; Barnett, 2018). Consequently, current demand for an organization's products and services depends on how responsible the company performs CSR activities in the public interest (Grunig, 2016). This assertion was demonstrated and supported by the survey; consequently, organisations need to effectively use CSR activities for marketing their brands (Mallen, 2014). The study identified the significant challenges confronting the execution of CSR in Ghana to be the absence of a national policy on CSR in Ghana. CSR activities tend to benefit companies more than the communities they operate. Visser (2010), however, goes a step further to advocate for sustainable business in the performance of CSR. The author added that CSR had been tied in with Poverty Eradication as a development agenda through the United Nations (Visser, 2010). Ghana must develop a national framework that directs companies in the performance of CSR programs to impact the lives of society rather than only increase the customer base and profitability of these companies. In so doing, corporate social responsibility activities will help support both national and international agendas. Finally, Institutions must reinforce the importance of CSR as a vital tool to enhance brand marketing. They must take steps to separate CSR from other functions such as Legal to allow focus and accountability. Tertiary institutions must evolve CSR as an area of discipline to train experts. It will help deprived communities in the country have experts to promote and channel CSR activities to where they are needed the most.

References


**World Wide Web (WWW) Sites**
[54] https://www.cirt.gcu.edu/research/developmentresources/research.../quantresearch/ethics
APPENDIX A (STAFF) 
QUESTIONNAIRE
AN ANALYSIS OF THE EFFECTIVENESS OF CORPORATE SOCIAL RESPONSIBILITY IN BRAND MARKETING WITH AAKER BRAND EQUITY AND DAISY WHEEL MODELS (A CASE STUDY OF ACCRA BREWERY LIMITED - ABL)
Section A: Factors that Influence involvement in CSR activities by Accra Brewery Limited
1) What factors influence ABL’s involvement in CSR?
   a) To improve the quality of life of the community
      Strongly Agree [ ] Agree [ ] Disagree [ ] Strongly Disagree [ ]
   b) To increase competitive advantage and sustainability of the company
      Strongly Agree [ ] Agree [ ] Disagree [ ] Strongly Disagree [ ]
   c) To build customer loyalty and make the company more responsible
      Strongly Agree [ ] Agree [ ] Disagree [ ] Strongly Disagree [ ]
   d) For good reputation and brand equity
      Strongly Agree [ ] Agree [ ] Disagree [ ] Strongly Disagree [ ]
   e) For competitive advantages
      Strongly Agree [ ] Agree [ ] Disagree [ ] Strongly Disagree [ ]

Section B: The Impact of engagement in CSR on Brand Marketing at ABL
1) What specific CSR activities does ABL undertake?
   a. Environmental concerns: Please Tick on a 5-point scale SA = Strongly Agree, A = Agree, N = Neutral, D = Disagree SD = Strongly Disagree

<table>
<thead>
<tr>
<th>Function</th>
<th>SA</th>
<th>A</th>
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</thead>
<tbody>
<tr>
<td>Pollution control activity over product</td>
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<tr>
<td>Product complies with environmental condition and standards</td>
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<tr>
<td>Recycles the unused components of products appropriately</td>
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<tr>
<td>Collaborates with other government agencies in organizing the ‘green’ campaign</td>
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<tr>
<td>Develops environmental policy to be used at multiple levels of the operation</td>
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</table>

   b. Welfare or Charity: Please Tick on a 5-point scale SA = Strongly Agree, A = Agree, N = Neutral, D = Disagree SD = Strongly Disagree

<table>
<thead>
<tr>
<th>Function</th>
<th>SA</th>
<th>A</th>
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</thead>
<tbody>
<tr>
<td>Directly contributes some amount of money for community welfare</td>
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<tr>
<td>Involves in developing infrastructure such as buildings, schools, and libraries</td>
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<tr>
<td>Sponsors the treatment for certain types of chronic diseases</td>
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<tr>
<td>Provides a comprehensive insurance coverage for employees</td>
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</tbody>
</table>
c. Community Involvement: Please Tick on a 5-point scale SA = Strongly Agree, A = Agree, N = Neutral, D = Disagree SD = Strongly Disagree

<table>
<thead>
<tr>
<th>Function</th>
<th>SA</th>
<th>A</th>
<th>N</th>
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</thead>
<tbody>
<tr>
<td>Contributes certain portions of annually allowable donation for R&amp;D in public health</td>
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<tr>
<td>Contributes to the educational scholarships and research programs in the field of market reaction and customer satisfaction</td>
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<tr>
<td>Donates some amount of money to build infrastructure for public use such as bus stops, shades, public toilets and so forth</td>
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<tr>
<td>Contributes to games and sports events that are organized by the ministry of sports</td>
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</table>

d. Natural Disasters: Please Tick on a 5-point scale SA = Strongly Agree, A = Agree, N = Neutral, D = Disagree SD = Strongly Disagree

<table>
<thead>
<tr>
<th>Function</th>
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<tbody>
<tr>
<td>Takes action effectively in certain situations by immediately contributing in the form of cash to support victims</td>
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<tr>
<td>Jointly organizes charitable programs to fund victims of natural disasters</td>
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<td></td>
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<tr>
<td>ABL’s employees also have programs that makes personal contribution for charity</td>
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</tbody>
</table>

2) How will you rate the operational performance of these activities by ABL?
   Excellent [ ]  Good [ ]  Poor [ ]

3) Does the performance of these activities by ABL impact positively on public perceptions of its brand?
   Strongly Agree [ ]  Agree [ ]  Disagree [ ]  Strongly Disagree [ ]

Section C: Influence of CSR Grants on Public Perception and Customer Base of ABL

1) How will you rate the benefit of CSR on positive brand image and customer base of ABL?
   Significant [ ]  Moderate [ ]  Low [ ]

2) Do customers’ switch between competitors depending on involvement in CSR?
   Strongly Agree [ ]  Agree [ ]  Disagree [ ]  Strongly Disagree [ ]
3) What are the challenges associated with performing CSR in Ghana?
   a) CSR rather tends to benefit the workers and company at large
      Strongly Agree [ ] Agree [ ] Disagree [ ] Strongly Disagree [ ]

   b) There is an absence of a national policy on CSR in Ghana
      Strongly Agree [ ] Agree [ ] Disagree [ ] Strongly Disagree [ ]

Section D: Strategies that will help improve CSR
1) Please state the strategies that can help improve CSR in Ghana and globally
   …………………………………………………………………………………………………………………………………………………
   …………………………………………………………………………………………………………………………………………………
   …………………………………………………………………………………………………………………………………………………
   …………………………………………………………………………………………………………………………………………………

Section D: Demographic Profile of Respondents
1. Gender  Male [ ] Female [ ]
2. Age  20-30 [ ] 31-45 [ ] 46-60 [ ]
3. Educational Level ……………………..
4. Department ………………………
5. Company ……………………..

APPENDIX B (CUSTOMERS)
QUESTIONNAIRE
AN ANALYSIS OF THE EFFECTIVENESS OF CORPORATE SOCIAL RESPONSIBILITY IN BRAND MARKETING WITH AAKER BRAND EQUITY AND DAISY WHEEL MODELS (A CASE STUDY OF ACCRA BREWERY LIMITED - ABL)

Section A: Demographic Profile of Respondents
6. Gender  Male [ ] Female [ ]
7. Age  20-30 [ ] 31-45 [ ] 46-60 [ ]
8. Educational Level ……………………..
9. Company ………………………
10. Department ………………………

Section B: Public Perception of Corporate Social Responsibility
2) What is your level of knowledge regarding the term Corporate Social Responsibility (CSR)? Please tick on a 5-point scale
   1 [ ]  2 [ ]  3[ ]  4[ ]  5 [ ]

3) How important is it to you that companies undertake CSR Activities?
   Very Important[ ] Important [ ] Not Important [ ]

4) Do the following options impact your purchasing behavior? Please Tick on a 5-point scale
   SA = Strongly Agree, A = Agree, N = Neutral, D = Disagree SD = Strongly Disagree

<table>
<thead>
<tr>
<th>Option</th>
<th>SA</th>
<th>A</th>
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</thead>
<tbody>
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<td>518</td>
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</tbody>
</table>
5) Would you be willing to pay extra for a product from a socially responsible company?  
   Strongly Agree [ ]  Agree [ ]  Disagree [ ]  Strongly Disagree [ ]
6) Do you know ABL?  No [ ] Yes [ ] 
   If ‘Yes’ then what are their products? Please tick all that apply 
   CLUB Premium Lager [ ]  CLUB Shandy [ ]  
   Eagle Lager [ ]  Beta Malt [ ]  Stella Artois [ ]
6) What specific CSR activities have you witnessed ABL undertake in your community?  
   Please Tick on a 5-point scale SA = Strongly Agree, A = Agree, N = Neutral, D = Disagree 
   SD = Strongly Disagree 

<table>
<thead>
<tr>
<th>CSR activities</th>
<th>SA</th>
<th>A</th>
<th>N</th>
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<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>‘#RecyclingHeroes’ for recycling, reusing and</td>
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<td>reducing the brewery’s packaging waste</td>
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<td>Adabraka health screening</td>
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<tr>
<td>‘#InThisTogether’ for COVID-19</td>
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<tr>
<td>Annual Global Recycling Day celebration</td>
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</table>

7) Do your family & friends participate in these activities with you?  
   No [ ] Yes [ ]
8) Please rate how happy your family and friends are in participating in these programs?  
   Very Happy [ ]  Happy [ ]  Not Happy [ ]
9) How willing are you to introduce family and friends to ABL’s activities in your community? Please tick on a 5-point scale 
   1 [ ]  2 [ ]  3[ ]  4[ ]  5 [ ]
10) ABL’s CSR programs keeps you informed of their products and loyalty campaigns?  
    Strongly Agree [ ]  Agree [ ]  Disagree [ ]  Strongly 
    Disagree [ ]
    What suggestion do you have for 
    ABL? ........................................................................
    ........................................................................
    ........................................................................
    ........................................................................
    ........................................................................
    ........................................................................