

*Communicating Corporate Social Responsibility:
Challenges to Companies with Low Company-Cause Fit*

Amy Scarlett

A Capstone Project Presented to The Faculty of
the School of Communication in Partial
Fulfillment of the Requirements for the Degree of
Masters of Arts in Public Communication

Supervisor: Professor Lauren Feldman

April 26, 2011

Abstract

This paper examines strategies for communicating philanthropic corporate social responsibility (CSR) activities in public campaigns. Academic literature points to several factors that influence the success or public approval of such corporate communication efforts. This study specifically considers one of these factors – that of the congruence level between the company and the cause it supports in CSR activities. More specifically, it examines two existing campaigns with low company-cause congruence, Kenneth Cole’s “Awareness” and Liz Claiborne’s “Love Is Not Abuse,” to determine if or how this detriment can be overcome. Results showed that other campaign factors are more significant to the success of a strategic CSR public communication campaign.

Table of Contents

| | |
|--|-----------|
| INTRODUCTION | 3 |
| LITERATURE REVIEW | 6 |
| WHAT IS CORPORATE SOCIAL RESPONSIBILITY? | 6 |
| BENEFITS TO THE COMPANY | 8 |
| CONSUMERS & THE PUBLIC | 9 |
| EMPLOYEES | 10 |
| SHAREHOLDERS | 11 |
| COMMUNICATING CSR | 11 |
| INFORMATION SOURCE | 13 |
| ATTRIBUTING MOTIVE TO CSR ACTIVITIES | 14 |
| COMMITMENT TO CAUSE | 15 |
| COMPANY-CAUSE FIT | 16 |
| METHODS | 21 |
| CASE ANALYSIS | 21 |
| CONTENT ANALYSIS | 21 |
| CASE PROFILES | 24 |
| <i>AWEARNESS BY KENNETH COLE</i> | 24 |
| KENNETH COLE PRODUCTIONS | 24 |
| INTRODUCING THE AWEARNESS INITIATIVE | 25 |
| CURRENT AWEARNESS CAMPAIGN | 27 |
| CONTENT ANALYSIS RESULTS | 31 |
| CRITIQUE OF CAMPAIGN | 33 |
| <i>LOVE IS NOT ABUSE BY LIZ CLAIBORNE</i> | 35 |
| LIZ CLAIBORNE, INC. | 35 |
| CAMPAIGN HISTORY | 36 |
| LOVE IS NOT ABUSE CURRENT CAMPAIGN | 37 |
| CONTENT ANALYSIS RESULTS | 44 |
| CRITIQUE OF CAMPAIGN | 46 |
| DISCUSSION | 48 |
| COMPANY-CAUSE FIT | 48 |
| CSR BEYOND COMPANY-CAUSE FIT | 50 |
| STUDY LIMITATIONS & DIRECTIONS FOR FUTURE RESEARCH | 52 |
| CONCLUSION | 53 |
| REFERENCES | 54 |

INTRODUCTION

Corporate social responsibility (CSR) is a business concept whereby a company seeks to behave in socially and environmentally responsible ways so that its business contributes to society in meaningful and lasting ways (Hopkins, 2007). Companies are incentivized to engage in socially responsible programs because of the potential benefits to business, which include brand enhancement, market differentiation, and employee satisfaction (www.dowelldogood.net). However, companies often fail to effectively communicate their CSR activities to target audiences, which can hinder the company's realization of these business benefits.

There are several factors that influence how the public and other company stakeholders interpret and respond to information about CSR activities, such as message content, information source, perceived motivations of the company, industry of the company's business, brand reputation, and nature of their business. Another factor that is often emphasized in academic studies is the company-cause fit, which refers to the logical connection between the business function of a company and the cause or organization it supports (Simmons & Becker-Olson, 2006). This is thought to be important because when company-cause fit is low, individuals engage in more elaborate processing as a means to explain the company's motivations for supporting a particular cause. When no other information is offered to suggest a logical explanation for its support, individuals can become skeptical of the company's true motives, which can lead to negative feelings toward the company. While a company does not have complete control over all of these factors, effective communication strategies can help to create and deliver a message that is most beneficial to the company.

To gain a better understanding of how to communicate CSR activities, this study specifically examines the factor of company-cause congruence, and how low congruence between a company's business and the cause it supports can be overcome. A company may choose to support a cause with low congruence to its business for many reasons, including response to a crisis or disaster, and personal involvement or interest in a specific social domain (Menon & Kahn, 2003). By examining the various aspects of two current CSR campaigns that have low company-cause fit, this project aims to discover best business practices to effectively communicate CSR, so that the company receives maximum recognition and benefit for its efforts. If companies can realize the brand-enhancing benefits of CSR activity, it may prompt more companies to invest additional resources in CSR. Such investments would benefit needy causes and would provide an additional advertising option to companies that may be interested in diversifying their traditional market and communication outreach strategies.

The campaigns analyzed in this study were Kenneth Cole Productions' *Awearness* and Liz Claiborne, Inc.'s *Love is Not Abuse*. The purpose was to determine if or how a CSR public communication campaign can overcome the challenges of low company-cause fit.

Many factors limit the generalizability of this study's results. The degree to which a company realizes benefits from its CSR activities can be moderated by a number of contingency factors (Bhattacharya, Korschun, & Sen, 2009). The most important of these are characteristics of the company, which include the company's reputation, and the industry in which it operates; this study did not examine these characteristics. Kenneth Cole Productions and Liz Claiborne, Inc., were selected purposefully because their businesses operate in the same industry – retail – and it was believed this would establish a

fair baseline from which to compare the two campaigns. However, specificity to the retail industry also represents a limitation to the study, because findings may only be applicable to other companies in that industry.

To begin, a review of relevant literature describing CSR, aspects and importance of communicating CSR activities, and company-cause fit will be discussed. Next, methodology for the case analyses and media content analyses will be described. Then, a case analysis of each campaign will outline the respective communication efforts, provide results of the content analysis, and offer a qualitative critique of the overall campaign. The discussion section will follow, which will highlight the implications of the results for creating or examining future CSR campaigns. Results from the content analysis suggest that both campaigns need to improve communication to involve the public in campaign efforts. Findings also showed that Kenneth Cole Productions has effectively secured company recognition for the *Awearness* campaign in all media coverage, whereas *Love Is Not Abuse* is sometimes mentioned in the media without acknowledgement of the company's, Liz Claiborne, Inc., participation. Finally, areas for future research will be suggested.

LITERATURE REVIEW

What is Corporate Social Responsibility?

Corporate Social Responsibility (CSR) is a concept of business that concerns the important relationship between companies and society (Carroll, 1999). CSR is broadly defined as the role that a company takes to integrate responsible business practices and policies into its business model to promote higher standards of living in society, for employees, and the environment while preserving profitability (Hopkins, 2007). Academic literature and research on the practices of CSR began in the 1950s, and its definition has evolved over this time. Archie B. Carroll, a business management professor at the University of Georgia, has written extensively on the management of business ethics, and corporate social performance. As he explains, corporations are expected to fulfill certain responsibilities just as private citizens are. He distinguishes these responsibilities into four faces: economic, legal, ethical, and philanthropic (Carroll, 1998). CSR is based on the idea that corporations are more than just profit-seeking entities, and that they must be responsible for the societal and environmental effects of their business activities (Lantos, 2001). It is difficult to define CSR, since it is technically voluntary (Carroll, 1999), in the sense that it is not legally required, so companies are free to interpret its purpose and extent to which it is included in their business practices (Matten & Moon, 2008).

The two main ways that companies engage in CSR are through implementation of ethical business practices and engaging in philanthropic activities. Ethical CSR entails

incorporating responsible practices that minimize the societal harms of business operations (Lantos, 2001). There are many ways for companies to implement ethical business practices; these include minimizing environmental pollution from manufacturing facilities and providing healthcare benefits to employees. Philanthropic CSR describes a company's support for a cause or activity that occurs outside of their business operations but provides benefit to society (Carroll, 1999; Kerlin & Gagnaire, 2009). Companies will usually choose a cause or organization on which to focus their contributions, which can include donation of equipment or technology, employee time (volunteerism), or money (Carroll, 1999; Kerlin & Gagnaire, 2009). For example, Cisco Systems focuses its philanthropic CSR objectives on access to education, human needs, and responsible citizenship (Kerlin & Gagnaire, 2009).

Under the umbrella of philanthropic CSR, there are distinguishing elements that drive motivation for a company's involvement and actions; these differences are represented by altruistic (intrinsic) and strategic (extrinsic) motivations (Lantos, 2001; Matten & Moon, 2008; Du, Bhattacharya, & Sen, 2010). Altruistic motives are woven into the corporation's character as part of its intrinsic institutional values and environment (Matten & Moon, 2008). An example of intrinsic motives that is frequently cited in the literature is Ben and Jerry's Homemade Ice Cream, which donates a portion of its profits to causes that the founders believe in, like education and gay rights (Lantos, 2001; Hopkins, 2007; Kerlin & Gagnaire, 2009; Du et al., 2010). Strategic motives, however, are considered more of a business investment, where company contributions are expected to yield a profitable return (Lantos, 2001). Whatever the motives, it is certain that CSR has become

an important tool for measuring a company's reputation and public image (Ellen, Webb, & Mohr, 2006).

Cause-related marketing (or cause marketing) is a type of CSR activity that "... involves a company's promise to donate a certain amount of money to a nonprofit organization or a social cause when customers purchase its products/services" (Nan & Heo, 2007, p. 63). In this form, CSR has a positive impact on society and provides direct benefit to the company through increased sales revenue (Nan & Heo, 2007, p. 63). One study reports that 81 percent of American consumers want companies to give them the opportunity to purchase a cause-related product (Cone, 2010). Through their purchasing power, they are investing in the company's CSR initiative and feel like they are contributing to the cause. However, other studies caution that "cause-related marketing campaigns are more likely to be viewed with suspicion," because they "often explicitly link support of a charity to a firm's profit-generating activities" (Barone, Norman, & Miyazaki, 2007, p. 439).

It is important for companies to continue investing into their CSR because "the CSR concept will remain as an essential part of business language and practice, because it is a vital underpinning to many of the other theories and is continually consistent with what the public expects of the business community today" (Carroll, 1999, p. 292).

Benefits to the Company

Companies engage in CSR activities to influence and improve stakeholders' perception of the company's image. Company or brand image is important because it ultimately provides the company a competitive advantage for their business (Barone et al.,

2007, p. 444). CSR is being monitored more closely now than ever before because consumers are very concerned with responsible business practices (Morsing & Schultz, 2006). This is evident by the increase in the number of yearly company CSR rankings, such as Forbes Magazine's 100 Best Corporate Citizens, Ethisphere's World's Most Ethical Companies, the Global ESG 100 by RiskMetrics Group, and the disclosure of activities in the annual report (Morsing & Schultz, 2006). Companies have increasingly adopted socially responsible practices because the public, employees, and shareholders have high expectations for the values and conduct of business (Carroll, 1999). These stakeholder groups can have tremendous influence on profitability, so it is in the best interest of the company's bottom line to meet the expectations of these groups.

Consumers & the Public

A recent study showed that 85 percent of consumers say supporting a cause they care about enhances their perception of a product or company (Cone, 2010). Being viewed as good corporate citizens can foster long-term, loyal relationships with consumers, who see themselves as investors in the company or brand with their purchasing power (Du et al., 2010). Consumers may also be willing to pay a premium price for products or services offered by a company engaged in CSR (Austin, Leonard, Reficco, & Wei-Skillern, 2006; Du et al., 2007 as cited in Du et al., 2010). CSR programs can also help to establish a positive corporate reputation that makes consumers resilient to negative company news (Du et al., 2007 as cited in Du et al., 2010). Consumers can become promotional mechanisms for a company or brand through positive word-of-mouth communication. The internet has offered a magnified platform for this, as consumers are using social networking sites to communicate their enthusiasm for a company or brand because of its socially responsible

practices or projects (Du et al., 2010). However, this powerful voice can have an adverse effect for a company that is not meeting consumer expectations (Austin et al., 2006).

Consumers have been known to 'punish' companies they believe are behaving socially irresponsibly through product boycotts and encouraging others to do the same (Austin et al., 2006).

A study by Sen and Bhattacharya (2001) found a positive relationship between the CSR actions of a company and “consumers' attitudes toward that company and its products” (p. 225). Results showed that information about a company's CSR initiatives enhanced consumers' evaluations of the company. In a situation where consumers have a choice between two products or services that are relatively the same, the character or attributes they have associated with those companies would be an influencing factor in their decision of which product or service to purchase (Sen & Bhattacharya, 2001).

Employees

Companies can also realize benefits of socially responsible business practices internally, among its employees. When employees are aware of the responsible practices and philanthropic activities of their employer it can generate feelings of pride in the company and lead to increased employee dedication to the company employees (Austin et al., 2006). CSR can also lead to employees' increased willingness to offer more time and energy to their companies (Maignan & Ferrell, 2004). Some studies have found that job applicants are more attracted to companies with high CSR ratings (Turban & Greening, 1996 as cited in Maignan & Ferrell, 2004). When employees feel this sense of pride for their company, this follows them outside of the office and they can become a promotional asset to the company, serving as ambassadors for the brand.

Shareholders

Shareholders are mainly concerned with the company's financial bottom line. Their interest in CSR relates to how it can differentiate the company in the market to increase company profits. A company's CSR activities can improve its reputation because it establishes a social value of the company, which can be a distinguishable quality that helps set it apart from competitors (Austin et al., 2006). Thus, shareholders benefit from CSR programs because of their influence on consumer purchasing behavior and potential to increase employee productivity. The company annual report provides an outlet for a company to share information with shareholders about the business operations and financial success of the company in the previous year. CSR activities are often communicated to shareholders through the annual report or a separate corporate responsibility report.

Before a company can realize these benefits, internal and external audiences must be informed about CSR initiatives (Du et al., 2010). However, awareness of companies' CSR activities is currently low among public and company stakeholders (Du et al., 2010). This proves a need for effective communication strategies.

Communicating CSR

A disconnect in communication between CSR initiatives and public awareness will impede any potential benefits to a company; so, it is important to intelligently and strategically communicate this to the public (Maignan & Ferrell, 2004; Morsing & Schultz, 2006). The news media are available to report business scandals to the public, but it is the

company's responsibility to inform the public about the good things that it does. As with any public communication campaign, it is first important to identify the objectives and consider all of the aspects that contribute to a successful message. The desired outcome for communicating CSR initiatives is to ensure all of the possible benefits to the company are achieved. In order to generate favorable attribution for a company's CSR programs it is necessary to communicate the company's motivation behind its involvement, explain the reason for choosing that particular cause, and its commitment to the cause (Du et al., 2010).

There are different methods for companies to communicate their CSR depending on the audience they are trying to reach. The specific audience is identified by who the company is trying to influence with information about the good deeds they do.

Communication with shareholders and investors is focused on the company's Annual Report, which includes financial data (Du et al., 2010). Through press releases, the company can attract media attention to their CSR programs. Internal communication with company employees can occur through many channels including email, newsletters, and internal web portals and can emphasize including them in the company's CSR initiatives. For companies who sell consumer products, its purpose is to influence and improve the public image of the company, and sometimes this is done through traditional marketing channels, such as television commercials, print advertisements, billboard advertisements, and product packaging. Internet communications offer opportunities to engage and share information with vast audiences. Dedicating a section of the company's website to CSR informs visitors of its initiatives, and incorporating social networking sites (e.g. Facebook and Twitter) into the communication plan invites consumers to join the company in

support of the cause (Du et al., 2010). This paper focuses on CSR communication to the general public.

Advocacy advertising and cause promotion are two approaches for communicating CSR (Menon & Kahn, 2003). Through advocacy advertising, a company provides a resource to a cause or philanthropic organization and its involvement is communicated through channels that focus on the cause or philanthropic organization rather than on the company (Menon & Kahn, 2003). Cause promotion encourages audiences to purchase a product that will benefit the cause; this is also called cause marketing. Menon and Kahn (2003) argued that when a company does not advertise in a way that shows how the company itself benefits, this triggers more elaborate processing by the message receiver to understand the actual motives of the company. Instead, cause promotion shows an obvious company motive to sell their product. Menon and Khan “found that cause promotions yielded higher ratings of CSR than advocacy advertising” (2003, p. 325). They attributed these results to the idea that it was easier to understand a company’s support for a cause when they saw the business benefit from selling the product; however, advocacy advertising focusing solely on the cause led to more elaborate cognition on the company’s motives for promotion.

Information Source

The source from which a person receives information can affect how that information is interpreted and valued (Yoon, Gürhan-Canli, & Schwarz, 2006; Simmons & Becker-Olson, 2006). A company’s CSR can be communicated by the company itself or by a third party. Information from the company can be made available through advertising, press releases, or the company’s website. Third party sources represent reporting on the

CSR activities by individuals not associated with the company, like journalists and opinion leaders. Information source can also affect the perceived sincerity of a company's motives to participate in CSR activities (Yoon et al., 2006). Learning about CSR activity through company advertising lowers the perceived sincerity of the company's motives for engaging in the CSR activity. Advertisements are also potentially dangerous because they bring attention to funds that the company could be spending on the cause. However, if a company's contribution to the CSR cause far exceeds its spending on advertising, the negative consequences for the company's self-promotion can be overcome. Simmons and Becker-Olson's study showed that attitudes were more favorable of sponsorships when the information source was the nonprofit or cause organization rather than the company (2006, p. 162).

Attributing Motive to CSR Activities

The motivation driving a company's participation in CSR is important because the public relates motive to the company's character (Sen & Bhattacharya, 2001). While the public usually has a positive reaction to messages about companies' ethical and socially responsible activities, there are certain circumstances that can lead to a boomerang effect of the intended message (Morsing & Schultz, 2006). Consumers understand that in order to function, a company must first be concerned with its financial bottom line (Ellen et al., 2006). Because of this understanding, if a company discloses purely altruistic motives for its CSR initiative, the public can feel manipulated or deceived (Forehand & Grier, 2003 as cited in Du et al., 2010). In most cases, altruistic motives are not expected or believable and can generate a sense of distrust in the company, possibly triggering public skepticism about the actual motives for CSR participation (Ellen et al., 2006). Consumer skepticism of CSR

involvement can be avoided by acknowledging and explaining the strategic benefit to the company (Ellen et al., 2006).

Research conducted by Ellen, Webb, and Mohr (2006) examined the influence of consumers' attributions of a company's CSR initiatives on their trust in the company and how that extends to their intent to purchase a product from that company. Study participants were asked to evaluate CSR initiatives based on the perceived "self-centered" (strategic and egoistic) and "other-centered" (values-driven and stakeholder-driven) motivations of the company and then indicate their likelihood to purchase. Results showed that consumers still had a positive perception of the company when information was made available for them to attribute company CSR participation to a combination of both values-driven and strategic reasons. This illustrates that consumers have a complex cognition of the reasons why a company participates in CSR activities, and understand there can be a variety of reasons that influence these motives (Ellen et al., 2006).

Commitment to Cause

A company's commitment to the cause it supports through CSR can be assessed in terms of longevity and impact (Maignan & Ferrell, 2004). The length or duration of commitment is important because as Ellen et al.'s study found, "When commitment was only for a short period of time, [consumers] thought that the company was participating [in CSR] only to meet others' expectations instead of acting on the principles of the organization" (Ellen et al., 2006, p. 154). One of the purposes of reporting CSR is to enhance the image of a company's character, but this can not be achieved if its participation is perceived to be insincere; long-term commitments to CSR activities will provide credibility of the company's motives. Impact of commitment describes the outcome or

effect that the CSR initiative has on the cause it supports (Maignan & Ferrell, 2004). The public and company stakeholders expect companies to engage in a cause where it can be most effective and “have the most impact” (Du et al., 2010, p. 16). Bhattacharya, Korschun, and Sen (2009) explain that “an important aspect of stakeholder perceptions of CSR initiatives is the degree to which initiatives are seen to be effective in benefitting the cause beneficiaries and/ or society” (p. 261). Therefore, a CSR communication strategy should include reporting the impact or results of the company’s efforts in order to have the optimal effect on stakeholder perception of the company.

Company-Cause Fit

The company-cause “fit” describes the perceived congruence between a company and the cause or organization it supports (Simmons & Becker-Olson, 2006). This congruence is the degree to which their association makes logical sense, based on the connection between the company's business function and the cause. If this logical connection exists, people are more likely to attribute its CSR activities to the company's “desire to help the cause and to build relationships with customers rather than for excessive profiteering” (Ellen et al., 2006, p. 154). Research has indicated that the fit of the company to the cause can affect the purchasing intentions of consumers (Ellen et al., 2006). The level of congruence between the company and the cause affects how the actions of the company are perceived, which can then affect approval of the activity. The “fit” can be further distinguished by the degree of fit and type of fit. Degree of “fit” is described in terms of either “high-fit” or “low-fit.” High-fit means that there is an obvious connection between the company and the cause, and can be viewed as being consistent with what is expected from that company. When fit is high, this reinforces the perceived image of the

brand or company (Simmons & Becker-Olson, 2006, p. 160). While low-fit describes a low level of obvious congruence between the company and the cause and is thus not consistent with expected behavior from the company.

Company-cause fit type is differentiated by two general types: functional and image. Functional fit relates the company's business production capabilities to the type of cause or organization supported (Alcañiz, Cáceres & Pérez, 2010). Image fit regards the correlation between the company's character or reputation and the image of the charitable organization or cause that it supports.

Menon and Kahn identify four dimensions of association from which people can perceive congruence between the company and cause, these include: (1) product dimensions, (2) affinity with specific audience, (3) established corporate image associated with a specific social domain, and (4) the company's personal involvement in a social domain (2003, p. 318). Product dimensions refer to congruence between products or services the company sells and the cause it supports; an example is a grocery store that donates to a food bank. Affinity with a specific audience describes a company's sponsorship of a cause that relates to its main consumer base, for example, a children's clothing company donates money to primary education. Established corporate image associations are defined by the company's past conduct in supporting a specific cause, for example, the Body Shop's participation with environmental protection causes (Menon & Kahn, 2003). Personal involvement of the company refers to sponsorship of a cause for reasons relating to a personal connection to the cause from someone within the company; for example if the company's chief executive officer has a child with autism and the company sponsors Autism Speaks. Some of these dimensions can be made with common

knowledge of product or company; however, in some circumstances a consumer may need more in-depth knowledge of a company to be able to recognize its association formed with a cause because of its established corporate image and for personal involvement.

Nan and Heo's (2007) research established a baseline condition that showed an actual effect from cause marketing on consumers' attitudes toward companies. They found that regardless of the cause-fit level, any advertisement with a cause-marketing component elicited more favorable responses from consumers' attitudes toward the company than a similar advertisement without the cause-marketing component (Nan & Heo, 2007, p. 70). Nan and Heo also identified brand consciousness, an individual trait, as a moderating factor affecting the relationship between cause-fit and consumers' evaluation of a company. The study found that positive effects from high-fit (e.g. company evaluations) were only recognized in situations where consumers had high brand consciousness. When there was low brand consciousness (or no previous familiarity with the brand), there was no effect on company evaluations (Nan & Heo, 2007, p. 71).

Simmons and Becker-Olson (2006) examined the effects of high-fit and low-fit on consumers' evaluations of companies. In the high-fit condition of their study, Alpo Petfoods supported the Humane Society and in the low-fit condition, it supported The Special Olympics. Results showed that consumers' evaluations of the company were more favorable in high-fit conditions as compared to low-fit conditions. They attributed these results to the fact that when fit is low, consumers engage in elaborate processing to make sense of the connection, and if no other information is provided this leads to less favorable attitudes toward the CSR activity and company (Simmons & Becker-Olson, 2006, p. 164). Simmons and Becker-Olson explained that high-fit is important in a company-cause

relationship; however, they suggest the “negative effects of low fit can be reduced (1) through communications decisions that create perceived fit and (2) by altering the message source” (2006, p. 154). Creating fit establishes a heuristic link between the otherwise unrelated organizations. This can be accomplished by donating a related product that evokes a shared association or by providing a message that explains how the company fits with the cause (Simmons & Becker-Olson, 2006, p. 161). Altering the message source might include a third party reporting on the CSR activity to provide objectivity and legitimacy to the company’s program.

Barone, Norman, and Miyazaki (2007) studied the effects of company-cause fit on consumer evaluations of companies, specifically in the retail industry. Their research found that the influence of company-cause fit on consumers' evaluation of companies is contingent on other factors, such as motive, and attitude toward the cause. Examining high-fit conditions, company evaluations differed based on consumers' attribution of motive; when a positive motive was attributed to a company's cause marketing effort, company evaluations improved; however, when motive was perceived less favorably, so was the company in evaluations (Barone et al., 2007, p. 444). Another aspect of their study showed that when companies chose an unpopular cause, higher levels of fit helped the company overcome effects of choosing an unpopular cause; however, this did not provide any additional benefit to the company evaluations.

The literature reviewed explains that various elements of CSR can affect how the activity is perceived by the public and other stakeholders, including, attribution of company motive, company’s commitment to the cause, source of information, and the type

and level of company-cause fit. This study highlights the role of company-cause fit. Based on the existing research, it is expected that low company-cause fit, in the cases of Kenneth Cole's *Awearness* and Liz Claiborne's *Love Is Not Abuse*, will hinder the potential benefits realized by the company for its CSR activities. The following research tests this expectation, in order to determine the importance of company-cause fit relative to other elements in a CSR campaign.

METHODS

Research for this paper consisted of a qualitative case analysis and a media content analysis of media coverage of Kenneth Cole's *Awearness* and Liz Claiborne's *Love Is Not Abuse* campaigns.

Case Analysis

The case analysis included information about the company, a chronological development of the campaign, and a description and critical analysis of current campaign programs and practices. Reviewing each campaign's evolution over time provided a basis for the rationale of its current practices. An examination of the campaign's current public communication practices offered insight of what they are effectively accomplishing, and what according to the academic literature, they could be doing better to assure maximum benefits to the company.

Content Analysis

A content analysis of media was conducted for this study. The purpose of this content analysis was to determine what information about these CSR campaigns was reported by the news media. Media coverage of CSR is significant because of its potential to reach vast audiences and because CSR information reported by an objective source (i.e. not the company) is perceived as more credible than information from the company (through advertising) (Yoon et al., 2006). Elements examined in the content analysis included: relevance to the respective campaign, type of publication, mention of company name in

association with the CSR campaign, inclusion of information to involve the public in the campaign (i.e., through product purchase or further information seeking), description of the campaign's impact or effectiveness to help the cause, and mention of congruence between the company and the cause (cause-fit). The following is a detailed description of how media content was selected for analysis.

Media coverage of both campaigns was located using *LexisNexis Academic* and *Factiva* online databases. Coverage of both campaigns was examined from an equal period of three years and two months, to establish a base for comparable analysis of media results.

Media content for analysis of the *Awearness* campaign was found from a *power search* on the news archive website *LexisNexis Academic for All News (English)*, using the search term "awareness." A *Factiva* search identified news articles that included the text "awareness" in the English language. The search yielded the following types of media: newspaper articles, magazine articles, blog articles, newsletters, web publications, and media transcripts. Search results were specified for the date range between January 1, 2008 and March 1, 2011. This start date was chosen because it was shortly after the campaign launch, but before the release of the *Awearness Book*, which was the first large event of the campaign. After search results were filtered for duplicates and press releases, the *LexisNexis* search yielded 64 articles and the *Factiva* search produced 41 articles. Then, results from database searches were compared to identify similar findings; a total of 32 articles were found in both searches. An additional 32 articles were provided exclusively by *LexisNexis* and 9 by *Factiva*. The total number of articles ultimately coded for *Awearness* was 73 (32+32+9).

Media content for analysis of the *Love Is Not Abuse* (LINA) campaign was found from a *power search* on the news archive website *LexisNexis Academic for All News (English)*, using the search term “love is not abuse.” The *Factiva* search identified news articles that included the text “love is not abuse” in the English language. The search yielded the following types of media: newspaper articles, magazine articles, blog articles, newsletters, web publications, and media transcripts. Search results were specified for the date range between January 1, 2006 and March 1, 2009. This time frame was chosen because the campaign received an award in 2007 and it was assumed that in the year prior to winning this award, 2006, there would have been greater media coverage and thus more media content to analyze. After search results were filtered for duplicates and press releases, the *LexisNexis* search yielded 45 articles and the *Factiva* search produced 36 articles. Then, results from both database searches were compared to identify similar findings; a total of 28 articles were found in both searches. An additional 17 articles were provided exclusively by *LexisNexis* and 8 by *Factiva*. The total number of articles ultimately coded for LINA was 53 (28+17+8).

All press releases found in article search results were removed from the content analysis because the source of these articles was the company (i.e., since the company is the source of the content, there is no objectivity) and because the general public does not read news releases.

CASE PROFILES

Awearness by Kenneth Cole

Kenneth Cole Productions

In 1982, designer Kenneth Cole created a footwear company, the first of his many ventures (Colbert, 2011a). In 1994, the company converted from a private company into a publicly traded corporation. Currently, Kenneth Cole Productions (KCP) is a multinational corporation that produces and sells footwear, apparel, and accessories under its brands: Kenneth Cole New York, Kenneth Cole Reaction, Unlisted, and Gentle Souls (Colbert, 2011a). Its various product lines are made for men, women, and children, and are available to consumers at an estimated 5,500 department and specialty stores, 110 company-operated retail and outlet stores, and through catalogs and websites. Designer Kenneth Cole (Kenneth Cole) is still a major figure in the company; as of March 2011, he served as chairman, CEO, and Chief Creative Officer of the company. Cole also owns majority stock (about 54 percent) in the firm and “controls almost all of the voting rights” (Colbert, 2011a).

From the beginning, when KCP was a privately owned company, Kenneth Cole used product advertising as a channel to advocate for the social issues that he personally cared about. His first socially-conscious campaign debuted in 1983 and was designed to raise awareness about AIDS – a cause the designer continues to support – through print advertisements that read “Buy one less pair of shoes and donate the money to AIDS research” (Colbert, 2011a). As the company grew and eventually became a public corporation, Kenneth Cole continued to use KCP’s marketing platform to deliver activist

messages. In 2005, KCP launched “We All Have AIDS,” another advertising campaign intending to reduce the public stigma attached to people who are living with HIV/AIDS and to encourage further prevention and research efforts (KCP, 2005). This campaign included sales of t-shirts with slogans such as “We All Have AIDS” and “I Have AIDS,” and public service advertisements.

KCP believes that its most visible CSR efforts have “been its use of marketing and advertising as a vehicle to bring socially relevant issues to the forefront” (Cole, p. 253). The company’s advertising is designed to “strengthen the emotional connection with [its] consumers” (KCP Annual Report (AR), 2010, p. 2). This marketing approach focuses on KCP’s products, “while maintaining [the company’s] unique social voice, to ensure [it] remains both relevant and aspirational” (KCP AR, 2010, p. 10).

Introducing the Awearness Initiative

To commemorate the company’s 25th anniversary, KCP launched the *Awearness* campaign in mid 2007; a CSR program that consolidated the company’s philanthropic activities into one charitable initiative, dedicated to creating public awareness of social causes like AIDS and homelessness (Beckett, 2007). Along with the campaign, the Awearness Fund was established as a nonprofit entity to collect and allocate the company’s charitable donations. As Cole explains:

“Through the Awearness Fund, [the company] will seek to continue to raise awareness for various socially relevant issues, stimulate public debate, and provide inspiration and opportunities for our communities to get involved and give back” (Kenneth Cole Productions (KCP), n.d.).

In late 2008, Kenneth Cole released a book related to the campaign, *Awearness: Inspiring Stories About How to Make a Difference*. The book is comprised of 86 essays written by influential political and advocacy leaders about various social issues and stories designed to encourage people to volunteer for social change (Cole, 2008).

In addition to its social message advocacy, the *Awearness* campaign is a cause marketing operation. Approximately once every quarter, *Awearness* chooses a cause or nonprofit organization to partner with and focus its support (KCP, n.d.). The causes supported vary; they include disaster relief efforts and two primary organizations, amfAR and Help USA. The Foundation for AIDS Research, or amfAR, is a global nonprofit organization that funds AIDS research (www.amfar.org), and Help USA is a nonprofit organization providing housing and services to homeless people in the US (www.helpusa.org). Through the partnerships formed, KCP creates promotional products and donates 100 percent of the net profits from its sales to the *Awearness* Fund, which then makes a financial contribution to the partnering cause or organization. Each of these partnership campaigns includes advertising components that brings attention to the cause or organization and promotes sales of the promotional product. KCP also identifies “Change Agents,” which are individuals who work with the cause or nonprofit and are described as “social activist[s] who strive to help educate and encourage others to get involved” (KCP, n.d.). KCP considers this initiative an important component of its marketing strategy, and believes that the program has heightened public perception of the company’s brands (KCP AR, 2010).

An initial focus of the *Awearness* initiative was to encourage volunteerism; in late 2008, the campaign established a partnership with VolunteerMatch

(www.volunteermatch.org), a popular online website that connects people interested in volunteering with causes and organizations looking for help (VolunteerMatch, 2008). The partnership included a volunteer website accessible from www.Awearness.com and powered by VolunteerMatch that connected users with volunteer opportunities (VolunteerMatch, 2008). In addition, select Kenneth Cole retail locations added in-store kiosks where customers could search for active volunteer opportunities by entering their ZIP codes and interest areas.

Current Awearness Campaign

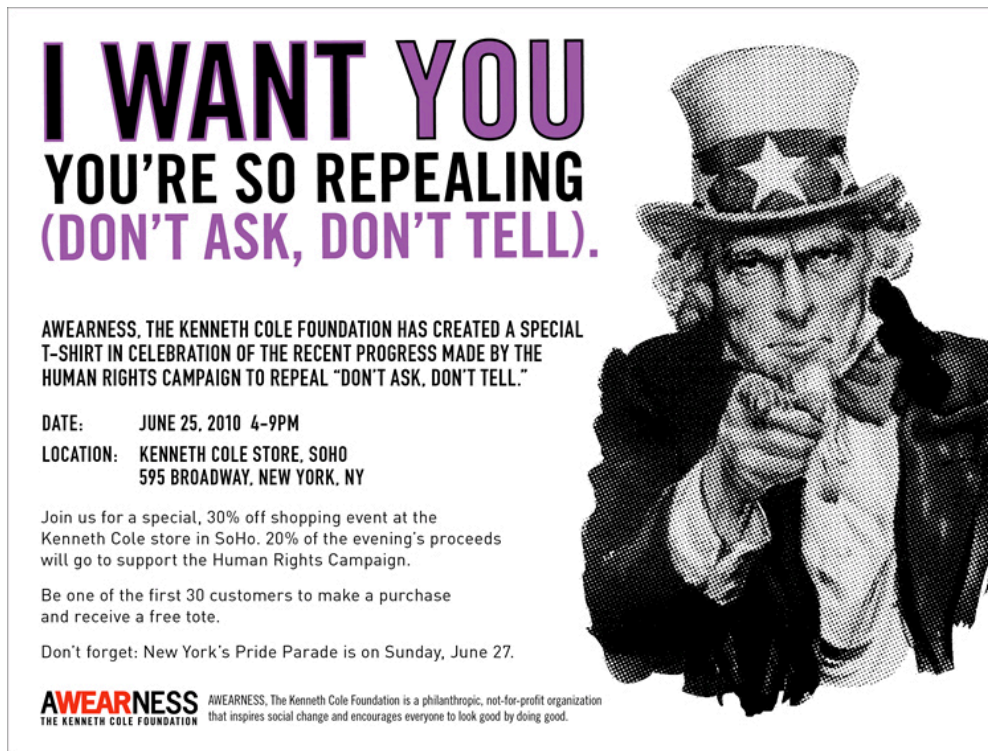
KCP explains its advertising concepts to shareholders as a way to clearly depict the brand as “the quintessential metropolitan lifestyle brand for modern men and women who are confident, clever and cool” (KCP AR, 2010, p. 11). KCP describes the *Awearness* initiative as a component of the brand that distinguishes and enhances public awareness of the company, its products, and social issues it supports (KCP AR, 2010). The campaign currently consists of hosting events, outdoor advertising, and social media platforms.

Events

In June 2010, *Awearness* partnered with the Human Rights Campaign to raise awareness about legislation seeking to repeal the federal government’s law against allowing homosexuals to serve openly in the military, commonly referred to as the “Don’t Ask, Don’t Tell” policy (Human Rights Campaign (HRC), 2010). This partnership included sales of a limited edition t-shirt and hosting events at five Kenneth Cole stores nationwide. The events were held during Gay Pride Week and part of the proceeds generated from the shopping event was donated to the Human Rights Campaign (HRC, 2010). Advertisements from this initiative played off the US Army’s recruiting campaign for World War I and II,

and included an image of Uncle Sam pointing out at the audience to ask for their participation (American Treasures of the Library of Congress, n.d.). Figure 1 shows an invitation to one of the campaign events held at a Kenneth Cole store in New York City on June 25, 2010.

Figure 1: KCP & HRC Repeal Don't Ask, Don't Tell



I WANT YOU
YOU'RE SO REPEALING
(DON'T ASK, DON'T TELL.)

AWEARNESS. THE KENNETH COLE FOUNDATION HAS CREATED A SPECIAL T-SHIRT IN CELEBRATION OF THE RECENT PROGRESS MADE BY THE HUMAN RIGHTS CAMPAIGN TO REPEAL "DON'T ASK, DON'T TELL."

DATE: JUNE 25, 2010 4-9PM
LOCATION: KENNETH COLE STORE, SOHO
595 BROADWAY, NEW YORK, NY

Join us for a special, 30% off shopping event at the Kenneth Cole store in SoHo. 20% of the evening's proceeds will go to support the Human Rights Campaign.

Be one of the first 30 customers to make a purchase and receive a free tote.

Don't forget: New York's Pride Parade is on Sunday, June 27.

AWEARNESS THE KENNETH COLE FOUNDATION
AWEARNESS. The Kenneth Cole Foundation is a philanthropic, not-for-profit organization that inspires social change and encourages everyone to look good by doing good.

Source: Human Rights Campaign (2010)

Advertising

KCP operates its signature billboard in New York City on the West Side Highway and 59th Street (J. Moore, personal communication, March 16, 2011). This location regularly features social messages from the designer as well as promotional advertisements for KCP products. Many of the outdoor advertisements also direct viewers to KCP's social media sites for more information and opportunities to get involved in the campaign's cause. The

campaign also advertises *Awearness* promotions to customers through its customer email list (J. Moore, personal communication, March 16, 2011).

Website

Initially, the *Awearness* campaign's online presence was an extension of KCP's shopping website (KCP, n.d.). On November 5, 2008, coinciding with the book launch, the campaign established its own domain name for the *Awearness* initiative, www.Awearness.com (Beckett, 2008). It is unclear if www.awearness.com was ever an independent website for *Awearness*, since this domain name now links to a section of KCP's consumer website that is dedicated to the *Awearness* campaign. As it exists today, the *Awearness* section on KCP's shopping website is used to promote the current quarterly campaign, offering a platform to sell the cause-related products and to highlight the recognized "change agent."

Social Media

In February 2008, KCP launched a blog website for *Awearness*, www.awearnessblog.com (Lo & Mirchandani, 2008). The blog was established as a platform for Cole to raise awareness and engage discussion on issues relating to social rights, well-being, and the political landscape. Initially, the blog consisted of regular contributions from Cole. The general public was also invited to contribute to the blog conversations after registering to participate with the site and creating a personal profile (Lo & Mirchandani, 2008). For unknown reasons, the blog is no longer active or accessible on the internet; links to www.awearnessblog.com now redirects to the *Awearness* section on KCP's website.

There was also an *Awearness* Twitter account associated with the campaign's blog website, @awearnessblog, which was introduced on October 15, 2008. The Twitter account offered no original content, but was instead used to connect users from Twitter to the *Awearness* Blog. All tweets issued from this Twitter account were notices of new posts to the *Awearness* Blog. Each tweet contained a portion of a blog post title and offered a hyperlink connecting to the blog that would allow a reader to view the entire post. As of March 10, 2011, @awearnessblog had sent 1,114 tweets and had 653 followers. However, since the *Awearness* Blog has been deactivated, there has been no activity from this account since May 2010, and clicking on these links now also redirects to the *Awearness* section of KCP's website, www.KennethCole.com/awearness. Based on the last tweet from @awearnessblog, it appears the final blog post occurred on May 7, 2010.

Awearness does not have a Facebook presence (i.e., a page devoted to the campaign). However, KCP has a company Facebook page that was created in February 2010 that sometimes refers to *Awearness* (www.facebook.com/KennethColeProductions). As of March 10, 2011, the Facebook page had 135,533 people who "like" the page. *Awearness* has been mentioned by KCP on its Facebook page 13 times in its history in posts or comment to other people's posts; most of these were promotional, to report a new *Awearness*-related product for sale and to offer information on how to purchase this product (e.g. online or in stores).

Several *Awearness* causes have been promoted through the KCP Facebook page. In response to the 2010 earthquake in Haiti and the BP oil spill in the Gulf of Mexico, *Awearness* launched products with accompanying advertisements to raise money and attention to the disasters (KCP, 2010). In mid June 2010, *Awearness* sponsored a custom t-

shirt design store on the KCP Facebook page, allowing users to choose their own combination of various slogans, shirt colors, and graphics (KCP, 2010). T-shirts sold for \$35 and were available exclusively on the Facebook page. There was also an outdoor advertisement that read, “We can all clean up well to support the gulf” and described the custom t-shirts available for purchase and provided the URL address to KCP’s Facebook page (Johnston, 2010, see Figure 2). The campaign explained that one hundred percent of the net profits generated from t-shirt sales went to support the gulf clean-up efforts.

Figure 2: Kenneth Cole Oil Spill Billboard



Source: Johnston, 2010

Content Analysis Results

The initial content analysis sample included 73 media articles; of those, 54 articles were determined to be relevant to Kenneth Cole’s *Awearness* campaign. An article was considered relevant if the campaign name was mentioned at least once and it was in reference to some aspect of the campaign, such as activities, product promotions, or the company (i.e. Kenneth Cole). The 54 relevant articles were further examined for additional

characteristics, including: type of publication, mention of the company, inclusion of information to involve the public, and description of the campaign's impact or effectiveness to help the supported cause. Relevant articles were comprised of various publication types including, 41 percent from newspapers, 28 percent from magazines, 20 percent from blog posts, and 11 percent from other sources.

All – that is, one hundred percent – of the media content analyzed included mention of the company, KCP, or the designer, Kenneth Cole. This is an important finding because it shows that KCP is receiving acknowledgement for *Awearness*' efforts in all of the media coverage regarding the CSR initiative. As Nan and Heo (2007) found, cause marketing programs elicited more favorable responses from consumers about a company. However, as Bhattacharya & Sen, (2004) explained, before the company can experience the benefits associated with its CSR activities, consumers and the public must be aware that they exist. Ensuring that all media coverage of *Awearness* also includes the company or designer's name (i.e., Kenneth Cole) establishes a connection between CSR efforts and the sponsoring company.

As the Cone (2010) study found, consumers want to be given the opportunity to purchase cause-related products because through purchasing behavior, they feel like they are contributing to the cause. In order for consumers to participate through their purchasing power, they need to be aware of the cause-related product promotion. Media coverage provides an opportunity to inform the public of such promotional purchases and how they can participate. However, the *Awearness* content analysis found that only 44 percent of the media coverage included information on how the audience could get involved in the campaign, this included where they could purchase the promotional

products. Since the purpose of this campaign is to create awareness of social issues and to generate sales to support the causes, it is imperative to the goals of the campaign to involve the public and/or consumers. This characteristic was determined by the inclusion of information about a current product promotion or event, and further information for how to participate (e.g., website, stores, Facebook). *Awearness* should make it a more focal point to include information on how the public can get involved in the cause; mostly through purchasing the cause-related products.

None, or zero percent, of the media content stated or gave reference to the impact or outcome of the *Awearness* campaign's efforts. Bhattacharya et al. (2009) explain that it is important to report the effectiveness of CSR initiatives because it provides validity to the company's claim that it is socially responsible. The *Awearness* case analysis also found no mention of the campaign's impact on cause beneficiaries. The campaign should offer follow up information on the number of cause-related items sold or the amount of money ultimately donated to the organizations it supports.

None, or zero percent, of media content contained a mention of the congruence between the company and the causes it supports, suggesting that this was not a salient element of the campaign in the eyes of the media.

Critique of Campaign

Kenneth Cole Productions operates as a footwear, apparel, and accessories company. According to the company, its products are "targeted to appeal to modern fashion conscious consumers who seek accessible designer fashion that reflects a metropolitan lifestyle" (KCP AR, 2010). Based on the company's business production and consumer base, the *Awearness* campaign has low functional fit with the social causes it

supports. However, Kenneth Cole, the designer, has established the KCP brand as an extension of himself, and as such, the causes supported by KCP through the *Awearness* campaign represent causes that Kenneth Cole personally cares about. In this sense, if the designer represents the company's character, there is a degree of image fit between KCP and the causes it supports, because, as Alcañiz et al. explain, image fit is the correlation between the company's character or reputation and the charitable cause it supports (2010). The association could also qualify under Menon and Kahn's (2003) dimension of congruence as an established corporate image associated with a specific social domain, since KCP has supported causes such as AIDS since 1983.

Du et al. (2010) explained that consumers are using social media websites to communicate their enthusiasm for brands and companies for their CSR efforts. As a strategic CSR communication tool, the *Awearness* blog allowed KCP to share information about its CSR activities and served to engage its customers and the public. By not having these tools to reach out to its consumer base, the campaign could be sacrificing support and sales to benefit *Awearness* causes. The *Awearness* campaign would benefit from reintroducing social media platforms, such as Facebook and Twitter, into the communication tactics. This would engage consumers with the company's efforts and possibly encourage them to get involved by purchasing the *Awearness*-sponsored product.

Other deficiencies in the *Awearness* campaign's communication mechanisms were found in the media content analysis, these include, limited mention of a call to action, and absence of information about the campaign's impact. *Awearness'* failure to emphasize a call to action, or to provide information on how the public can support the initiative's cause, represents a lost promotional opportunity that could advance the campaign's ability to

support its causes. Also, since reporting the impact of a CSR initiative gives validity to the campaign's efforts, *Awearness* would benefit from reporting the outcome of cause-related product sales in news releases and advertisements, including how much money was ultimately donated to the supported cause.

Love Is Not Abuse by Liz Claiborne

Liz Claiborne, Inc.

Liz Claiborne Inc., (or Liz Claiborne) is a U.S. based fashion company. The company was founded in 1976 by Liz Claiborne, who designed stylish and affordable clothing for working women (Colbert, 2011b). At this time, many women were just entering the workforce. In 1981, the company became a publicly traded corporation and by 1990, Liz Claiborne the designer was no longer involved with the company (Colbert, 2011b). Currently, the company designs and markets clothing and accessories for men and women internationally under the group of brands it owns, including Liz Claiborne New York, Liz & Co., Claiborne, Concepts by Claiborne, Kate Spade, Juicy Couture, and Lucky Brand Jeans (Colbert, 2011b).

Liz Claiborne engages in corporate responsibility in a variety of ways, from a commitment to responsible global working conditions, environmental initiatives, philanthropic activities through the Liz Claiborne Foundation, and through the *Love is Not Abuse* campaign, its public initiative to educate and raise awareness about domestic violence and teen dating abuse (Liz Claiborne, Inc., n.d.). The company recognizes the *Love Is Not Abuse* (or LINA) campaign as a "long-term campaign that uses [the] corporate profile

and influence to advocate antiviolenace messages to the general public” (Liz Claiborne Annual Report (LC AR), 2010, p. 20). The target audience for this campaign is “everyday Americans who, with the right tools and information, can help prevent violent relationships” (LC AR, 2010, p. 20).

Campaign History

In 1991, Liz Claiborne launched “Women's Work,” a national program to support local community art projects designed to raise awareness of the complex problems facing society as women entered the workforce (Liz Claiborne, Inc., 1991). Initially, *Women's Work* was an attempt by the company to establish a socially responsible image and to improve the relationship with its core customer base – women (CRT/Tanaka, n.d.). The purpose of the campaign was to create awareness about domestic violence and to educate the public about what they can do to curtail abuse. Liz Claiborne explained its involvement and perspective as having a more serious responsibility to customers beyond marketing apparel, noting, “our active concern for improving the quality of life for women and their families is a natural extension of our ongoing commitment to quality in general” (Jerome Chazen, as cited in Liz Claiborne, Inc., 1991).

The program grew to become an inclusive cause marketing initiative, selling domestic violence awareness merchandise such as t-shirts, handbags, and jewelry, with proceeds benefitting domestic violence organizations (LINA, n.d.). Another purpose of the campaign was to stimulate a public conversation about the dangers and prevalence of domestic violence in the US. The public awareness campaign communicated through billboard advertisements, public service announcements featuring celebrity

spokespersons, and the establishment of a national 24-hour domestic violence hotline that provided victims information for emergency assistance.

In 1998, the program developed and provided a free informational booklet to help parents talk to their teenage children about how to develop healthy relationships, with the hope of breaking the cycle of domestic violence; it was called “A Parent's Handbook: How to Talk To Your Children About Developing Healthy Relationships” (LINA, n.d.). By 2003, Liz Claiborne's *Women's Work* campaign was known by its tagline, “Love Is Not Abuse.” The main focus of the initiative had now shifted to teen dating and relationship violence, and the campaign was named *Love Is Not Abuse*. The website, www.loveisnotabuse.com, was launched around this time, which provided information about the campaign's programs. According to its website, as of February 15, 2011, Liz Claiborne had invested over \$8 million in efforts to end domestic abuse (LINA, n.d.).

Love is Not Abuse Current Campaign

In 2005, Liz Claiborne hired a new public relations firm, Ruder Finn, to manage the LINA campaign (Ruder Finn, 2006). The new focus was to position Liz Claiborne as a corporate leader in social responsibility for its commitment to curtailing violence against women.

The new campaign objectives laid out in the agency's case study were to:

- Create awareness about the prevalence of teen dating violence and abuse
- Provide clear visibility for Liz Claiborne as a private sector leader in developing and supporting domestic and relationship abuse programs.

- Demonstrate that Liz Claiborne is responding to this national crisis by developing a substantive educational program that helps teens understand and respond to the issue (Ruder Finn, 2006).

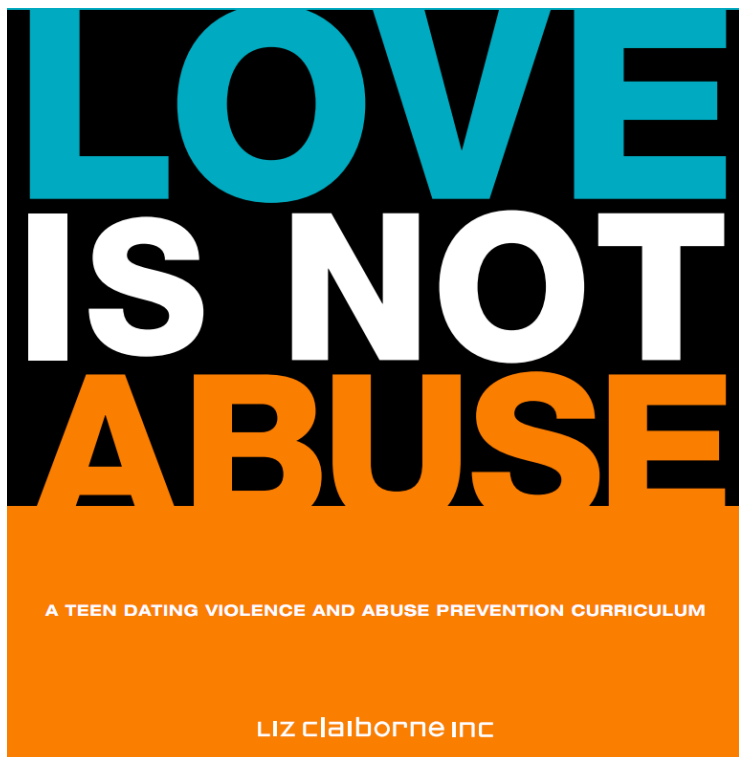
The operationalization of these campaign objectives has shaped the substance of the current *Love Is Not Abuse* campaign. The campaign programs include education curricula, the Love Is Not Abuse Coalition, *It's Time to Talk Day*, handbooks, and social media platforms.

In 2005, in partnership with the Education Development Center and Break the Cycle, Liz Claiborne developed an educational curriculum to prevent teen dating violence (LINA, n.d.). The original program was created for high school students, and in 2010, a College Edition was developed as well. The three main goals of the High School Edition are to increase student awareness of teen dating violence, help challenge misconceptions that support dating violence, and to increase help-seeking behaviors. There are four different classroom lesson plans in the curriculum that include handouts for classroom activities, homework assignments, and background information for teachers about issues of teen dating violence. The lessons include: (1) What is Dating Abuse? (2) The Pattern of Abuse in Dating Violence, (3) Digital Abuse in Dating Violence, and (4) Ending Teen Dating Abuse. The College Edition addresses the dangers and warning signs of relationship abuse. This curriculum is offered exclusively online, and provides informational resources about where students can find more help on campus. All materials for this program are offered free of charge as downloads on the LINA website.

Love Is Not Abuse has made many attempts to identify the campaign efforts with Liz Claiborne, to ensure the company receives due acknowledgement for its CSR efforts. All of

the campaign materials, such as the curriculum, and handbooks, include the Liz Claiborne company name. Figure 3 is a picture of the cover to the high school curriculum. The campaign name dominates the image, however, the company's sponsorship is prominently acknowledged on the cover. The other campaign materials similarly display the Liz Claiborne company name.

Figure 3: LINA High School Curriculum Cover



Source: www.loveisnotabuse.com

The Love is Not Abuse Coalition is a national grassroots organization of parents, teachers, and other advocates who are working to encourage middle and high schools across the country to educate students about the dangers of teen dating abuse (LINA, n.d.). The LINA website offers a downloadable toolkit that includes statistical information about teen dating violence, a general fact sheet, handout sheets of information, and sample letter templates addressed to schools and government officials to encourage curriculum

adoption. It also provides materials for people who are interested in becoming members of the coalition.

In 2004, Liz Claiborne hosted the first *It's Time to Talk Day* as a time for people to engage in meaningful conversation about teen dating violence (LINA, n.d.). Since society often fails to discuss these complex and uncomfortable issues, this is a time set aside to talk about domestic violence in communities across the country. The event is held annually to prompt and encourage public dialogue about teen dating violence and domestic violence.

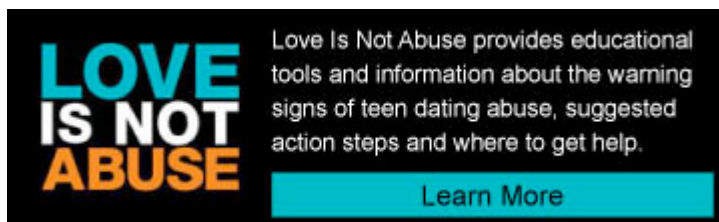
The educational handbooks provide information about teen dating violence, and guidance for how to deal with it. There are different versions of the handbooks targeting various audiences: teens, parents of teens, parents of children, coaches, fathers, and mentors (to talk to boys about relationship abuse), and women. All handbooks are downloadable from the website or hard copies can be ordered by submitting an online request.

The LINA campaign creates partnerships with other advocacy initiatives as a mechanism to sustain visibility and awareness of the cause and Liz Claiborne's sponsorship (Bruell, 2009). In 2007, Liz Claiborne provided funding to establish the National Teen Dating Abuse Helpline (www.loveisrespect.org). This organization provides resources for teens to protect themselves from abusive relationships, and includes a 24-hour telephone helpline and a website, www.loveisrespect.org. In October 2008, LINA created Moms and Dads for Education to Stop Teen Dating Abuse (MADE), an effort to "leverage its success and keep [teen dating violence] relevant in the media" (Bruell, 2009). Ann and Christopher Burke, teen dating abuse advocates whose daughter was murdered by her boyfriend, assisted with the launch and promotion of MADE (Bruell, 2009).

Website

The *Love Is Not Abuse* website serves as a channel through which the campaign shares information about the issue and materials to engage the public. A link to the site is available on the Liz Claiborne, Inc. corporate website under its Corporate Responsibility section (Liz Claiborne, Inc., n.d.). The website's homepage shows the campaign's logo in the top left hand corner and directly below, in the left panel, is a two-sentence description of Liz Claiborne's dedication to the cause of teen dating violence. The top row of the homepage shows the other sections of the website that include: *Get Involved*, *Media Center*, *Get Help*, *Facts on Abuse*, *The Warning Signs*, *Educational Tools*, and *In the News*. The *Get Involved* section, encourages visitors to support the cause through their personal social media profiles and offers suggestions on how this can be done; for example by following the campaign's Twitter account to recruit friends and family or by downloading web badges (see Figure 4) that individuals can post to their own websites to show support for the cause. These participatory suggestions engage the public in the campaign as spokespeople, generating more attention to the issue and connecting people to the LINA website.

Figure 4: LINA Website Badge



Source: www.loveisnotabuse.com

The *Get Involved* section offers information and downloadable materials for people interested in organizing an *It's Time to Talk Day* event in their own communities. This

includes ideas for how to engage the public, like encouraging local mayors to host an event, hosting a “walk” to support the issues, or sending a viral email to friends, family and community members to let them know how they too can get involved with the cause. The *Coalition Toolkit* offers promotional materials to assist community organizing for *It's Time to Talk Day*; this includes downloadable poster templates, as shown in Figure 5, that are customizable for individual communities.

Figure 5: LINA Customizable Poster Download



Source: www.loveisnotabuse.com

The *Media Center* includes an archive of the campaign’s press releases, dating back to 1991, a timeline of the campaign’s highlights, results from survey research on the prevalence of teen dating abuse, and Public Service Announcement (PSA) videos. *Get Help*

offers resource information for teens or adults looking for help from an abusive relationship, including helpline telephone numbers. The *Facts on Abuse* section provides information about teen dating abuse for various audiences, including adults, teens, and communities. *The Warning Signs* has educational resources that are designed to engage teenage audiences and increase their awareness of the issue. This is accomplished through interactive quizzes that test their knowledge about teen dating violence issues, and providing information to help them recognize warning signs of an unhealthy relationship (*10 Warning Signs*). The High School and College curriculum are downloadable from the *Educational Tools* section. Finally, *In the News* offers recent news articles about teen dating violence and campaign announcements.

The LINA website also serves as a portal to its social media program by offering button links to its various websites.

Social Media

Using social media, the LINA campaign has created an interactive experience for its target audience (Bruell, 2009). Its social media presence includes a Facebook page (www.facebook.com/LoveIsNotAbuse), Twitter account (@Love_IsNotAbuse), and YouTube channel (www.youtube.com/user/LINAadmin). These communication platforms facilitate information and materials sharing and give users an opportunity to be involved in the conversation about teen dating violence.

The Facebook profile page was launched on April 9, 2010. As of March 15, 2011, it had 5,877 people “like” the fan page. The Twitter account is customized with the *Love Is Not Abuse* logo tiled as the background and as of March 15, 2011, it had 1,383 followers and had released 629 tweets. Both Facebook and Twitter allow users to comment on the

campaign's profile or ask questions that the campaign can respond to. These social media tools are effective and convenient channels through which to reach teenage audiences because they also use them in their personal lives as a means to communicate with friends.

Liz Claiborne also communicates LINA's messages through videos, available to watch on the Facebook page and on the LINA YouTube channel. The campaign joined YouTube in June 2010, and as of April 7, 2011, had uploaded 21 videos that have garnered more than 4,900 views.

Content Analysis Results

The initial content analysis sample included 53 media articles; of those, 45 articles were determined to be relevant to the *Love Is Not Abuse* campaign. An article was determined relevant if the campaign name was mentioned at least once and it was in reference to some aspect of the campaign, such as activities, programs, or the company (i.e. Liz Claiborne). The 45 relevant articles were further examined for additional characteristics, including: publication type, mention of company name, information for how the public can get involved, and description of the campaign's impact or effectiveness to help the cause. Relevant articles were comprised of various publication types, 67 percent from newspapers, 20 percent from magazines, two percent from blog posts, and 11 percent from other sources.

The company name, "Liz Claiborne," was included in 84 percent of the media content, which means that it was not included in 16 percent. This result demonstrates Liz Claiborne's failed communication efforts to make the LINA campaign synonymous with the company. Furthermore, it shows that the substance of the campaign is valuable and to some extent newsworthy without public relations efforts; however, it also represents a 16

percent loss of opportunity for media coverage and recognition of Liz Claiborne's CSR efforts. As Bhattacharya and Sen (2004) explain, there must be public awareness of CSR activities in order for a company to realize the potential benefits of its efforts. Any mention of the LINA campaign should also mention Liz Claiborne so that the association is made and the company receives public acknowledgement for its positive contributions to society.

Forty-seven percent of media content offered information to encourage public participation in the campaign's efforts. Since one of LINA's objectives is to mobilize the public to join in the efforts to curtail teen dating abuse, media relations efforts should always offer the campaign's website address since it is an information-rich resource.

Thirty-three percent of media included some reference to or indication of the impact of the LINA campaign's work. Impact was quantified as either the number of people helped or the number of schools who had adopted the LINA curriculum, thus showing the scope of its efforts. Reporting a CSR campaign's impact or effectiveness helps to validate the company's efforts (Bhattacharya et al., 2009). Liz Claiborne's efforts with LINA have been thorough and in some respects successful at meeting its objective, having invested \$8 million, and the curriculum adopted in over 10,000 schools and organizations in the US. However, there first must be awareness of the company's CSR impact, which means the campaign needs to emphasize these facts in its communication (Bhattacharya & Sen, 2004).

None, or zero percent, of media content contained a mention of the congruence between the company and the causes it supports. This result suggests that the media did not consider the factor of low congruence to be an issue that needed to be discussed.

Critique of Campaign

Originally, Liz Claiborne's philanthropic programs relating to domestic violence did have a strong congruence with the company's main customer base – women. However, as their efforts evolved into LINA, a campaign focused on teen dating violence, the high level of company-cause fit was lost. As it exists today, this CSR initiative of Liz Claiborne's does not connect to their business function. The LINA campaign is an example of advocacy advertising because the company's involvement is communicated through channels focusing on the cause of teen dating violence through the company's name placement on educational materials such as the school curriculum and informational handbooks (see Figures 3 and 4). Since Liz Claiborne does not provide information to explain why the company chose to support domestic violence and then teen dating violence, their motives appear to be altruistic. Ellen et al. (2006) found that in most cases, consumers do not expect or believe that companies have altruistic motives for engaging in CSR activities, so, when this is perceived, it can trigger skepticism as to the company's actual motives. As Du et al. explained, a company must communicate its motivations and reason for choosing a particular cause in order to generate favorable attribution for its CSR programs (2010). Simmons and Becker-Olson (2006) suggest creating perceived fit between the company and the cause could prevent adverse reactions to the low-fit condition of Liz Claiborne's LINA campaign. Providing a message or story of how and why the company began its support of this cause could create the perceived fit.

Other critiques of the LINA campaign include lack of CSR acknowledgement for Liz Claiborne's other brands and failure to fully brand LINA materials with the company name. Liz Claiborne Inc. is the parent company to other brands such as Kate Spade, Juicy Couture,

Lucky Brand, and these other brands do not receive acknowledgement for the company's CSR initiative with the LINA campaign. A review of the campaign materials available on the website showed not all of the interactive materials available on the website acknowledge Liz Claiborne's sponsorship. For example, the website badges, as displayed in Figure 5, include the campaign name, but do not mention "Liz Claiborne."

DISCUSSION

The main objective of this study was to examine the communication practices of two public CSR campaigns, Kenneth Cole's *Awearness* and Liz Claiborne's *Love Is Not Abuse*, to determine if their low company-cause congruence could be overcome and if so, how. The key findings suggest that factors other than company-cause fit can play a significant role in the success of a public CSR campaign.

Company-Cause Fit

Based on the emphasis given in the academic literature on the importance of company-cause fit, this study expected to find evidence of detriment to the *Awearness* and *Love Is Not Abuse* campaigns for the low congruence between the companies' business and the causes supported by these campaigns. However, examination of the campaigns through the case analyses and media content analyses did not show any obvious harm, or skepticism for the low company-cause fit. The fact that none of the media examined in the content analyses mentioned company-cause fit indicates that low company-cause fit is in fact, not a problem. Instead, it suggests that other factors relating to these campaigns were more significant to its success, and helped overcome the low company-cause fit. One explanation for the absence of negative effects on these campaigns for low company-cause fit could be the contingency factors relating to the nature of their business industry – retail. As Bhattacharya et al. described, a company's reputation and the industry of their business can influence public response to its CSR activities (2009). The public and consumers are

more skeptical of the CSR activities of companies in certain industries that are perceived as socially irresponsible (e.g., oil or tobacco), or that have bad reputations. As part of the retail industry, Liz Claiborne, Inc. and Kenneth Cole Productions do not inherently have bad reputations; this can affect what the public expects from them and how closely their CSR activities are scrutinized.

Menon and Kahn's research (2003) suggests that *Awearness'* cause marketing approach is advantageous for how consumers and the public interpret KCP's CSR activities. When CSR is communicated through cause promotion it is easier to comprehend why a company is involved in the cause, because benefits to the company are obvious from increased sales of its products. Furthermore, the Cone (2010) study showed that a majority, 81 percent, of consumers welcomes the opportunity to purchase cause-related products. Since KCP continues to invest in the *Awearness* initiative, it suggests the company is pleased with the beneficial return on its investment and that the cause-marketing factor is more significant to consumers than low company-cause fit.

Although Liz Claiborne does not offer an explanation to connect the company to the cause of teen dating violence, it is believed that its focus and commitment to the cause are sufficient to outweigh potential skepticism of its motives. The LINA initiative specifically focuses on one cause – teen dating violence – and Liz Claiborne set specific objectives of what it is attempting to accomplish in this field. Part of the campaign's success can be determined based on the degree to which it satisfies its goals. The objectives established for LINA in 2005 were to (1) create public awareness of teen dating abuse (2) provide clear visibility for Liz Claiborne as a private sector leader in the cause, and (3) to demonstrate the company's substantive efforts for the cause (Ruder Finn, 2006). Through its education

curriculum and social media outreach, LINA has created a comprehensive program to educate and engage society about the issues of teen dating violence, and how they can join the campaign's efforts.

CSR Beyond Company-Cause Fit

Results from the media content analyses and case analyses discovered interesting details about the public relations efforts of each campaign. KCP has much more effectively related the *Awearness* campaign to the company name than Liz Claiborne has at linking to the LINA campaign. Company recognition for its CSR activity is a necessary component for a successful campaign. By not receiving acknowledgement in every media mention of the campaign, Liz Claiborne has lost valuable opportunities to publicly demonstrate the company's substantive efforts for the cause and to promote the company as a private sector leader in the cause. It is clear that the campaign should be more attuned to these lost opportunities to capitalize on the company's CSR activities.

Another finding from the media content analysis suggests that *Awearness* may succeed in drawing attention to social causes that it supports, but does not report on any actual societal benefit it has created. This makes it difficult to determine what, if any, impact the campaign's efforts have had on the causes it supports.

Results from the content analyses also showed that both campaigns are insufficiently publicizing how the public and consumers can get involved in campaign efforts. An important component to determining effectiveness of these CSR campaigns is the extent to which the public participates; *Awearness* to sell more cause-related products, and LINA to encourage participation in the fight against teen dating violence. Therefore,

campaign media outreach efforts should provide and emphasize information about how the public can participate to support these causes.

A possibly significant difference between *Awearness* and LINA is the size of the companies. In the 2010 fiscal year, Liz Claiborne, Inc. reported sales of \$2.5 billion, while Kenneth Cole Productions' sales were less than one fifth of that, reporting \$457 million in sales. This relates to the resources that each company has available to invest in their CSR programs. Proportionally, it follows that Liz Claiborne would be able to spend five times as much on its CSR efforts than Kenneth Cole. This could account for the discrepancies between the substance and achievement of these two campaigns. Moreover, Liz Claiborne does have other CSR initiatives that it supports through the Liz Claiborne Foundation, while Kenneth Cole's activities are limited to *Awearness*. However, it is difficult to determine the extent to which this factor contributes to the success of the LINA and *Awearness* campaigns.

While the KCP has been effective in media relations to connect the company to *Awearness*, the campaign as a whole suffers from a lack of focused objective and consistent public engagement. When it first launched, there was a focus on promoting and encouraging volunteerism (Cole, 2008); however, its current operations do not include this aspect (KCP, n.d.) Possibly the most significant change to the campaign, was the scaling back of its online and social media presence. Initially, *Awearness* included such mechanisms as a blog (*Awearness Blog*) and Twitter account (@*awearnessblog*) to communicate its message to the public, but since May 2010, they are no longer used. These social media tools can potentially engage a vast audience in the campaign's efforts, which

would make it more successful in terms of spreading social awareness and possibly from selling more cause-related products as well.

Study Limitations & Directions for Future Research

While this paper examined two specific companies and campaigns, the methods used for analysis and research findings could be useful in planning future CSR campaigns.

A major limitation to this study's results is the absence of information on public perception of the campaigns. An important area for future research should examine the public perceptions of CSR campaigns with low company-cause fit.

Future research could build on the concept of this study and examine CSR campaigns with high company-cause fit, to determine if there is a difference in the company's programs, how it is communicated, and how the target audience responds to information about the company's CSR activities.

Interestingly, this study noticed the strong influence of designer Kenneth Cole's identity on the philanthropic activities of KCP. This suggests that company-cause congruence for the *Awearness* campaign was possibly linked more to the designer than to the company. As such, future research should examine the influence of the individuals associated with a company, in public perceptions of company-cause fit. Investigating how a person behind (or associated with) the company can influence perception of company-cause fit might provide insight for future CSR campaigns and who or what they should use to measure congruence to a supported cause.

Conclusion

Through analysis of the communication efforts and media coverage of Kenneth Cole's *Awearness* and Liz Claiborne's *Love Is Not Abuse* CSR campaigns, this study has found that company-cause fit is not a determining factor to a campaign's success. Overall, components that are more important to the success of a CSR campaign include, company recognition for sponsorship, and substance of the initiative. A prerequisite for the success of a CSR program is acknowledgement of the company's involvement. Companies must communicate their CSR activity to audiences in order to create awareness and ensure that any third-party reporting (i.e. media) of their efforts also recognizes the company's involvement. Another significant element that contributes to the success of a CSR initiative is actual substance of its efforts. Comprehensive and transparent CSR programs are more likely to be perceived as a company's honest attempt to benefit society or the environment, thus avoiding skepticism of the company's motives. In conclusion, companies can benefit from their investment in CSR activities when it is effectively and strategically communicated to target audience.

REFERENCES

- Alcañiz, E., Cáceres, R., & Pérez, R. (2010). Alliances Between Brands and Social Causes: The Influence of Company Credibility on Social Responsibility Image. *Journal of Business Ethics*, 96(2), 169-186. doi: 10.1007/s10551-010-0461-x
- American Treasures of the Library of Congress. (n.d.). *The Most Famous Poster*. Retrieved on April 14, 2011, from <http://www.loc.gov/exhibits/treasures/trm015.html>
- Austin, J. E., Leonard, H. B., Reficco, E., & Wei-Skillern, J. (2006). Social Entrepreneurship: It Is for Corporations, Too. In A. Nicholls (Ed.), *Social Entrepreneurship: New Models of Sustainable Social Change* (pp. 169-180): Oxford University Press.
- Barone, M., Norman, A., & Miyazaki, A. (2007). Consumer response to retailer use of cause-related marketing: Is more fit better? *Journal of Retailing*, 83(4), 437-445. Retrieved on February 17, 2011, from ABI/INFORM Global. doi: 10.1016/j.jretai.2007.03.006
- Beckett, W. (2007, June 29). Kenneth Cole Creates "Awareness Fund." *Women's Wear Daily*, p. 3. Retrieved on March 10, 2011, from Factiva database.
- Becket, W. (2008, October 27). Cole to Debut Activism Book. Footwear News. *Footwear News*, 64(41), 7. Retrieved on March 14, 2011, from Factiva database.
- Bhattacharya, C. B., Korschun, D., & Sen, S. (2009). Strengthening Stakeholder-Company Relationships Through Mutually Beneficial Corporate Social Responsibility Initiatives. *Journal of Business Ethics*, 85(S2), 257-272. doi: 10.1007/s10551-008-9730-3

- Bhattacharya, C. B., & Sen, S. (2004). Doing Better at Doing Good: When, Why, and How Consumers Respond to Corporate Social Initiatives. *California Management Review*, 47(1), 9-24. Retrieved from EBSCOhost.
- Bruell, A. (2009, July 1). Liz Claiborne fights teen dating abuse by engaging parents, forging partnerships. *PR Week US*. Retrieved on March 29, 2011, from www.prweekus.com/liz-claiborne-fights-teen-dating-abuse-by-engaging-parents-forging-partnerships/article/139182/
- Carroll, A. B. (1998). The Four Faces of Corporate Citizenship. *Business and Society Review*, 100(1), 1-7. doi: 10.1111/0045-3609.00008
- Carroll, A. B. (1999). Corporate Social Responsibility. *Business & Society*, 38(3), 268-295. doi: 10.1177/000765039903800303
- Colbert, C. (2011a, March). *Kenneth Cole Productions, Inc.* Retrieved from Hoover's Company Records database.
- Colbert, C. (2011b, March). *Liz Claiborne, Inc.* Retrieved from Hoover's Company Records database.
- Cole, K. (2008). *Awearness: Inspiring Stories About How to Make a Difference*. New York, NY: Melcher Media.
- Cone, Inc. (2010). *2010 Cone Cause Evolution Study*. (pp. 1-30). Retrieved on December 2, 2010, from www.coneinc.com/2010-cone-cause-evolution-study
- CRT/Tanaka. (n.d.). *Liz Claiborne* [Case study]. Retrieved on March 9, 2011, from www.crt-tanaka.com/our-work/liz-claiborne
- Do Well Do Good*. (n.d.). Retrieved from <http://dowelldogood.net/?p=498>

- Du, S., Bhattacharya, C. B., & Sen, S. (2010). Maximizing Business Returns to Corporate Social Responsibility (CSR): The Role of CSR Communication. *International Journal of Management Reviews*, 12(1), 8-19. doi: 10.1111/j.1468-2370.2009.00276.x
- Ellen, P. S., Webb, D. J., & Mohr, L. A. (2006). Building Corporate Associations: Consumer Attributions for Corporate Socially Responsible Programs. *Journal of the Academy of Marketing Science*, 34(2), 147-157. doi: 10.1177/0092070305284976
- Hopkins, M. (2007). *Corporate Social Responsibility and International Development: Is Business the Solution?* London; Sterling, VA: Earthscan.
- Human Rights Campaign. (2010, June 11). Human Rights Campaign Unveils New Collaboration with Kenneth Cole [Press release]. Retrieved on March 17, 2011, from www.hrc.org/news/14551.htm
- Human Rights Campaign (Organization). (2010). HRC Awareness Event [Advertisement image]. Retrieved on March 18, 2011, from www.hrc.org/content_images/kcole-ny.jpg
- Johnston, E. (2010, June 22). Where There is a Cause There is Kenneth Cole: Taking a Stand to Help With the Oil Spill [Article and photo]. *Fashion Foie Gras*. Retrieved on March 13, 2011, from www.fashionfoiegras.com/2010/06/where-there-is-cause-there-is-kenneth.html
- Kenneth Cole Productions [Company website]. (n.d.). Retrieved from www.kennethcole.com/awareness
- Kenneth Cole Productions. (2005). Kenneth Cole Creates and Launches 'We All Have AIDS' Public Service Campaign on World AIDS Day; Celebrities and leaders in the fight against HIV/AIDS join forces with Cole, Viacom and the Kaiser Family Foundation to

help erase stigma [Press release]. Retrieved on March 10, 2011, from
www.kff.org/hivaids/hip120105nra.cfm

Kenneth Cole Productions. (2010). *Annual Report 2009*. Retrieved on March 20, 2011, from
<http://phx.corporate-ir.net/External.File?item=UGFyZW50SUQ9Mzc3MjcyfENoaWxkSUQ9Mzc2MDgzfFR5cGU9MQ==&t=1>

Kenneth Cole Productions. (2010). We Can All Clean Up Well: Kenneth Cole Productions Launches Custom T-Shirt Store on Facebook Supporting Gulf Clean-Up Efforts [Press release]. Retrieved on March 15, 2011, from Factiva database.

Kerlin, J. A., & Gagnaire, K. (2009). United States. In J. A. Kerlin (Ed.), *Social Enterprise: A Global Comparison* (pp. 87-113). Medford, Mass.; Hanover: Tufts University Press; University Press of New England.

Lantos, G. P. (2001). The boundaries of strategic corporate social responsibility. *Journal of Consumer Marketing*, 18(7), 595-632. Retrieved from
<http://search.proquest.com/docview/220124077?accountid=8285>
doi: 10.1108/07363760110410281

Liz Claiborne, Inc. (n.d.). *Corporate Responsibility*. Retrieved on February 15, 2011, from
www.lizclaiborneinc.com/corporateresponsibility

Liz Claiborne, Inc. (1991, November 8). *Liz Claiborne Inc. Commissions Best-Selling Author To Write Children's Book* [Press release]. Retrieved on February 19, 2011, from
http://loveisnotabuse.com/web/guest/pressreleasesarchive/-/journal_content/56/10123/82624/DEFAULT

- Liz Claiborne, Inc. (2010). *2010 Annual Report*. Retrieved from <http://thomson.mobular.net/thomson/7/3198/4467/>
- Lo, D., & Mirchandani, R. (2008, February 14). The Cole Position. *New York Post*, p. 48. Retrieved on March 15, 2011, from Factiva database.
- Love Is Not Abuse (LINA) [Website]. (n.d.). Retrieved from www.loveisnotabuse.com
- Love Is Not Abuse. (n.d.). In *Facebook* [Profile]. Retrieved on March 1, 2011, from www.facebook.com/LoveIsNotAbuse
- Love_Is Not Abuse. (n.d.). In *Twitter*. Retrieved on March 3, 2011, from www.twitter.com/Love_IsNotAbuse
- Maignan, I., & Ferrell, O. C. (2004). Corporate Social Responsibility and Marketing: An Integrative Framework. *Journal of the Academy of Marketing Science*, 32(1), 3-19. doi: 10.1177/0092070303258971
- Matten, D., & Moon, J. (2008). "Implicit" and "Explicit" CSR: A Conceptual Framework for a Comparative Understanding of Corporate Social Responsibility. *Academy of Management Review*, 33(2), 404-424. Retrieved from EBSCOhost.
- Menon, S., & Kahn, B. E. (2003). Corporate Sponsorships of Philanthropic Activities: When Do They Impact Perception of Sponsor Brand? *Journal of Consumer Psychology*, 13(3), 316-327. Retrieved from www.jstor.org/stable/1480220
- Morsing, M., & Schultz, M. (2006). Corporate social responsibility communication: stakeholder information, response and involvement strategies. *Business Ethics: A European Review*, 15(4), 323-338. doi: 10.1111/j.1467-8608.2006.00460.x
- Nan, X., & Heo, K. (2007). Consumer Responses to Corporate Social Responsibility (CSR) Initiatives. *Journal of Advertising*, 36(2), 63-74. Retrieved from EBSCOhost.

- Ninh, D. (2008, November 28). Kenneth Cole: The Black Tie Dinner keynote speaker gets personal. *Dallas Morning News*, p. 12E. Retrieved on March 17, 2011, from Factiva database.
- Ruder Finn. (2006). Liz Claiborne: "Love is Not Abuse" [Case study]. Retrieved on March 15, 2011, from www.ruderfinn.com/corporate-public-trust/global-issues/case-studies/love-is-not-abuse.html
- Sen, S., & Bhattacharya, C. B. (2001). Does Doing Good Always Lead to Doing Better? Consumer Reactions to Corporate Social Responsibility. *Journal of Marketing Research (JMR)*, 38(2), 225-243. Retrieved on December 2, 2010, from www.jstor.org.proxyau.wrlc.org/stable/1558626
- Simmons, C. J., & Becker-Olsen, K. L. (2006). Achieving Marketing Objectives Through Social Sponsorships. *Journal of Marketing*, 70(4), 154-169. Retrieved from EBSCOhost.
- Urban, S. (2010). Awearness: Kenneth Cole for Haiti Relief. *Because I Said So* [Web blog]. Retrieved on March 13, 2011, from www.bcisaidso.com/bciss/2010/03/09/awearness-kenneth-cole-for-haiti-relief/
- VolunteerMatch (2008). VolunteerMatch and Kenneth Cole Partner to Encourage Service and Social Change [Press release]. Retrieved on March 15, 2011, from www.csrwire.com/press_releases/22038-VolunteerMatch-And-Kenneth-Cole-Partner-To-Encourage-Service-And-Social-Change-
- Yoon, Y., Gürhan-Canli, Z., & Schwarz, N. (2006). The Effect of Corporate Social Responsibility (CSR) Activities on Companies With Bad Reputations. *Journal of Consumer Psychology*, 16(4), 377-390. doi: 10.1207/s15327663jcp1604_9