

# MASTERARBEIT

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„Differences in Corporate Social Responsibility of Coffee Shop and Fast-Food Segment in Slovakia and Czech Republic“

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# 1. Introduction

The theory of Corporate Social Responsibility is a relatively new term, which started to wake interest in companies after the second half of the last century. In the contemporary world corporations do not only have to deal with the issue of economic growth but also with the question of how to secure the sustainability of this growth in order to maintain long-term economic development, and more importantly, try to transfer the advantages of the economic growth to the whole society. It is not enough to look pragmatically on the indicators of short-term performance, which is socially and environmentally wasteful, but also to take into account the social and environmental impacts of entrepreneurship and indemnity of long-term economic performance.

Despite the fact that the concept of CSR has been extended in Slovakia and Czech Republic over the last years, there is very little literature in our conditions dedicated to this concept. Some of the information can be found in printed form, nevertheless, most of the sources regarding corporate responsibility are located on the internet.

The subject matter of this master's thesis is related to the key term Corporate Social Responsibility (hereinafter, CSR). The first aim of the thesis is to introduce the historical and present considerations of the development of CSR and to analyze which CSR initiatives are taken by large corporations in the coffee and fast-food segment. The second and more particular aim is to analyze whether and how those CSR initiatives are perceived by the people in Slovakia and Czech Republic and whether they have noticed that corporations started to implement different CSR strategies in their decision-making processes and whether they consider CSR as an important concept at all.

The first section of the master's thesis provides a short introduction to the theory of CSR from the international perspective, its historical development, different strategies used by the companies in general all over the world and the importance of CSR in different industries.

The second section should provide a complex overview of the corporate social responsibility strategies used by companies in coffee and fast-food industry. The aim is to analyze websites and summarized sustainability reports of different companies in both segments to give an overall perspective.

In the last section, the hypothesis derived from the theory will be empirically tested involving respondents from Slovakia and Czech Republic. The conclusion at the end should provide a brief summary of the researched subject matter as well as a short comparison of Slovakia and Czech Republic regarding CSR perception.

## 2. Development of Corporate Social Responsibility

The idea of CSR has a long historical record and can be observed already in the 1920s at the time of industrialization. Even then, at a time when there were no laws demanding equal opportunities, the goodwill of corporations was shown through voluntary donations of money, food and work to the poorer classes (Loew at el., 2004). Entrepreneurs like Carnegie, Rockefeller and Ford contributed to the well-being of their employees and society. They donated money for educational institutions, built schools and even provided a chance to work to the most disadvantaged population members in America. (Keinert, 2008)

The 1950s are generally considered as the beginning of modern corporate social responsibility, as the idea of corporate responsibility was elaborated in the literature for managers. In the year 1953 Howard R. Bowen published a book called “*Social Responsibilities of the Businessman*”, where the responsibilities of corporations towards society were first mentioned. Bowen is generally considered to be the first theorist of corporate social responsibility and by many proclaimed the father of CSR and also the first one, who used the term *Corporate Social Responsibility*. Bowman argues that “*social responsibility is no panacea, but it contains an important truth that must guide businesses in the future*” (Caroll, 1999, p 270).



The biggest turnover in the development of CSR has occurred due to the turbulent social changes and the development of social sciences in the 1970s. During this period a large number of definitions of CSR were created, which relied much less on the position of manager in a corporation and focused more on the interaction between a company and a socio-economic systems. (Carroll, 1999) In the 1980s and 1990s, the interest transferred from the theoretical to the practical level. The focus was no longer on defining CSR but the importance has been given rather to empirical research on CSR. Original definition began to break down and various alternative concepts began to emerge, such as social performance of business, business ethics, public policy or corporate social performance. (Carroll, 1999)

One of the most used and implicated CSR concepts has been the CSR-pyramid presented by Professor Archie B. Carroll in the early 90s. The pyramid represents the most important responsibilities implemented by corporations within CSR. According to Carroll, corporate social responsibility should provide initiatives that are economically profitable but also ethical, law abiding and socially supportive (Visser, 2005). He also suggests that, although the elements are not reciprocally exclusive, it *“helps the manager to see that the different types of obligations are in a constant tension with one another”* (Carroll, 1991, pp. 42).



Figure 1: The Pyramid of Corporate Social Responsibility [11.09.2013]

Carroll divided corporate responsibilities into four levels (see Figure 1). The Economic responsibilities level represents the main responsibilities of a company including creation of services and products for consumers as well as its commitment to make profit. All other levels are predicated upon this level because without economic responsibilities the other three levels would hardly exist (Carroll, 1991). The next level of the pyramid refers to the responsibility of a company to always comply with the laws given by the governments. In other words firms are expected to follow the law as they try to achieve their economic goals. The level of ethical responsibility represents those corporate responsibilities and activities of companies, which are not legally required by the governments or codified into law but are expected by society. It states that both stakeholder's goals and the moral principles of the society shouldn't be endangered by the procurement of economic objectives. The highest part of the pyramid represents the philanthropic responsibilities of a company, which stands for voluntary activities such as providing financial resources for the community or different kinds of contribution to education or charity. People wish to see that companies contribute their money, time or facilities for philanthropic activities but if a company decides not to do so, it is not regarded as unethical behavior. However, in order for a company to be considered as a socially and environmentally responsible business, it should fulfill all four corporate responsibilities. (Carroll, 1991)

In 2005 Philip Kotler and Nancy Lee analyzed and described in their book different CSR practices applied by various corporations and defined CSR as follows: "*CSR is a commitment to improve community well-being through discretionary business practices and contributions of corporate resources*" (Kotler and Lee, 2005, pp. 3). The major importance in their definition of CSR has discretionary, which refers to a voluntary commitment to society and environment as well as implementation of socially and environmentally responsible practices by corporations. Kotler and Lee have also stated and described six corporate social initiatives, which include various activities, developed and applied by corporations under the CSR umbrella and offers the following definition: "*Corporate social initiatives are major activities*

*undertaken by a corporation to support social causes and to fulfill commitments to corporate social responsibility” (Kotler and Lee, 2005, pp. 3).*

## **2.1 Corporate Social Responsibility in Europe**

Corporate social responsibility in Europe has become one of the most discussed and implemented concepts by corporations and governments over the last 15 years. In Europe, CSR activities are generally very precisely regulated by the law, thus the awareness of CSR by consumers or the willingness of companies to implement CSR practices vary from country to country. The reason for this variety lies in the cultural and historical differences, different mentality as well as in the different development of political sphere of a particular country. (Schmidpeter and Palz, 2008)

Considering these differences and unawareness the European Union represents an important international player, which supports socially responsible business and understands its role as a supporter of CSR in all European member states. The idea of CSR in European Union has been endorsed since 1995 through the development of new political concepts, which are nowadays already well-known and established in most of the countries of the European Union. (Leow et al., 2004)

In 1995 the first institution called “*CSR Europe*” was established by former chairman of the European Commission Jacques Delors. This institution is a non-profit organization bringing together 70 multinational corporations and 25 national partner organizations. CSR Europe works as a European guarantor and expert on the issue of CSR and business ethics. The main objective of this institution is to explain what particular benefits CSR practices bring for a company and it also provides a platform for sharing experience, presenting new projects between businesses and other stakeholders. (CSR Europe, 2000)

Another significant milestone for CSR in EU has become the Lisbon summit in March 2000 in which the European Council for the first time directly appealed to company's sense of social responsibility. The summit discussed topics regarding best practice on lifelong learning, work organization, equal opportunities, social inclusion and sustainable development as well as agreed to support the development of CSR in Europe. (Bronchain, 2003)

In the summer of 2001 the European Commission published the *Green Paper: Promoting a European framework for corporate social responsibility*. One of the reasons for publishing this paper was the “*increased concern about the damage caused by economic activity to the environment*” (Cadbury, 2006, p. 7). The aim of the Green Paper was to initiate a discussion on corporate social responsibility and to promote corporate social responsibility in Europe.

In July 2002 until 2004 the European Commission launched a project called “European Multi-Stakeholders Forum”, where representatives of the EU, business community, civil society organizations, non-profit organizations as well as other stakeholders met on a regularly basis. The aim of this project was to promote transparency and innovation of CSR practices by sharing experience and raising the level of knowledge of CSR as well as improving the understanding of the relation between corporate social responsibility and sustainable development. (European Multistakeholder Forum on CSR, 2004)

The development in the last 15 years has demonstrated that the EU is putting much more emphasis on the questions regarding CSR and more space for the promotion of CSR practices in Europe. The main objective of the EU regarding CSR is that the European corporations should voluntary pay more attention to social and environmental aspects of their entrepreneurship. In other words, corporations should try to implement different CSR incentives in their decision-making process as well as in their corporate strategy. Corporations should consider CSR not as an additional cost factor but as a competitive instrument, by which corporations can fairly compete with each other and communicate with consumers. (Schmidpeter and Palz, 2008)

## 2.2 CSR as a Source of Competitive Advantage

For corporations in the contemporary global markets CSR belongs to very significant source of competitive advantage in their effort to increase their market activities worldwide. (Cadbury, 2006) Efficiently managed CSR programs and projects can create significant advantage in terms of reputation and profitability, higher attractiveness for investors, higher potential of brand differentiation by the consumer as well as better performance, loyalty and motivation of employees. (Pearce and Doh, 2005) According to Barney (1991), to achieve competitive advantage companies have to implement those activities and strategies that add value, create benefits and new opportunities, which other companies overlook or fail to make use of and make those strategies valuable, rare, inimitable and non-substitutable as shown in figure 2. (Barney, 1991)

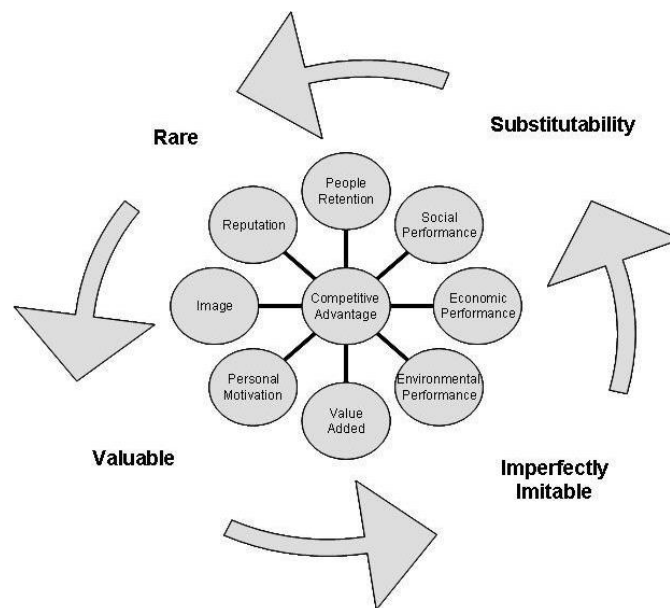


Figure 2: Sources of Competitive Advantage

It has been shown that companies, which underestimated the power of social and ethical resources, have seriously damaged their corporate image and reputation. If we consider that the reputation or the corporate image represents one of the most important elements, which are difficult to achieve and to preserve, their preservation or improvement for a company creates a great opportunity for a competitive advantage and a possibility to gain strong position on the market. (Keinert, 2008) There are two ways how a company can build or sustain its reputation or image. Either by “doing the right things” or by avoiding negative CSR, which includes for example buying from a supplier who uses children labor, engagement in farming under environmentally unfriendly conditions or exercise extremely hard bargains with suppliers that leaves it very hard for them to earn some money. A study made by Minor and Morgan in 2011 has proved that a company that doesn’t avoid negative CSR nor is “doing good” suffers almost a 1% drop in value. For an S&P 500 company which has an average market capitalization of 20 billion dollars, this drop represents about 200 million dollars in lost value. On the contrary, companies implicating both strategies actually gain about 1.1% in value. (Minor and Morgan, 2011)

CSR also helps companies to increase their cost advantage through investing in environmental-friendly and socially beneficial services or products as they might become an industry standard or even regulated. Some companies even try to enforce harder regulations once they have implemented environmental-friendly practices in order to increase competitor’s costs since these competitors cannot comply with new regulations. Investments in environmental-friendly technology can also reduce operational and waste costs because it increases resource productivity and quality as well as decreases the amount of waste created through the production processes. (Keinert, 2008)

Another important source of competitive advantage for many firms is the importance of attracting and retaining qualified and trained employees. For example corporations like IBM, GM or Microsoft have information about their contribution to community, positive work environment and diverse workforce in their

recruitment prospects in order to attract more potential applicants. (Greening and Turban, 2000) Study has shown that more qualified employees tend to be more attracted to companies, which are applying CSR in their decision-making process. Applicants searching for new jobs are more interested in environmentally responsible companies and are more determined to work for such companies. (Albinger and Freeman, 2000) Socially responsible corporations have also a higher presumption to increase trust, loyalty, identification and commitment of employees to the company, which would lead not only to reduction of human resource recruitment costs and turnover rate but as well would motivate employees to better performance. (European Competitiveness Report, 2008)

Further major source of competitive advantage refers to consumer possibility to choose from which company they want to buy their products or services. Another factor that raises consumer interest, apart from low prices and quality services, are the contributions that a certain company does to society and environment. (Smith and Alexander, 2013) So in order to attract more potential customers in the future, companies have to implement more CSR activities as well as provide more information for consumers about those activities. (Bakker and Hond, 2008) According to Servaes and Tamayo, consumer awareness of a company's CSR activities is often very limited. (Servaes and Tamayo, 2013) However, in a study made by Bhattacharia and Sen in 2004, 79% of Americans are interested in social responsibility of companies they buying from and 84% would change brands in order to support more environmentally and socially friendly products. (Bhattacharya and Sen, 2004) According to study made by Marin, Ruiz and Lubio, (2007) CSR activities have an impact on customer behavior in different ways. They proved that if a customer can identify with a company, his level of loyalty increases. In other words, efforts made by companies related to CSR will increase the customer loyalty for this company in the future. (Luiz et. al., 2009) If a company offers a value-added product or service, it can attract customers, whose buying stipulations demand it. Companies can thereby effectively position themselves as go-to source when it comes to these customer purchases. (Keinert, 2008)

### **3. CSR in Slovakia and Czech Republic**

The first development of CSR in Slovakia and Czech Republic began alongside the arrival of multinational corporations or their subsidiaries in the beginning of the 1990s, after the fall of the communistic regime. Both markets have converted into free market economy and foreign investors arrived and brought within their trade policy also the principles of corporate social responsibility. (Bussard et al., 2005) Another important landmark that has facilitated the development of CSR in these countries was the accession of Slovakia and Czech Republic into the European Union in 2004. Due to the membership in the EU, corporations active in Slovakia and Czech Republic have an obligation to show the same social and environmental consciousness as their counterparts in all the other EU countries.

#### **3.1 Development of CSR in Slovakia**

In Slovakia, the promotion and support of CSR is provided predominantly by non-governmental organizations. These organizations are doing research in CSR, analyzing activities and even cooperate with local companies in order to assist them in implementing CSR activities. They are specialized non-governmental organizations with a clear vision of how companies and various stakeholders should develop the necessary principles and activities in the field of CSR.

##### **3.1.1 NGO's in Slovakia**

The Pontis Foundation (previously Foundation for Civil Society) is deemed to be the pioneer in CSR in Slovakia and among all non-governmental organizations in the country, Pontis is one of the most active and famous for its engagement in CSR related topics. In 1998, Pontis Foundation founded the VIA BONA price, which is



the most prestigious philanthropy award for socially responsible companies and entrepreneurs. This award has gained a lot of prestige over the time and each year, more and more companies are getting involved. (Gallová et al., 2007)

Moreover in 2001, the Panet Association was founded. It is a non-profit board of experts, who are committed to create networks of stakeholders from all sectors in order to improve sustainable socioeconomic development of communities with special focus on NGOs. (Panet Association, 2001) Already in 2002, the Panet Association under the supervision of Edward Marček and Marianny Dluhej developed a strategic-action plan for the promotion and development of CSR, corporate philanthropy and cross-sector cooperation in Slovakia in 2002- 2004. Mareček and Dluha argue that a much greater contribution to the development of the field could be reached if the individual projects, organizations and professionals come together to inform each other and coordinate their activities. This strategy covers a wide range of areas and its aim is to increase the overall level of involvement of the business sector to cooperate more with the non-governmental organizations in Slovakia. (Marček and Dluha, 2002)

Additionally in April 2004, the association Business Leaders Forum was founded in Slovakia. It was initiated by 11 companies, which committed themselves to become leaders in promoting CSR principles in Slovakia. The founding members of Business Leaders Forum signed a Memorandum of socially responsible companies where they expressed their interest to voluntarily apply the principles of CSR into their corporate strategy. These principles should reflect the social, ethical and environmental aspects of the business and should inspire other companies operating in Slovakia to apply the same responsible practice. (Gallová et al., 2007)

### **3.1.2 CSR in Slovakia**

For Slovak small and medium sized companies the concept of CSR remains more or less unknown or financial unattractive (Gallová et al., 2007). Small and medium

sized companies claim that the aggregate costs of CSR projects are too high and have a very little effect on their financial success. These are the main reasons why such companies in Slovakia are currently not willing to include CSR practices in their business strategies. (Line and Braun, 2007) Since there are no or only very few governmental incentives regarding the promotion and implementation of CSR by the Slovakian government, the companies feel a lack of necessary impulses and incentives to implement CSR in their strategies or to improve their current CSR initiatives within their companies. (CSR Europe 2009) Therefore, the concept of CSR is widespread generally in larger corporations with foreign participation or subsidiaries of multinational companies. (Gallová et al., 2007)

The main reason why multinational companies can integrate their CSR activities into their business strategies easier is because they benefit from the know-how they have developed over the years. They also have the financial resources at their disposal, necessary for a successful application of socially responsible activities. (Gallová et al., 2007) In a publication by Bussard et al., multinational companies from various sectors of the economy in Slovakia were analyzed in order to introduce a wide range of possible strategies and related activities of CSR applied by multinational companies from various industries. (Bussard et al., 2005) According to Bussard the primary objective of multinationals in Slovakia is to generate profits for the benefit of their owners and shareholders. For them socially responsible business is an instrument to achieve market stability and to enroot in the local environment, which helps them to meet their primary objective. Subsidiaries adopt the CSR projects from their parent companies because thereby they get a relatively simple access to their know-how. The actual adaptation of these projects is made by local branches. Only department that covers topics regarding CSR in a company is the section of public affairs, which points out the largest benefit of CSR for multinational companies, which is the threat of losing reputation if the company is not interested in issues beyond their business activities. For this reason, CSR is also facing criticism and mistrust by NGO's and public, which in this context refers to so called "lip service". It means that companies are more active in the

communication of CSR rather than in actual application of CSR activities. (Bussard et al., 2005)

Most of the subsidiaries in Slovakia have developed strategies aimed only to philanthropy and charity. They are less interested in the questions regarding environment and local communities. The priorities for multinational companies and any other companies promoting philanthropy are education, health, culture, handicapped and socially marginalized groups. Corporate Philanthropy in Slovakia is implemented mainly by donating 2% from company's profit to charity. (Bussard et al., 2005)

### **3.1.3 Perception of CSR in Slovakia**

Slovakia can be considered (based on the survey made by the European Commission in 2012, in which 1000 people from Slovakia took part), as a skeptical country in questions regarding CSR. 50% of respondents believe that the overall impact of companies on society is positive, 45% think that it is negative and 5% do not have an opinion on CSR. 62% of Slovak citizens do not feel sufficiently informed about the CSR activities of the companies, 36% are informed and 2% couldn't answer this question (See Figure 3). However, 72% of respondents are interested in what large companies are really doing in the area of social responsibility (See Figure 4). These results are almost identical for the whole European Union. In EU as well as in Slovakia respondents perceive small and medium-sized companies to a greater extent socially responsible than the large corporations. (European Commission, 2012)

According to Hlavčáková, in 2013 only 5 % of the population in Slovakia uses the companies' CSR reports in order to get information about a company's CSR activities. However, a positive development has been observed, as it was only 2% in the year 2011. More than one quarter of the population has no interest in this information. This percentage was significantly lower two years ago, which

according to Hlavčáková, shows that the population is successively becoming more interested in topics related to CSR. However, the concept of CSR in Slovakia is still a relatively new one. (The Slovak Spectator, 2013)

Therefore we have developed the following hypothesis: **Public perception and visibility of CSR initiatives applied by companies in coffee and fast-food segment is low in Slovakia.**

Q2. Do you feel very well informed, fairly well informed, not very well informed or not at all informed about what companies do to behave responsibly towards society in (OUR COUNTRY)?

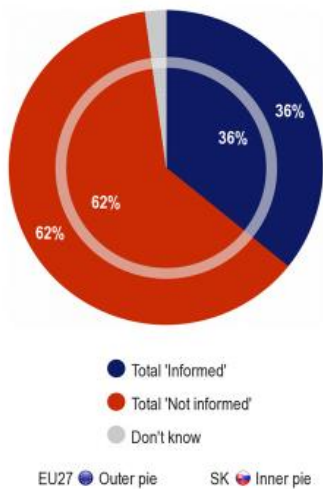


Figure 3: Information and Interest about CSR activities in Slovakia

Q3. Are you very interested, fairly interested, not very interested or not interested at all in what companies do to behave responsibly towards society in (OUR COUNTRY)?

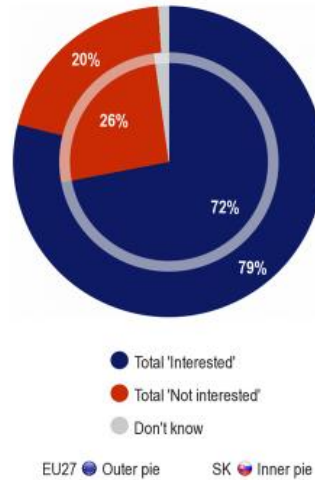


Figure 4: Information and Interest about CSR activities in Slovakia

### 3.2 Development of CSR in Czech Republic

The idea of CSR has been introduced to Czech society by local subsidiaries of multinational corporations, which have arrived after the Czech economy opened itself to the world. In a way similar to the one in Slovakia, the concept of CSR in Czech Republic has become a subject of research after the fall of Communist regime at the end of the nineties and was also predominantly performed by NGO's like Business Leaders Forum, Pontis Foundation and Transparency International – Czech Republic. (Dvorakova, 2013)

The role of these institutions in Czech Republic regarding CSR, philanthropy or business ethics is gaining importance every year. Research conducted by Transparency International - Czech Republic in the summer of 2006 between the representatives of the business sector in the Czech Republic pointed out that awareness of company representatives with CSR and business ethics is very low. Most awareness about the subjects has been shown by those companies that cooperate or are members of some organizations involved in CSR and business ethics. These companies' respondents also had some knowledge about the activities of the respective NGOs. Most frequently mentioned were Transparency International and Business Leaders Forum. (Čaník and Čaníková, 2006) Currently, the promotion, awareness campaigns and many other activities regarding CSR are provided mainly by the NGO called Business Leaders Forum (hereinafter referred to as BLF). BLF was founded in 1992 by leading Czech companies in cooperation with International Business Leaders Forum. The main goals of the BLF are to spread awareness and awaken interest in the topics of CSR, familiarity of the business community with the contents of the CSR as well as presentation of activities that companies have adopted and providing feedback from the Europe-wide debates on CSR. The organization has established the first CSR Conference in 2004 and has published the first publications and summarized the findings of a survey on CSR between different companies in Czech Republic. Business Leaders Forum has since then played an important role in promoting CSR among businesses - organizing seminars, conferences, publishes information materials and publishes results of surveys conducted among businesses. (Business Leaders Forum, 1992)

### **3.2.1 CSR in Czech Republic**

Some companies in Czech Republic began to provide information about their CSR activities on their web sites or in their annual reports. However, there is still only a limited amount of companies that create a specialized CSR reports. There is no legislation or formal policies from the government that would compel on companies

to report on their CSR activities. Subsidiaries rather send data to their parent companies than to prepare an overall report for the whole region by themselves. Until now, only very few companies have used standardized reporting frameworks in order to develop own specialized local reports. (Business Leaders Forum, 2013)

For multinational corporations, the main challenge lies in the transformation of those CSR strategies into practice. CSR is still predominantly understood as key to greater reputation of companies and therefore the real issue in Czech Republic lies in creating a deeper overall understanding of the CSR concept. (CSR Europe, 2010) In Czech Republic CSR practices are mainly applied by the local subsidiaries of multinationals, which basically only adopt those activities developed by the headquarters. For Czech enterprises a written CSR strategies that are consistent with business policies and standardized processes, including an establishment of a CSR organizational unit is rather exceptional than conventional. (Dvorakova, 2013) Issues that are a major source of concerns for companies in Czech Republic is the implementation of CSR initiatives with a poor or insufficient governmental support, low economic benefits resulting from the different initiatives, taxes and unnecessarily high level of bureaucracy. (Srpová et al., 2012)

CSR is in Czech Republic associated mainly with philanthropy, ethical behavior of companies or codes of conduct incl. ethical codes. Either none or very low systematic and complex approach, only few implemented strategies and lack of interface among all the different CSR strategies are the most visible issues Czech companies are facing nowadays regarding CSR. The Evaluation of CSR activities among companies are defined insufficiently and occasional or even accidental cases of company's social behavior are seen as socially responsible acts (Džbánková, 2011). The concept of CSR is therefore often erroneously understood as a marketing tool for a presentation of a company and its products (Pavlík and Belčík, 2010).

### 3.2.2 Perception of CSR in Czech Republic

Regarding the perception and awareness of CSR in the public sector, the support of CSR is poor or even missing entirely. The public is insufficiently informed due to low support from the government, no education or promotion through media with respect to CSR benefits. (Pavlík and Belčík, 2010)

In a survey made by the European Commission in 2012, 1000 people from Czech Republic were answering the questions regarding the subject of CSR. 43% of respondents believe that the overall impact of companies on society is positive, 50% think that it is negative and 7% do not have an opinion on CSR. 66% do not feel sufficiently informed about the CSR activities of the companies, 32% are informed and 2% couldn't answer this question (See Figure 5). However, interested in what companies are really doing in the area of social responsibility are 55% of respondents (see Figure 6). If we consider the low interest of government and media about CSR relevant topics and the later start of the development in Czech Republic, the results from the survey are rather predictable than unexpected. The more interesting or unexpected fact is that in EU as well as in Czech Republic respondents perceive small and medium-sized companies to a greater extent responsible than the large companies. Considering the financial power of larger companies as well as their developed know-how about CSR, this result is rather unexpected. (European Commission, 2012)

Therefore we have developed the following hypothesis: **Public perception and visibility of CSR initiatives applied by companies in coffee and fast-food segment is low in Czech Republic.**

Q3. Are you very interested, fairly interested, not very interested or not interested at all in what companies do to behave responsibly towards society in (OUR COUNTRY)?

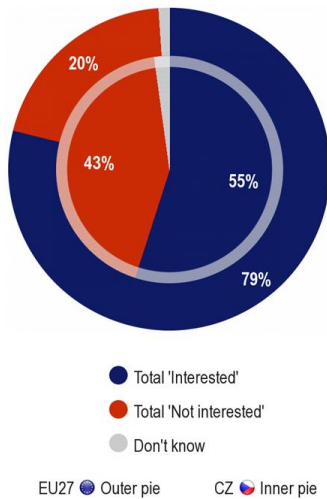


Figure 5: Information and Interest about CSR activities in Czech Republic

Q2. Do you feel very well informed, fairly well informed, not very well informed or not at all informed about what companies do to behave responsibly towards society in (OUR COUNTRY)?

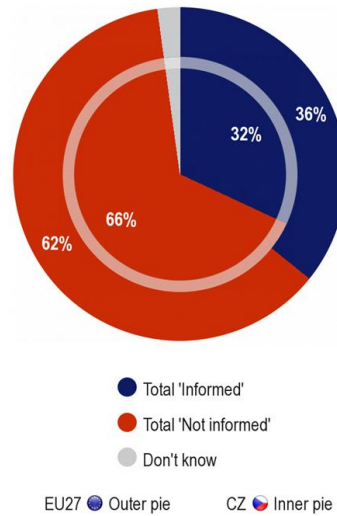


Figure 6: Information and Interest about CSR activities in Czech Republic

## 4. Corporate Social Responsibility Initiatives

According to Kotler and Lee, there are six major forms of CSR initiatives undertaken and implemented by corporations. They argue that most CSR related initiatives fall within one of the following different categories: „*cause promotions, cause related marketing, corporate social marketing, corporate philanthropy, community volunteering, and socially responsible business practices*” (Kotler and Lee, 2005, p.2). Though that these initiatives might have look very similar at the first sight (e.g. support of similar causes, formed partnerships, and similar communication channels), there are visible characteristics that make these activities different from each other. (Kotler and Lee, 2005)

Many companies or even large corporations still prefer only one of these initiatives, corporate philanthropy. However, nowadays a more complex and strategic concept is necessary, in which companies firstly have to focus on a specific problem or cause and afterwards consider which option is the most efficient one to implement.



A clear segmentation and definition of these different initiatives may help to decrease company's insecurity and increase consideration of them and may make particular initiative more likely to be applied. (Kotler and Lee, 2005)

#### 4.1 Cause Promotions

In this type of activity through persuasive communications a company provides funds, in-kind contributions, or other corporate resources in order to increase awareness about a certain social cause or to support a different fundraisers or volunteer recruitment for a cause. In order to develop a successful campaign it is necessary to use efficient and appropriate communication channels, forming conclusive feasible elements, and choosing proper media channels as well as to clearly define target audiences, objectives and goals, endorsement of promised benefits and desired positioning. (Kotler and Lee, 2005)

The difference between cause promotions and other CSR initiatives lies predominantly in the stress on promotional strategies. Cause promotion for instance differs from philanthropy in that it requires more from a certain company like distribution of materials or participation in PR activities than simply contributing financial resources to some cause. Most of the companies cooperate with nonprofit organizations that are supporting and developing different causes, by simply promoting them. Either a company decides to support a certain social cause and afterwards try to find and appropriate organizations in the community engaged in this type of cause or a company may decide to develop and manage the campaign internally. (Kotler and Lee, 2005)

Companies focus by their cause promotions on different communication strategies:

- Building awareness about a cause for example by providing information about the amount of children which have nothing to eat or reporting about a local hospital that do not have enough nurses to take care of all the patients

in a certain community; or just by simply providing educational information such as prospects about a certain issue.

- Convincing people to make a further research about the cause by visiting a particular website.
- Convincing people to donate their time to help those in need.
- Convincing people to donate money that will benefit a cause.
- Convincing people to donate nonmonetary resources, such as unwanted cell phones and used clothing.
- Convincing people to participate in events, such as participating in a fundraising walk. (Kotler and Lee, 2005)

Most of the benefits for a company gained from cause promotions are marketing related. Cause promotions help companies to strengthen their brand positioning and corporate image, increased traffic and customer loyalty. It also creates further benefits from providing customers convenient ways to contribute in causes and employees a possibility to get involved in something they care about. (Kotler and Lee, 2005)

## **4.2 Cause-Related Marketing**

In cause-related marketing a company creates campaign for a specific product or service, for announced period of time and afterwards donates a percentage of revenues to a specific cause or specified charity. A company is commonly cooperating or partnered with a nonprofit organization, which creates benefits for both parties since companies might increase their sales and organizations generate financial resources for a cause. It also provides customers a possibility to contribute without charge to a certain cause. Since this type of CSR initiative involves company, nonprofit organization and consumers as well, it is also considered as a win-win-win initiative (Kotler and Lee, 2005). However, it is also possible that a

company directly contribute to a charitable purpose, without any cooperation with existing non-profit organizations (Pringle and Thompson, 2001). In order to inform consumers about a certain campaign, usually a company implements different kinds of communication and sales activities executed at the point of sales (Wymer and Same, 2003). The range of companies involved in cause-related marketing initiatives is broad and there are different types of contribution agreements:

- Donating a specified dollar amount for each product sold.
- A percentage of the sales of a product or transaction are given to the charity.
- Donating a specified dollar amount for every application or account opened.
- A portion of the sale of an item will be donated to a charity.
- A percentage or a specified dollar amount of net profits from sales of a product is donated. (Kotler and Lee, 2005)

According to Andreasen / Drumwright a company has also the possibility to donate a certain amount of goods in direct proportion to sales or revenue. This particular kind of contribution corresponds to the scheme "1 purchased product = 1 donated unit. (Andreasen and Drumwright, 2001) As a good example for this scheme serves the Procter & Gamble's "1 Pack = 1 Vaccine" initiative in 2007. Pampers cooperated with UNICEF to support mothers and children in developing countries with tetanus injections. For each specially labelled product of Pampers that consumers bought during a certain period, Pampers donated the cost of one shot to UNICEF. This initiative has provided more than 40 million shots for UNICEF. (Pampers.cz and Procter & Gamble, 2008)

The difference between cause-related marketing and other initiatives is that in this type of initiative the level of contribution by a company is dependent on a consumer action. (Cornwell and Coote, 2005) Cause-related marketing is most similar to cause promotions. However, in caused-related marketing the company doesn't only supports awareness or concern about a certain cause but also performs an additional contribution based on consumer response. It also requires efficient coordination and agreements with the charity, establishing specific promotional offers, developing co-branding advertisements, and tracking consumer purchases and activities in

order to execute a successful campaign. This initiative in particular requires higher level of promotion as well as paid advertising and therefore this initiative is commonly managed by corporation's marketing department. (Kotler and Lee, 2005)

According to a survey made by Cone/Roper in 1999, if a company supports cause related activities, consumers and employees actively and benevolently supports the causes as well and companies gain benefits such as better corporate reputation, image, and bottom line. According to the study, 83% of consumers have a more positive image about a company that supports a cause they care about and 65% of consumers stated that they would change brands or shops to one dedicated to a good cause program, when price and quality are equal. From the employee's perspective, 87% of employees feel a strong appreciation and loyalty towards the company they work for, if the company supports good cause programs. (Cone, Inc. and Roper Starch Worldwide, Inc., 1999)

### **4.3 Corporate Social Marketing**

Corporate social marketing involves a company supporting the implementation of campaign that promotes behavior change intended to improve the environment, public health or community well-being. In this initiative, the behavior change is always the primary objective and the intended result. These types of campaigns apply a strategic marketing planning approach such as creating a choosing target groups, defining goals, identifying potential advantages and disadvantages, and then creating a strategy that facilitates to exceed possible barriers and utilize potential benefits. Corporate social marketing distinguish from other CSR initiatives by a focus on change in behavior. Even though campaign activities may include creating awareness and educational efforts to change present attitudes, every campaign is projected predominantly to support and affect a particular public behavior. Potential company benefits gained from social marketing can be

improving brand positioning, building traffic, creating brand preference, reducing operating costs, increasing sales and attracting credible partners. Other additional benefits may include improving profitability and having a positive impact on social behavior. (Kotler and Lee, 2005)

Social marketing initiatives primary focus on promoting behaviors that relate to specific problems such as the following:

- Health problems including cigarettes use, medical prevention, breast and prostate cancer.
- Injury prevention issues including traffic safety, drowning or suicide prevention.
- Environmental issues including water conservation, air pollution or application of pesticides.
- Community issues such as voting, animal rights, blood donation or volunteering. (Kotler and Lee, 2005)

A good example of corporate social marketing is SUBWAY's corporate philosophy to provide healthy fast food meals. In 2003 the company sponsored the "America Heart Walk" initiated by the American Heart Association in more than 750 cities in America promoting the benefits and tips for exercise. Afterwards, SUBWAY engaged in cooperation with the American Heart Association and the company's logo stands on the Heart Association's website and it is the first restaurant chain that displays the association's Heart-Check Meal Certification logo next to selected dishes. (CSR-Wire, 2012)

#### **4.4 Corporate Philanthropy**

Corporate philanthropy is the most traditional and preferred CSR initiative and a major source of financial support for different types of nonprofit organizations and causes. A company may directly contribute to a charity or cause predominantly by

donating financial resources or in-kind services. Most of the philanthropic activities are diffuse and unfocused. Main objective is to contribute by numerous cash donations to local causes, national charities, hospitals or universities in order to create good reputation and image upon employees, customers or local communities. (Porter and Kramer, 2002)

Corporate philanthropy has developed over the time as the internal and external pressures for responsible corporate behavior have increased to satisfy not only shareholders expectations but also the expectations of other stakeholders contributing and participating in companies' development. Companies have moved to a more complex approach of choosing social problems they want to support and also have developed tight relationships with NGO's, ones that look more like a partnership than only a one-time cooperation and have enlarge their alternatives regarding contributions to various resources such as residual articles application of distribution channels, and technical support. (Kotler and Lee, 2005)

The range of options for donations is various:

- Providing cash donations and financial support.
- Offering grants to help with startup costs or to support nonprofit organizations.
- Awarding scholarships that enable students to attend college.
- Donating products, such as providing used shoes and clothes.
- Offering technical expertise such as reviewing health education materials regarding nutritional guidelines.
- Offering the use of equipment such as vans for transporting materials for a science exhibit to schools. (Kotler and Lee, 2005)

Major benefits resulting from well-designed corporate philanthropy activities are building positive reputation and increasing recognition of a brand or company, creating community goodwill, strengthening the company's image, creating and ensuring a strong brand position and having an impact on environmental or social issues in local communities (Burke and Logsdon, 1996). It may also improve the

relationship between a company and governmental officials and therefore reduce regulatory obstacles. Moreover, companies may use philanthropy to improve the economic conditions in developing regions with the long-term objective of increasing the size and quality of their customer base. Involvement in philanthropy also helps the company to recruit and retain loyal, talented and satisfied employees. (Baron, 2001)

In 2003 Forbes provided a report where the percentage of operating income donated from “Forbes 500” companies were shown, looking at cash donations in 2002 as a percentage of operating income in 2001. Afterwards, Forbes ranked companies with the top scores, including *Target* donating 2.56 % of operating income, *MetLife* donating 2.51%, *Albertson’s* 2.42 %, *Best Buy* 2.05 %, *Ford Motor* 1.76 %, *Cisco Systems* 1.6 %, *American Express* 1.39 %, *DuPont* 1.33 %, *Altria Group* 1.29 %, and *J.P. Morgan Chase* donating 1.21% of operating income. Overall the amount of money spent on philanthropic activities through these companies was more than 626 million dollars in 2002 (Forbes, 2003).

#### 4.5 Community Volunteering

Community volunteering is another CSR initiative in which a company encourages and motivates employees, colleagues and other company members to spend their time to support local community and beneficial causes (Kotler and Lee, 2005). Volunteering typically is an activity that is realized out of work, as a result of an employee’s decision to donate his or her time to non-profit activities. The company has different options how to motivate or support employees to volunteer. It could provide them with paid leave during the year to do volunteer work, allow them to donate their working time to volunteer work, help them find specific causes or community-support projects and help organizing groups to support specific causes or event the company has targeted, recognizing exemplary employee volunteers through awards or special presentations. (de Gilder, 2005) In modern CSR theory

employees are inspired to engage in certain causes that are currently promoted by other CSR initiatives and to give something back to their communities. Same as other CSR initiatives, community volunteer can facilitate to building and maintaining strong and long-term cooperation with local communities and governments, attracting and preserving satisfied, loyal and motivated employees, strengthen current involvement and investments in CSR initiatives as well as providing opportunities to promote products and services. (Tuffrey, 1997)

According to Kotler and Lee, there three types of community volunteering projects:

- **Community projects** are the most common type of projects including initiatives such as building homes, collecting food for those in need, cleaning parks, reading books to children, mentoring and educating young people at risk, volunteering in the classrooms, visiting sick and disordered children or people in hospitals, spending some time with older people in senior homes, teaching children in schools, handing out meals at a soup kitchen and building playgrounds for orphans. (Kotler and Lee, 2005)
- **Health and safety projects** where employees volunteer their time including activities such as teaching kids about dental issues, engaging in youth physical activity programs, handing out educational brochures on HIV/AIDS. (Kotler and Lee, 2005)
- **Environmental projects** involves litter pickup, tree and plants sowing in places destroyed by fires, salmon habitat protection, animal protection, wetland rehabilitation or cleaning polluted waterways. (Kotler and Lee, 2005)

According to a large-scale study made in the US, one-third from the 1800 US largest companies strongly support their employees to involve in volunteering activities. They use different kinds of volunteer projects as a part of their corporate strategy (Wild, 1993). In another Study made by Cone/Roper (2006, S. 4) 79% of respondents said that they want to work for those companies, which are actively



and benevolently contributing to well-being of the society and environment. 69% of those respondents additionally stated, that they are proud of the social and environmental activities implied by companies they are working for. In other words if a company involve also in non-profit activities, employees more often feel a closer bond and belonging to the company. (Cone, 2004)

#### **4.6 Socially Responsible Business Practices**

In general, socially responsible business practices refer to those initiatives that are discretionary and that companies adapt to support CSR related causes in order to improve community well-being and defend the natural environment. What differentiates this initiative from other CSR initiatives is the focus on activities that are discretionary and not ordered by laws or regulatory agencies. In this context, community is perceived to a greater extent and includes company's employees, suppliers, distributors and business partners and wellbeing refers to a point where health, safety and satisfaction for all of the community members is reached. (Kotler and Lee, 2005)

Most corporate initiatives are concentrating to improve internal and external procedures and policies, from article offerings, facility construction, manufacturing to employee motivation and support.

These initiatives may also include the following:

- Constructing facilities so that they meet environmental and safety standards or decrease energy conservation.
- Developing process improvements in order to eliminate different kinds of waste materials or chemicals resulting from the production processes.
- Discontinuing product offerings that might be not illegal but are considered as harmful.

- Selecting suppliers which are willing to implement or have already implemented environmental friendly practices.
- Using products and materials that are the most environmental friendly.
- Providing full information about products, their origins and potential risks.
- Designing programs to support employee wellbeing and protecting privacy of consumer information. (Kotler and Lee, 2005)

Resulting benefits of socially responsible business practices can be measured on financial and marketing level. From the financial perspective responsible business practices can decrease operating costs and increase worker productivity and retention as well as increase ability to attract new capital and trading partners. From the marketing perspective, major benefits arise from a potential increase in community goodwill, improving product quality, creating brand preference and building brand positioning. Responsible practices also provide opportunities to develop influential and beneficial relationships with stakeholders such as distributors, suppliers, governments, NGO's or regulatory authorities and decrease the risk of bribery and corruption (Tsoutsoura, 2004).

## **5. Food industry and CSR**

Recently, restaurant companies began to notice the complex challenges brought by the concept of sustainability. On one hand, there are many new rising opportunities such as better quality life, knowledge, technology access, but on the other hand, these new opportunities come with many issues such as labor practices and manufacturer and community relations.

Restaurant companies are also constantly facing hard critique from stakeholders regarding their involvement in Corporate Social Responsibility (Aiking & Boer 2004). The current problems like sustainability, policies, regulations and standards surrounding the food segment has governments, international organizations and

multinationals working towards facing the challenges of food industry. CSR is understood as a way of being responsible and profitable, yet most of the CSR initiatives in food sector do not seem to generate profit or convince the society of companies' involvement in social responsibility. CSR strategies should be mainly used to overcome societal obstacles, but there are companies that just exploit the concept for their own benefit. First, some of the companies see CSR just as a public relation tool. Second, some of the companies even claim that they pursue CSR strategies, but in fact they only contribute to what is profit maximizing for their own company.

The focus on CSR within restaurant industry can lead to full understanding of the area and the challenges that companies are facing today (Werner & Schafer 2007).

## **5.1 Development of CSR in Restaurant industry**

There is a number of various CSR strategies in the food/restaurant industry such as fluctuating food prices, food safety, food quality, corporate philanthropy, contribution to environment/local community with different actors involved such as companies or non- government organizations (NGOs). In order to understand the beginnings of CSR and sustainability in the restaurant industry a brief historical development is necessary.

Right after the industrial revolution the food companies had their business principles and values rooted in a very strong sense of social responsibility. Through time these firms have changed in many ways, but the core values and principles on which the companies were established have remained to be the driving force towards sustainability. With globalization, nowadays the concern for social issues within businesses has become an important issue, thus CSR in multinational food companies is starting to play a vital role.

## 5.2 CSR today

There is not much research done on CSR focusing on particular industry, especially on the food/restaurant industry. However, this will slowly change, given the increasing relevance of CSR in the food business.

All sectors of the economy are affected by the increasing demand for CSR being incorporated into the business core strategy. However, different industries have different characteristics and the societal pressure on companies to CSR may differ (See figure 7). Restaurant industry, for example, is linked with various societal concerns such as animal welfare, obesity problem, certificates, food safety and quality. Furthermore, ethical issues regarding the procurement processes (supply chain) have been criticized because of the danger of power abuse and other types of unfair business practices. (Jones et al., 2005). Thus, the food industry, especially the fast-food segment, is being targeted by a huge number of NGOs and other activists.

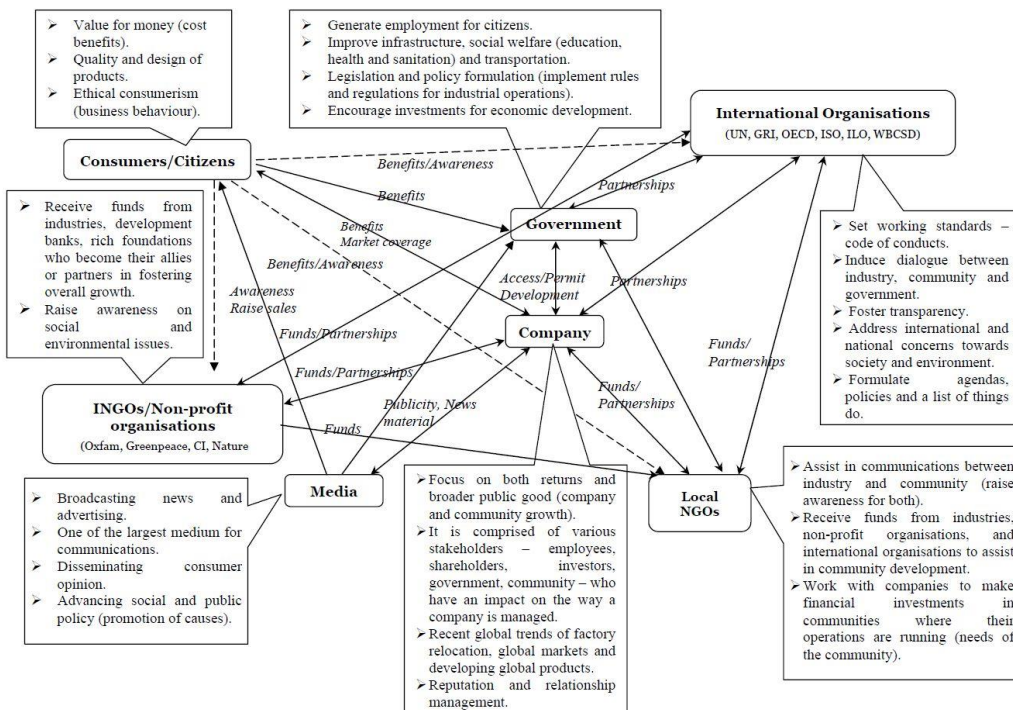


Figure 7: Complexity of CSR

So far most of the attention regarding CSR is received by the large international companies, active in food segment, that are considered the key players in economic globalization. Given the sensitivity of public regarding CSR concerns, it is not surprising that large multinational food companies are becoming more actively involved in CSR strategies. For example, current websites of the largest European food companies provide information on CSR either in a stand-alone report or they have their own special website for corporate social responsibility, like in case of McDonalds. CSR strategies are becoming a core part of the business activities in the restaurant industry (Dlott et al., 2006).

Out of the whole food industry, restaurant industry is the most important regarding the necessity of CSR initiatives. These initiatives range from donations at the cash register in a local coffee shop or fast food restaurant, to large corporations donating millions of dollars to charities.

Out of the entire restaurant industry especially fast food segment, we can argue that the most known restaurant for CSR is McDonald's. You would not find another charity related to restaurant that would be more popular than the Ronald McDonald House Charities. According to the Ronald McDonald House Charities website, *"...Helping a sick child fight their illness takes a big enough emotional toll on a family. Adding a financial strain can make it all almost too much to bear. RMHC can help address those problems, whether they involve housing that's near a hospitalized child, the expense of staying together in another city, or even getting basic medical and dental care in a vulnerable community. These programs can be found in more than 290 local Chapters in 58 countries and regions, 336 Ronald McDonald Houses, 197 Ronald McDonald Family Rooms, 50 Ronald McDonald Care Mobiles, grants to non-profit organizations that also focus on the needs of children, scholarships to students across the United States, chapters around the world creating country-specific programs."* (Ronald McDonald House Charities Website, What We Do). Combining the incredible work of this charity and the success of McDonald's as a company, makes the Ronald McDonald House

Charities one of the largest charities worldwide. CSR can also deal with the way of treatment of the employees in the company. In case of the coffee shop segment, one of the best examples would be the well-known health benefits in case of Starbucks.

To engage in Corporate Social Responsibility (CSR) is nowadays regarded by most of the companies in the restaurant industry essential. The engagement in CSR is also very important in a segment with products that are being identified as a risk towards consumers' health. This is the case of the leading fast food companies like McDonald, KFC or Subway.

## **6. Empirical part 1: The analysis of CSR initiatives practiced by the selected companies**

Our thesis consists of two empirical parts, the first part is focusing on the selected fast-food companies and coffee shops and their worldwide practiced CSR initiatives. The second part focuses on the consumer research in Czech and Slovak market regarding the CSR activities discussed in this part of the thesis.

### **6.1 Corporate Social Responsibility of McDonald**

McDonald's is the world's largest chain of fast food restaurants, which also resulted in connecting it to the hot topic of health and obesity problems. McDonald is constantly trying to change its offers to be healthier with its menus on one hand, but on the other hand it is still selling unhealthy products such as burgers. McDonalds is trying to fulfill the expectation of the society by making the products healthier, but that is not enough. Like many other companies, McDonalds is also incorporating the concept of Corporate Social Responsibility. McDonalds and similar fast food companies are still having hard time with the obesity issue, but are

slowly gaining in other areas, especially in CSR. Based on their website McDonalds is in active cooperation with organization such as Green Peace or Nutritionist Steering Group Europe. The goal of this cooperation with the organization is to be socially and environmentally responsible. McDonalds states on its CSR website: *“We always strive to be better tomorrow than we are today”* (McDonalds, 2013). By engaging in CSR McDonalds tries to protect the environment and surrounding communities, with regard to that McDonalds (2013) website states: *“We’re determined to continuously improve our social and environmental performance. We work hard, together with our suppliers and independent restaurant franchisees, to strive toward a sustainable future –for our company and the communities in which we operate.”* McDonalds, being the leader in fast food segment, its CSR activities may have major impact on the whole fast food industry. The following CSR strategies are practiced by McDonalds:

#### **I. Sustainable Supply Chain Strategy, Environment friendly actions**

McDonalds has a complex network of direct and indirect suppliers, the company’s strategy here is to support socially responsible practices in that supply chain. On its social responsibility website, McDonalds states for example that it owns a code of conduct for suppliers. It also uses the McDonald’s Agricultural Assurance Program (MAAP) in Europe to promote food safety and quality (Sustainability McDonald, 2013). McDonalds is also active in environment responsible actions. In general, McDonalds supports three main environment responsible activities. First, the company engages in exploration of ways to reduce the environment impacts of consumer packaging and waste in the restaurants. Finding further ways to increase energy efficiency in restaurants is the next environment responsible activity done by McDonald. The last activity is the green restaurant design (see illustration 1). In order to promote these green activities McDonalds is



**Illustration 1**

part of various environment friendly organizations. Since 2007 McDonald is a member of the Rainforest Alliance and is using coffee supplies that are certified by this non-profit organization. Next, McDonald's was also part of the project in tomato industry to improve the conditions of farm workers in the Florida (Sustainability McDonald, 2013).

## **II. Engaging the Community through Community-oriented projects and sponsorship**

Another way how to engage in CSR is by using the community-oriented projects. These community-oriented projects are quite famous among large multinationals that are participating in CSR. Giving back to community is an essential part of McDonalds heritage and values. McDonalds main community based projects are focused on local and global partnerships and sponsorships and involvement in the local communities. The launch of its Flagship Farms Initiative (FAI) in Europe is a good example of this approach of McDonald's and its contribution to the communities. (Sustainability 2 McDonald, 2013). Another important example of the involvement in the community is the worldwide major children's fundraiser "McHappy Day" which is done each year by McDonald (Sustainability 2 McDonald, 2013). Even the McDonalds's sponsorship actions are aimed at children. McDonald is sponsoring both local and global events like the Olympic games of FIFA World Cup. As an example we can state the 2010 FIFA World Cup in South Africa, here, 1408 children ages 6-10 from 47 countries had the opportunity to walk hand-in-hand onto the pitch with their football heroes. McDonald was also involved in the donation to purchase a new bus for the Menzo region in South Africa, the birthplace of Nelson Mandela (Sustainability 2 McDonald, 2013).

## **III. Corporate Philanthropy**

Next CSR strategy used by McDonald is the corporate philanthropy. McDonald's uses the Ronald McDonald House Charities (RMHC) for charitable contributions. The aim of the program is to create, find and



support programs that can provide stability and resources for families so they are able to keep their children healthy (Sustainability McDonald, 2013). The charity also uses a mobile care program called Ronald McDonald Care Mobile, which has a goal of ensuring that small children in dangerous locations can receive the best medical treatment so that their health conditions are improved (RMHC, 2013).



#### IV. Food quality, obesity Issue

The last McDonald CSR strategy is the fight against obesity issues and low food quality. As I already mention before, McDonalds is the world's largest fast food chain, serving around 64 million customers daily in 119 countries (McDonalds, 2013). Thus, health and obesity must be the company's one of the most important issues. Over the past few years, McDonalds added a lot of healthier menu options, the company also started to show the nutritional information for the consumers on their products. With this, McDonalds tries to target the issues such as the obesity or similar health issues that are connected to its products. According to an article by Tench and Yeomans (2009): "[...] 'something had to be done'. Eating habits had to change.....fast food companies had to rethink their menu options" (p. 371). Some years ago the world famous burgers and fries could be sufficient for the consumers, but it is not the case now. It is evident that nowadays public is concerned with health and obesity issues and, this leads to pressure on companies to take action against these issues. On its corporate website McDonalds confirms this issue about obesity and health, and reacts with following statement: "we take these issues seriously and are working to do what we can to positively influence the situation. We know we cannot address this problem alone, but we are committed to being part of the solution" (Sustainability 3 McDonald, 2013). In case of the nutrition information, McDonalds pays attention mainly to children. Actually,

McDonald's was the first company to provide nutrition information of their products to the consumers (Sustainability 3 McDonald, 2013).

For McDonald, making the information available is not enough, the company wants to make it easy for the consumers, so in 2007 McDonald launched the Nutrition Information Initiative (see Figure 8), which provides bar chart icons to show the consumers the amount of calories, fat, sodium, carbohydrates and protein by each of the product that is available in McDonald's. Currently about 70% of McDonald's restaurants provide this information on packages.

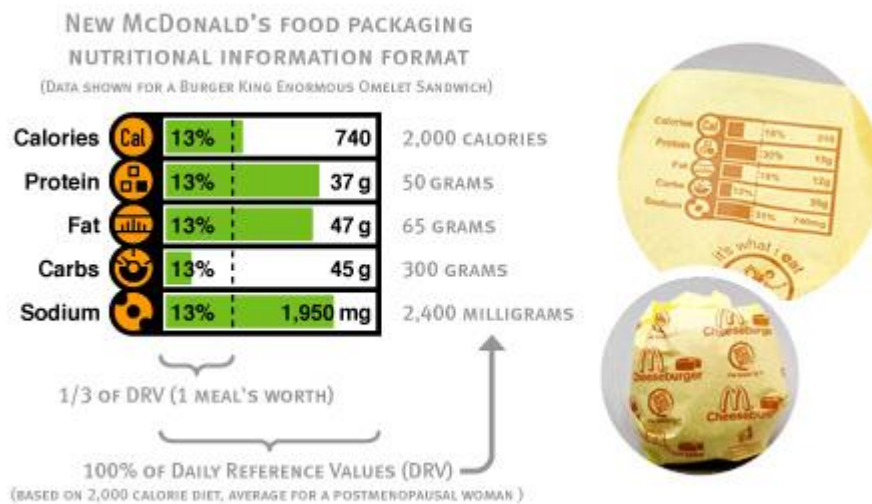


Figure 8: McDonald's food packaging

## 6.2 Corporate Social Responsibility of KFC

KFC, a company based in Kentucky, is a fast food restaurant chain specializing in fried chicken, belongs to one of the world's largest chain of fast food restaurants, as of December 2012 it is the world's second largest chain (measured by sales) after McDonald, with more than 18 000 outlets in 120 countries around the world (Wikipedia). The Parent company of KFC is Yum! a restaurant company that owns Pizza Hut and Taco Bell restaurant chains (Wikipedia). As a world second largest

fast food chain, KFC follows similar CSR strategies as his competitor McDonald. KFC is engaging in Environmental protection, sustainable supply chain, corporate philanthropy, involvement in community and fight against obesity, health issues and for animal welfare. The CSR website of KFC main statement is ‘how we make life better’ (KFC, 2013).

### **I. Corporate Philanthropy: Charities – KFC foundation**

The first KFC CSR strategy is the corporate philanthropy. KFC has its own KFC foundation. This KFC foundation (see illustration 3) has a strong charitable history. Nowadays, the foundation is concerned with help in providing educational opportunities through scholarships and grants for post high school education programs. According to KFC website the foundation has already awarded over \$11 million in scholarships and educational grants (KFC, 2013).

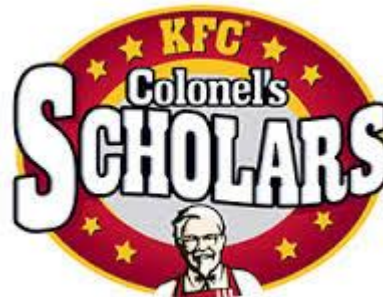


Illustration 3

### **II. Environment protection**

Environmental protection is the next critical CSR strategy of KFC fast food chain. The main focus, similar as in case of McDonald, is on the construction of green buildings (restaurants), energy efficiency, water conservation, sustainable packaging and waste recovery/recycling. Almost all paper packages and bags in KFC are 100% recycle possible. In terms of the green buildings (see illustration 4), almost all of the KFC restaurants use more efficient lighting system, which reduces the carbon emissions. KFC same as McDonals is also using LEED (Leadership in Energy and



Illustration 4

Environmental Design) type restaurant, the first was opened by KFC-Taco Bell in Northampton (KFC, 2013).

The last environmental concern is the recycling of waste. For companies like McDonald, Subway, KFC is very difficult in general to recycle waste. There is problem with the waste that does not remove food completely, the recycling companies refuse to take such waste. Thus, many fast food companies are sending the waste to landfill. It is an alternative method of disposal of the waste for the environment and local community.

### **III. Contribution to Community:**

According to their website, KFC is company with *„a Huge Heart and believes that their greatest contribution as a global company is in making food accessible to the less fortunate“*(YUM, CSR, 2013). The aim of this strategy of KFC is to give back to the local communities to make positive difference in lives of the customers. KFC community strategy focuses on these key areas: World hunger relief, Volunteerism, Local community engagement.

In terms of World Hunger Relief, the goal is to *„mobilize customers, associates, franchises and families to alleviate hunger through awareness, volunteerism and fundraising“* (YUM, CSR, 2013). World Hunger Relief is a global movement and the world's largest private humanitarian movement fighting hunger worldwide as of 2013. According to their website, this agency feeds each year on average more than 90 million people in over 70 countries in the world (WFP, 2013). The movement has grown in recent years also thanks to the donations of their largest corporate partner YUM! (Mother company of KFC). These donations raised by YUM! for WFP are giving them the opportunity to attend the greatest needs around the globe, which allows the WFP to be flexible and get the food to place, where they are most needed.

Second and third community initiatives practiced by KFC is the volunteerism and engagement in local community. For example in US, KFC gives back with programs that focus on college scholarships and sponsorships of events in the local neighborhood. (KFC, 2013).

#### **IV. Animal welfare program**

As I already have mentioned before fast food restaurants are being criticized for the problems with obesity, environmental impact and also animal welfare. In 2003 People for the Ethical Treatment of Animals (PETA) has protested against KFC's choice of poultry suppliers. In 2008, Yum! stated: *"As a major purchaser of food products, Yum! has the opportunity and responsibility to influence the way animals supplied to us are treated. We take that responsibility very seriously, and we are monitoring our suppliers on an ongoing basis."* (YUM! sustainability report, 2008).

KFC takes animal welfare responsibility very seriously. KFC makes sure that the animals are well treated before bought by the company. KFC is using an efficient system to ensure that the suppliers are treating the animals humanely. In order to become a supplier for KFC, the suppliers need to agree with the commitment of animal welfare (KFC, 2013). There is also a KFC animal Welfare Advisory Council, which is composed of experts, which are assisting the company by suggesting the right options regarding the supply of animals (KFC, 2013).

#### **V. Supplier code of conduct**

YUM! Company, the owner of KFC, has also his own code of conduct for their suppliers. This code of conduct is composed from 5 regulations. First is the compliance with Laws and Regulations, here suppliers must follow all

applicable laws, codes and regulations such as working hours, wage and salary, product safety etc., which are present at the local country (KFC, 2013). Next, employment practices, suppliers need to make sure that the working conditions are safe in accordance with all the regulations in the local country. They also cannot ask employees for overtime work. Next regulation, discrimination, the reason of employment cannot be affected by color, religion, sex, age or national origin. The code of conduct is also strictly against the child labor and forced labor (KFC, 2013).

### 6.3 Corporate Social Responsibility of Subway

Subway is an US fast food restaurant chain with focus on sandwiches and salads. According to Wikipedia Subway belongs to one of the fastest growing franchises in the world with 40,229 restaurants in 102 countries and territories as of 11 September 2013 (Wikipedia). The company's vision is to make their whole business as environmentally and socially responsible as possible, which you can observe from this statement: *„Every day, we strive to conduct business in a way that has a positive impact on the environment while improving the lives of our customers, franchisees, employees, vendors and communities worldwide. We believe that using good, environmentally sound business practices help increase our franchisees' profitability, improve our customers dining experience as well as help protect the planet“* (Subway, 2013).

According to their CSR website, Subway fast food chain is committed to these initiatives:

- *Continue to evolve the menu of great tasting, healthier options as well as provide access to nutrition and healthier lifestyle information and ensure the food meets the highest quality and safety standards*
- *Focus on energy efficiency, water & resource conservation, waste reduction, sustainable sourcing and supply chain management*

- *Encourage Subway franchisees' to contribute to their communities, to charities, promote diversity and choose “environmentally friendly” options and business practices such as building Eco-Restaurants.*

## **I. Corporate Philanthropy**

Corporate Philanthropy plays a key role in the Subway’s CSR activities. According to their website: *„giving back is a strong part of the SUBWAY® brand culture. Each year the SUBWAY® brand supports charities and philanthropic organizations through corporate donations and sponsorships to encourage healthy, active lifestyles and help make the world a better place“* (Subway, 2013). For an example, Subway is part of program that collects supplies for local animal shelter of they are helping with the recovery after natural disasters.

Subway is supporting following organizations by financial donations. Each of this non-governmental organization tries to make the world better by making it a nicer and healthier place.

Supported NGOs as of end 2013 according to their CSR website:

- Doctors Without Borders, Feed the Children, United Nations Children’s Fund (UNICEF), Save the Children, The Jared Foundation, Make-A-Wish Foundation, American Red Cross, American Cancer Society and American Heart Association

## **II. Food safety and childhood obesity**

In terms of health protection strategy, Subway is concerned mainly with heart health and fight against childhood obesity (Subway, 2013). Subway fast food chain of restaurants is a partner of the American College of Cardiologists (ACC), which is a national sponsor of the American Heart Association’s Start!.

Subway also supports Heart Research UK and The American Heart Association's Jump Rope for Heart and Hoops for Heart programs.

Subway's second focus is the fight against childhood obesity, here the most important role is played by Jared Foundation (see illustration 5), which was designed by Subway weight-loss hero Jared Fogle to raise funds to fight obesity.



Illustration 5

Jared lost 245 pounds, on a diet that was composed only from Subway sandwiches and walking. Today, Jared is an ambassador for Subway, yearly visiting hundreds of schools and organizations (Subway, 2013). Subway is also a leader in providing the nutritional information about its offers. Nutrition information can be obtained on-line or directly in the restaurants.

### **III. Contribution to the community**

Subway chain of fast food restaurant engages in the local community and organizations and provides help and support. Over the years, Subway supported many events and humanitarian NGOs, some of them were already mentioned in the corporate philanthropy. Other supported organizations are for example; Little league baseball programs, seasonal blood donation or food banks. Subway also engages in support in the local schools and sport associations (Subway, 2013).

### **IV. Environmental protection**

The last CSR initiative practiced by Subway restaurant is the activity to protect environment. In recent years, Subway has moved to products, outlets and business practices in general that use less energy, resources and generate less waste. These new innovations include, for example, the remodeled stores that



now are energy efficient – currently there are 14 Eco restaurants or 100% recycle-able packaging (Subway, 2013).

## **6.4 Corporate Social Responsibility of McCafe**

The main reason for McDonald's to establish McCafe was the intention to enter the luxury coffee market in the US, which was a market revolutionized by Starbucks Corporation. Since 1993, McDonald's has opened McCafe in many countries all over the world, such as Australia, Ireland, and Germany. Thus the fact that McCafe is an absolutely separate entity, this coffee and dessert shop also operates together with the standard McDonald's restaurant. They are in the same building with the same entrance, but the McCafe section is equipped with couches, upscale tables and sophisticated cozy room and wall decorations. McDonalds in Australia, where the McCafe concept was originally established, have achieved an average of 15% increase in sales and have gained a positive reputation from McCafe. Currently, there are more than 1,300 McCafe coffee shops worldwide serving coffee, deserts and healthier sandwich products. (Coleman at. el., 2007)

To achieve a higher environmental, ethical and economic long-term sustainability of coffee suppliers, McDonald's and their franchises in the US are spending more than \$6.5 million in a technical support programs to help more than 13,000 coffee farmers in Central America and improve their production processes. McDonald's is cooperating with international organizations in order to provide training for small coffee manufacturers to improve and increase the environmental sustainability of their farms and the productivity and welfare of their communities. McDonald's is also attempting to increase the amount of certified coffee acquired. Since February 2013, McDonald's requires from his suppliers to provide 100% Rainforest Alliance certified coffee. Additionally, a considerable amount of McDonald's international coffee supply is certified by the Rainforest Alliance, UTZ Certified and Fair Trade USA. (CSR-Wire, 2013)

Despite the fact that McCafe is a completely separate entity from McDonalds, McCafe was created by McDonalds and therefore both share the same corporate responsible practices and values. If you look on the McDonald's Corporate Social Responsibility website, you will see that McDonald's CSR strategies are about taking actions and achieving results. The CSR strategies used by McCafe are very similar to fast-food but there are also some additional ones. The following additional CSR strategies are practiced by McCafe:

**I. Buying certified (and verified) coffee**

Globally in 2012, about 25% of McDonald's total coffee bean acquisitions were from Rainforest Alliance Certified, Fair Trade or UTZ Certified farms. Most of the coffee acquisitions are from Rainforest Alliance Certified farms, including 100% of espresso in the US and Canada, and all coffee products in Australia and New Zealand. McDonald's markets in Europe source 100% of their coffee from farms that are Rainforest Alliance Certified, UTZ Certified<sup>1</sup>, or Fair Trade International<sup>2</sup> .(McDonald's and Coffee Sustainability, 2013)

**II. Investing in farmer training**

McDonald's and their franchises are investing over \$6 million in a farmer technical assistance program. While their basic objective to advance coffee sustainability is global, McDonald's attempts start locally. McDonald's is cooperating with TechnoServe, an international non-profit provider of agricultural technical assistance, as well as with SCAN to train up more than 13,000 farmers in Guatemala and Central America. Farmers are provided with technical assistance and training to improve processes and sustainable production of coffee. With this support, McDonald's tries to improve local economies, maintain biodiversity and provide farmers with the instruments

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<sup>1</sup>UTZ Certified is a program and quality seal for the sustainable cultivation of coffee, cocoa and tea.

<sup>2</sup>Fair-Trade seal stands for fair trading practices aimed at improving the living conditions for coffee producers in countries where coffee is manufactured. This includes for example paying a minimum amount of money to small coffee producers and farmers.

they need to improve their production. The result from this cooperation and training is mutually beneficial for both parties since through trainings farmers can improve their livelihood through selling their crops for a higher prices, due to the quality improvement of beans they produce. It is also beneficial for McDonald's because through training created sustainable farming practices can ensure a long-term availability of coffee in the particular regions. (McDonald's and Coffee Sustainability, 2013)

Since 2011, through the cooperation between TechnoServe and SCAN, McDonald's and its franchises have been endorsing in the technical assistance projects integrating sustainable agricultural practices in Guatemala. *"The program empowers farmers to implement practices that deliver higher yields that contribute to individual livelihoods and the local economy, while simultaneously protecting the environment for future generations,"* said TechnoServe Senior Vice President, David Browning (McDonald's Newsroom, 2013). According to Browning, improvements in the production processes can result in increased incomes that will support coffee producers to effectively decrease the level of poverty in the local communities and accumulate financial resources to improve health care and provide education for their children. (McDonald's Newsroom, 2013)

## **6.5 Corporate Social Responsibility of Lavazza**

Lavazza was founded in 1895 in Turin and the corporation has been in the possession of the Lavazza family for more than four generations. Lavazza possess a 48% value share of the retail market in Italy and has achieved more than €1.2 billion in turnover in 2011. Coffee and coffee shops from Lavazza are present in 90 countries worldwide with direct Lavazza subsidiaries and a wide network of distributors, give work to more than 3,800 employees and have more than 50

training centers worldwide in which over 30,000 employees are annually trained. (Lavazza.co.uk, 2013)

If we look at the Lavazza's Corporate Social Responsibility website, we will see that Lavazza's CSR strategies are about foundations, engaging in different CSR projects as well as about codes of conduct and ethics related to all company's shareholders. The following CSR strategies are practiced by Lavazza:

### **I. Giuseppe and Pericle Lavazza Foundation**

The Giuseppe and Pericle Lavazza Foundation is a charitable non-profit organization and was established in 2002. The main objective of the foundation is to promote international social projects, improving the living conditions of communities, from sustainable development to social and health assistance, to protect the environment, helping children and supporting countries which have been affected by natural disasters. The Foundation cooperates with different organizations, NGO's, public and private institutions as well as with trade associations. For example Lavazza in cooperation with CeCafé a Brazilian Coffee exporter has provided computers and created computer rooms at elementary schools in the coffee-growing regions of Brazil. The Lavazza Foundation is since 2001 also cooperating with his major partner Save the Children Fund, which is the largest independent international organization for the protection of children around the world. (Lavazza. com, 2013).

### **II. Tierra Project**

This Project was initiated in 2002 and it is Lavazza's first independent CSR initiative (see illustration 6). It consists of two phases, first launched from 2002 till 2009, in which three communities Peru, Honduras and Colombia were involved. In 2005 the three participating communities of the project obtained the important Rainforest Alliance certification. The second phase of the project was launched in 2010 and involved communities in India, Brazil and Tanzania. Both phases have the same primary objectives to

improve the quality of life, social development, economic situation of farming communities, and to develop agricultural techniques that increase product-quality and are more ecological and profitable. In order to achieve these objectives farmers are thought to produce coffee more efficient. Also Schools and hospitals have been built and micro projects have been developed. The results of the projects are mutually beneficial as farmers have become more efficient and independent producers of a better high-quality coffee which is afterwards shipped and sold by the Lavazza Company. (Lavazza. com, 2013)



Illustration 6

### III. EveryOne project

There were numerous projects since 2001 in which Lavazza has involved, from an initiative against child labor in Burkina Faso and Mali, various projects in Central America to build schools for children, the Abruzzo earthquake emergency and, currently, the EveryOne project in India. EveryOne project is the most current one and it tries to achieve child mortality reduction and to eliminate malnutrition among children and women of childbearing age. This should be achieved by a consumption of foods with a higher nutritional value, education about nutrition, and farming and animal breeding policies oriented towards food. In only three years of work these project have rebuilt or refurbished 18 schools, trained 126 teachers and distributed more than 7,389 educational kits. A total of 5,576 children have benefited from the project. In 2011, Save the Children project organized the Red Balloon Tour in 35 cities and collected more than €1,450,000. (Lavazza. com, 2013)

#### **IV. Coffee&Climate project**

Since 2011 the Lavazza Foundation with other socially responsible companies (e.g. International Coffee Partners and GIZ, a German development agency) has been participating in the Coffee&Climate project. The objective of this project is to support coffee growers all over the world to adapt their coffee production effectively so that the negative impacts caused by climate change do not influence the quality and quantity of the production. The project includes the perfect understanding of climate change and the already applied agricultural techniques in order to develop procedures or tools which growers can easily and directly transform to practical use. Farmers are also provided with appropriate financial support in order to efficiently adapt to these new methods. The Coffee&Climate project was initially launched in Brazil and Tanzania, and will soon be applied also to Guatemala and Vietnam. (Lavazza. com, 2013)

#### **V. Supplier Code of Conduct**

The Lavazza Company itself supports but also requires from its suppliers to meet all appropriate safety laws and regulations creating a healthy and secure working environment. In addition to normal wages, employees must be paid for overtime hours and receive benefits that meet legal requirements. The company also requires from their suppliers to avoid any kinds of discrimination in hiring and work practices on the basis of race, skin-color, religion, gender, sexual orientation, age, health condition, political opinion or nationality. Suppliers cannot use or benefit from any form of forced labor as well as provide and engage in the effective elimination of child labor and never employ any person below the legal age of employment. Suppliers have to make sure that also their sub-contractors and other third parties understand the codes of supplier's conduct that no child labor will be used. (Lavazza. com, 2013)

## 6.6 Corporate Social Responsibility of Tchibo

Tchibo is a chain of coffee retailers, which was founded in 1949 in Germany by Carl Tchilinghryan and Max Herz. The name Tchibo is an acronym for Bohnen, what stands for beans in German. During the first years, Tchibo focused on roasted coffee beans and within the span of several years Tchibo expanded its product range, and is currently offering services such as insurance, mobile phone contracts, clothing, household items and electronics. Tchibo has currently more than 1000 stores and belongs to one of Germany's largest store chains. The chain has more than 12,300 employees all over the world of which 8,400 are located in Germany. Currently the company is led by Dr. Markus Conrad who is the Chairman of the Executive Committee. Tchibo is currently present in Austria, Switzerland, Netherlands, Poland, Hungary, Slovakia, Czech Republic, Turkey United States, Canada, Ukraine, Syria, Israel, Jordan, Russia and United Arab Emirates. (Tchibo.com, 2013)

In 2006, Tchibo has created its own corporate responsibility department. Since 2009, Tchibo has served certified coffee products in various stores and already in 2012 coffee products sold in Germany by Tchibo accounted for more than 50% of the certified sustainable filter coffee. Coffee production is not the only CSR area in which Tchibo is actively engaging. Tchibo has also gained success in the area of climate protection where it had reduced their annual transport-related CO<sub>2</sub> emissions by around 30% in 2006. The matrix shows the relevance of different CSR initiatives for both external stakeholders and the Tchibo Company. The most relevant topics for stakeholders are primarily those that are relating directly to Tchibo's core business. From the customer focus and service, followed by social standards in the coffee supply chain, sourcing of sustainable raw coffee grades, product quality and safety and environmental standards in the supply chain. In comparison, societal and political problems are considered as less relevant. (Tchibo.com, 2013)

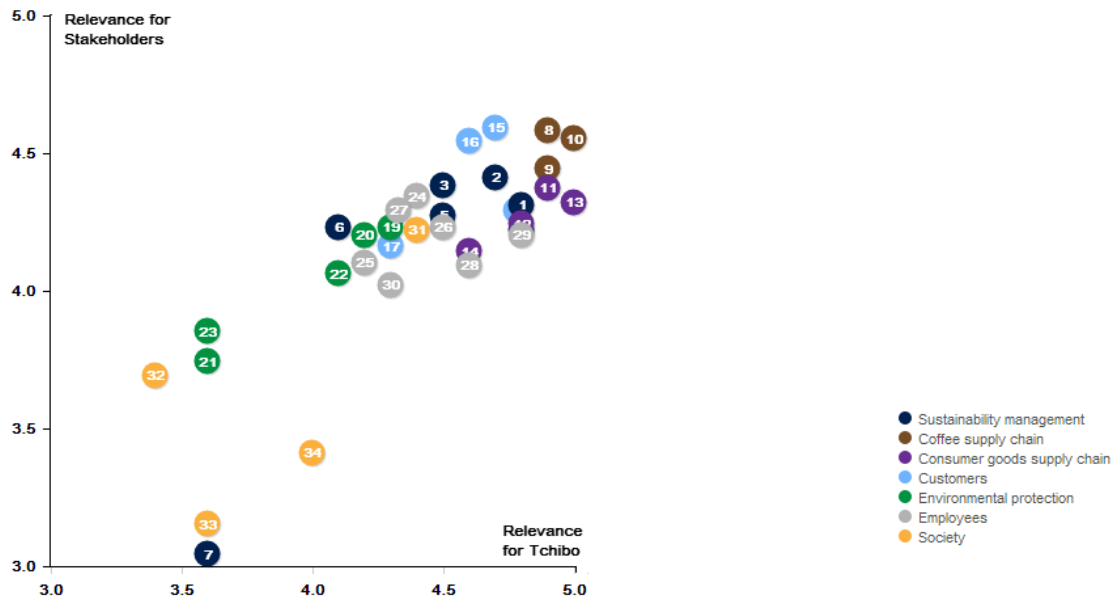


Figure 9: Relevant Issues for Tchibo

From Tchibo’s corporate social responsibility website and reports, it is clearly visible that Tchibo’s CSR strategies are actually focused on almost all areas of the production process, suppliers, employees, customers and communities involved in the production process. The following CSR strategies are practiced by Tchibo:

**I. Sustainable coffee grades**

In 2012, more than 25% of the raw coffee Tchibo processed in its facilities was certified and bear the Rainforest Alliance, Fairtrade, UTZ Certified or European Bio seals, or they meet the 4C baseline standard. According to a study made by Germany's Gesellschaft für Konsum-Forschung research association in 2012, more than 50% of the certified sustainable filter coffee sold in Germany came from Tchibo. (Tchibo-nachhaltigkeit.de, 2013)

**II. Environment and Climate**

The Tchibo Company together with various coffee companies and organisations have started the Coffee & Climate initiative. The Coffee & Climate initiative took place in four pilot regions in Brazil, Guatemala,



Tanzania and Vietnam. The initiative was launched from September 2010 till August 2013 and its aim was to provide solutions and support to coffee farmers so that they can effectively respond to the negative impacts caused by climate change. In order to help farmers the initiative combines effective farming methods with scientific climate research findings. Already in 2012 first results and best-practice examples obtained were used to develop future scenarios and strategies for adapting to changing climate conditions in the different regions and various organisations were recruited to provide support for the coffee farmers. (Tchibo-nachhaltigkeit.de, 2013) In order to improve social conditions of coffee farmers and their families Tchibo has launched various projects that aim to support coffee farmers in this issue through education- and vocation-related service, organisation of training sessions as well as through building or equipping of schools and developing educational programmes. Since 2009, Tchibo has actively engaged in this initiative in order to improve the living conditions of coffee producers in Mount Kenya (see illustration 7) with a particular focus on supporting women because women farmers in this country do not have an equal share of revenues from the coffee distribution. From November 2011 until

December 2011, Tchibo additionally launched a promotional campaign, donating 45 cents to the Mount Kenya Project for every piece of a particular coffee type sold by Tchibo. In order to raise awareness about this project Tchibo gave each



Illustration 7

customer a free gift for each piece bought in the form of a special 55-cent 'Mount Kenya' stamps that they could use on postcards. This project turned out to be very successful for Tchibo as well as for coffee farmers and created

therby a win-win situation. On the one hand Tchibo sold more coffee through this campaign without immediate price reductions and the the other hand more than 600,000 euros were raised to support the Mount Kenya project. (Tchibo-nachhaltigkeit.de, 2013)

### **III. Quality and safety**

Tchibo is using high-quality Arabica and Robusta beans that are grown under environmentally and socially responsible conditions. They are transported carefully and immediately after the harvest in order to ensure good flavour. Additionally, the beans undergo quality testing already at the roasting plant where small quantities are roasted and brewed so that the coffee tasters can evaluate the coffee's fullness, acidity and aroma. Tchibo's coffee roasting was modernised as part of the Neon project at the end of 2012 in Hamburg where new drum roaster was commissioned. Since 2012 Tchibo's German facilities have met the International Food Standards (IFS5), which stand for stringent hygiene standards and the complete documentation of the entire roasting process. Another important aspect that influence the coffee quality is the fact that coffee's aroma is extremely sensitive to oxygen, moisture, light and heat and therefore plays packaging an important role. Tchibo therefore packs the coffee in an oxygen-free environment guaranteeing no impact on the flavour. (Tchibo-nachhaltigkeit.de, 2013)

### **IV. Climate protection**

Tchibo also engages in initiatives regarding the reduction of CO<sub>2</sub> emissions in their production processes. In 2001, Tchibo has launched the Carbon Performance Improvement Initiative (CPI<sub>2</sub>) together with eight other associate companies as well as the Foreign Trade Association of the German Retail Trade (AVE). Tchibo has recognized that more than 30% of CO<sub>2</sub> emissions are released during the production process alone. Therefore, the CPI<sub>2</sub> main objective is to save millions of tons of CO<sub>2</sub> worldwide per year

in the supply chain of imported products. As part of CPI<sub>2</sub> project, suppliers can evaluate their energy consumption through an online tool and identify any inefficiencies. Based on the evaluation results, suppliers then receive specific recommendations in order to achieve long-term energy savings in the production process. (Tchibo-nachhaltigkeit.de, 2013)

## **7. Empirical part 2 – Consumer survey in Czech and Slovak market**

In the second part of our empirical research our thesis will strive to examine how a large fast-food and coffee corporation like McDonald's, KFC, SUBWAY, McCafe, Lavazza and Tchibo's CSR initiatives are perceived by its consumers in Czech and Slovak Republic, and if these perceptions influences the overall corporate image and the number of visits. In order to answer these questions and our hypotheses we have developed two questionnaires – one for Czech market and the other for Slovak market. These questionnaires are identical (please see the appendix). They differ only in the language used. Our initial goal was to collect about 100 respondents in Czech Republic and 100 respondents in Slovak Republic. There is only one version of the questionnaire in terms of the companies that includes both the questions on fast-food restaurant and coffee shops, because we assumed that people that spend time in fast-food also tend to spend time in coffee shops, which was actually proven by this research.

### **7.1 Research method**

The questionnaires were developed using Qualtrics research design online application. The questions were created in English and then translated by Adam

Holba (native Czech) to Czech language and by Michal Rosolov (native Slovak) to Slovak language (see the questionnaires in appendix). Subsequently the questionnaires were printed and data were collected by Adam Holba in Prague, the capitol city of Czech republic, and by Michal Rosolov in Bratislava, capitol city of Slovakia. We have chosen to collect the data in our capital cities, because of the main concentration of the selected companies in those cities. We have also chosen our target companies according to their availability and prestige in Czech and Slovak Republic, which for example is the reason why Starbucks is missing among the selected coffee shops. Starbucks is sadly not present in Slovakia. We needed to compare companies that are active on both markets in order to successfully analyze the data. The data were collected by individually approaching the customers of the chosen companies. The goal was to approach 40 – 50 people in fast-food restaurants and 40 – 50 people in coffee shops. In order to get better response rate, the questionnaires were structured in a way that also customers of coffee shops were presented with the possibility to evaluate CSR of fast food restaurants, if they are their customers and the other way around. This was accomplished with the first set of questions, where we asked following: “Have you been to fast food restaurant? / Have you been to coffee shop?”. The response rate was not as high as we first expected, only around 10% of the approached people actually filled in our questionnaires, some of the respondents also made mistakes in the second part of the questionnaires and we had to eliminate those respondents from the second part of the data. Thus, the final number of respondents for the Czech Republic is 84 and for Slovak Republic 85. The final data were analyzed using the SPSS program and the results are presented bellow in form of mean difference tables (Appendix 4), tables and charts with comments.

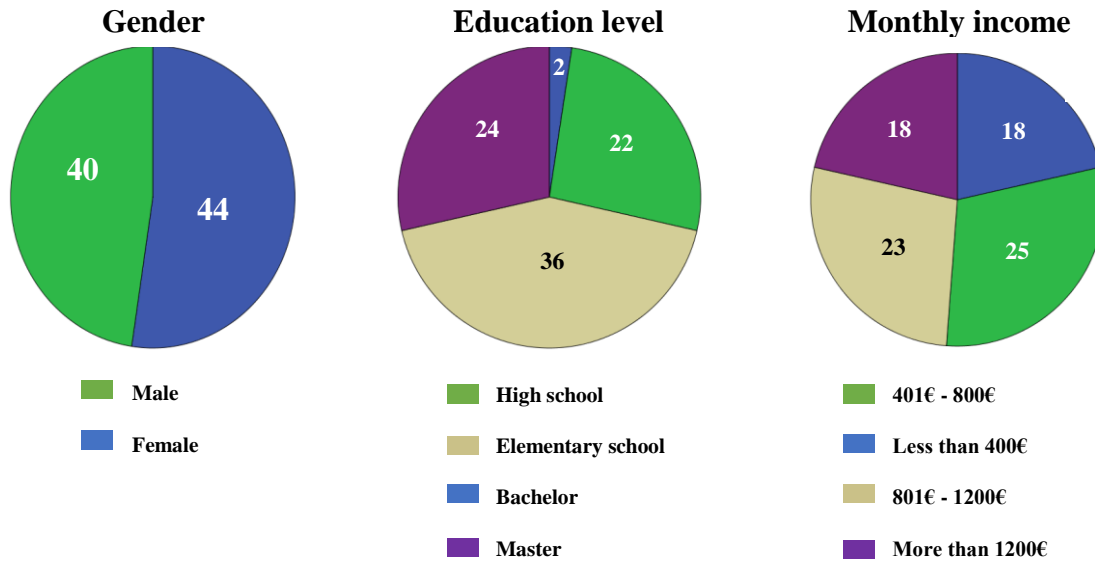
## 7.2 Findings

Now follows the discussion of the results of our consumer survey regarding the CSR concept and CSR initiatives of fast-food and coffee shop companies in Czech

and Slovak Republic. The Czech and Slovak findings will be presented together in order to be able to compare these two markets. We start to describe our findings with the demographics of our respondents (*Charts 1a/1b*).

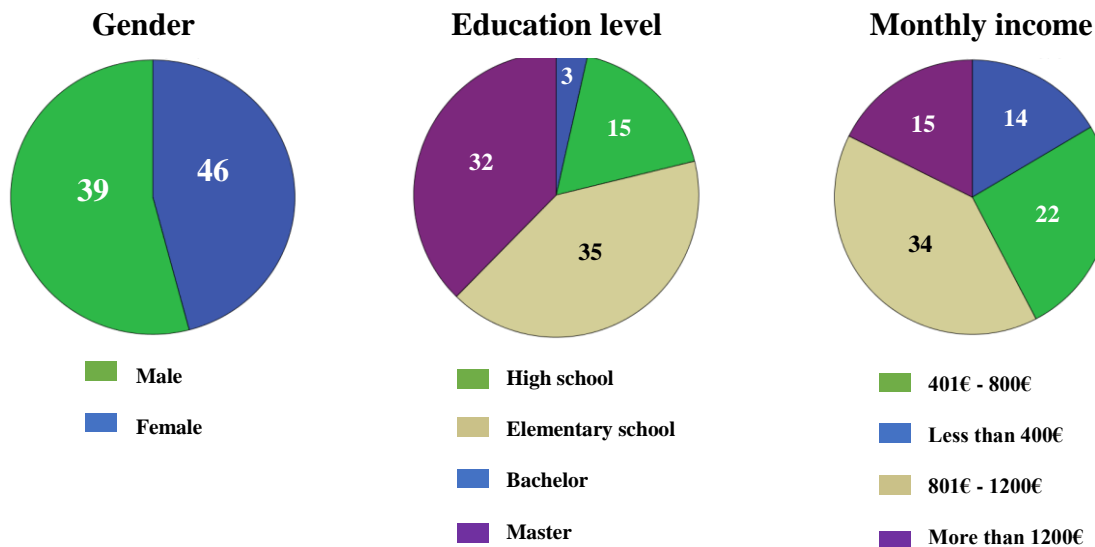
Charts 1a

**Czech Republic:**



Charts 1b

**Slovak Republic:**



The age category of our respondents lies mainly between 22 - 27 years. The age category is the same for both the Czech and Slovak Republic. We could argue, that this age category is the main target customer base of the selected companies.

In the first set of questions in our questionnaire we asked the respondents if they visit fast food restaurant and/or a coffee shop. These questions were used in order to get better response rate, because as it was proven, many of the customers of fast-food restaurants are the same customers of the selected coffee shops. This was mainly the case of McDonald and McCafe, the restaurant and coffee shop is actually often in the same place. If the respondents confirmed that they visit both restaurants and coffee shops they continued with answering all of the questions, in case that they selected only fast-food or only coffee shops they were answering only the general questions and questions regarding the type of company they visit. According to the results we can argue that most of the people visiting fast-food restaurants also tend to visit coffee shops. In case of coffee shops a higher difference between people visiting both the fast-foods and coffee shops was found, which can be apparent from the table 1a and table 1b for Czech Republic and table 2a and 2b for Slovak Republic.

*Table 1a – Czech market*

**Have you been to fast-food restaurant? (McDonald, KFC, Subway)**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	87	96,7	96,7	96,7
No	3	3,3	3,3	100,0
Total	90	100,0	100,0	

*Table 1b – Czech market*

**Have you been to coffee shop? (Lavazza, Tschibo, McCafe)**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	74	82,2	82,2	82,2
No	16	17,8	17,8	100,0
Total	90	100,0	100,0	

*Table 2a – Slovak market*

**Have you been to fast-food restaurant? (McDonald, KFC, Subway)**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	88	98,9	98,9	98,9
No	1	1,1	1,1	100,0
Total	89	100,0	100,0	

*Table 2b – Slovak market*

**Have you been to coffee shop? (Lavazza, Tschibo, Illy, McCafe)**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	80	92,0	92,0	92,0
No	7	8,0	8,0	100,0
Total	87	100,0	100,0	

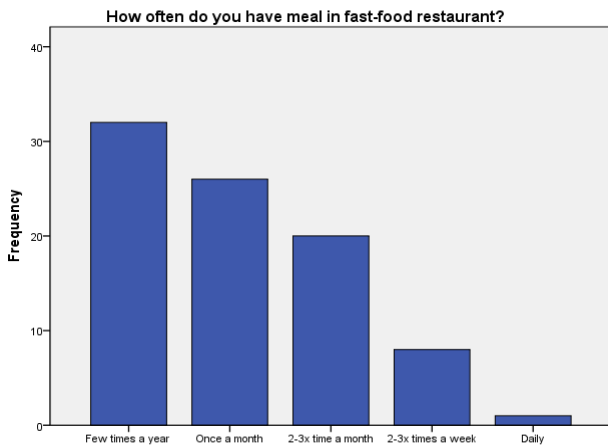
Following the questions regarding the visit of fast-food and coffee shops, our next interest was to find out how often the customers visit fast-food restaurants in Czech and Slovak Republic and what brands do they prefer. The following comparison of



charts shows the differences between the answers in Czech (left side) and Slovak Republic (right side). (*Charts 2a/2b*)

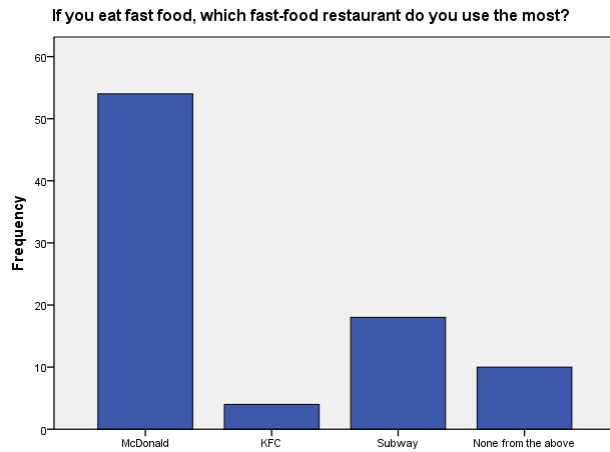
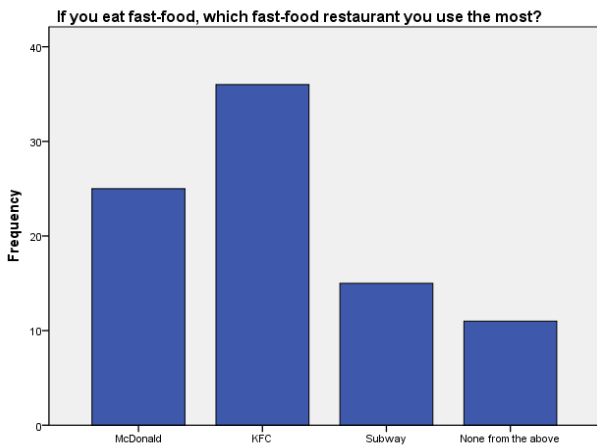
*Charts: 2a*

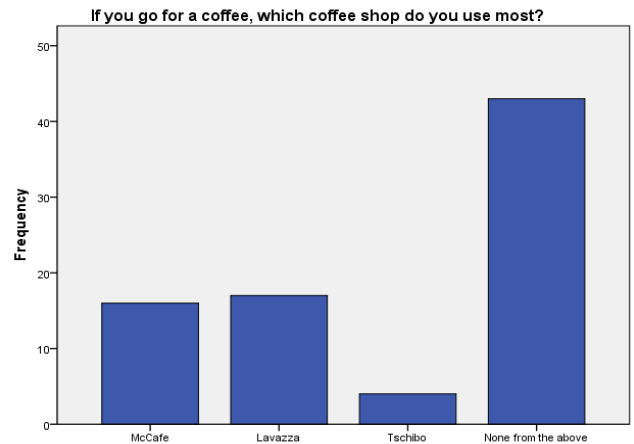
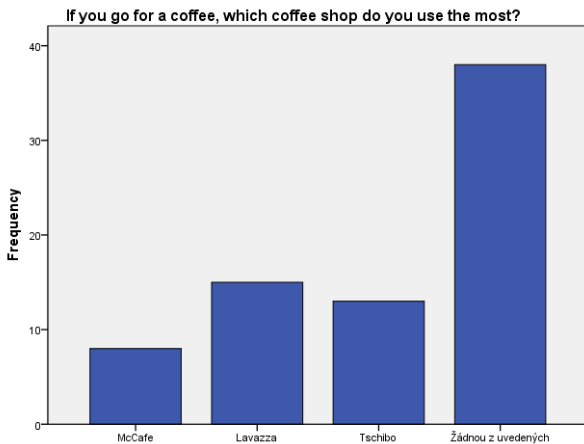
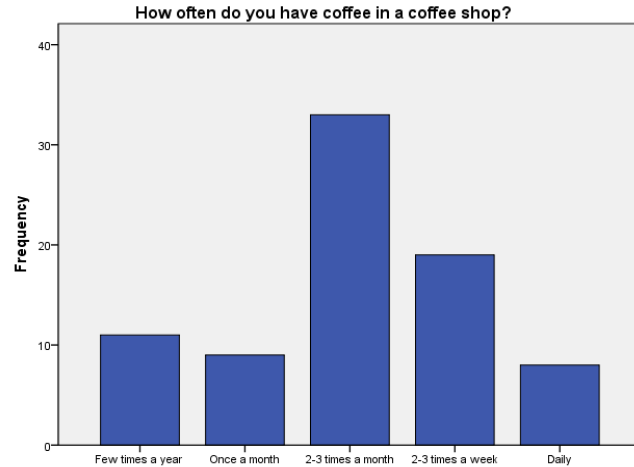
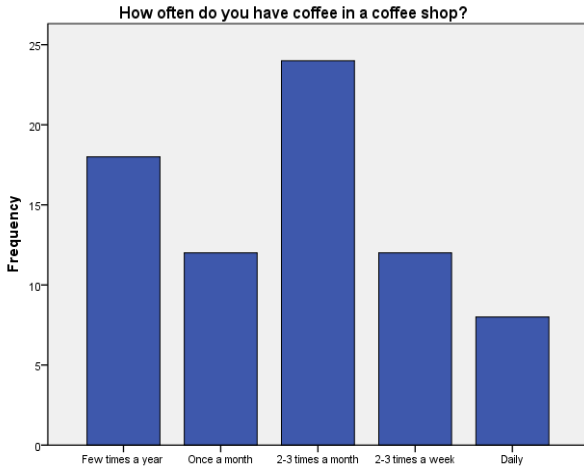
**Czech Republic:**



*Charts: 2b*

**Slovak Republic:**





Based on these charts Czech and Slovak customers are not visiting fast-food restaurants every day, it is rather a more occasional visit. Bigger difference can be observed regarding the favored brand. In case of Czech Republic it is as expected KFC. In case of Slovak republic, McDonald dominates the market. This is also apparent from the number of KFC fast food restaurants in Slovak Republic. There are significantly less KFCs than there are McDonald restaurants. In Czech Republic spicy food is becoming more popular every day. Both the Czech and Slovak respondents stated that in case of coffee shops the most favorite brand is none from the companies we selected.

Now follows the analysis of the main questions of our research where we ask our respondents about the corporate social responsibility. The first question included a

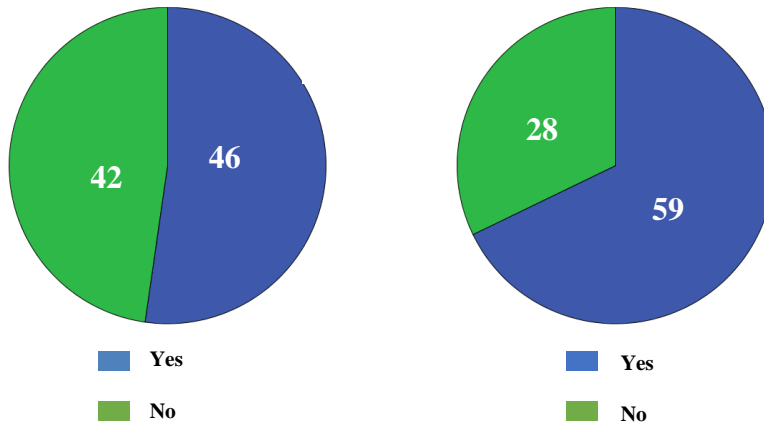
definition of the concept of CSR for those respondents, who did not hear this term before in order for them to be able to continue in the survey.

*Charts: 3a, 3b*

**Czech Republic:**

**Slovak Republic:**

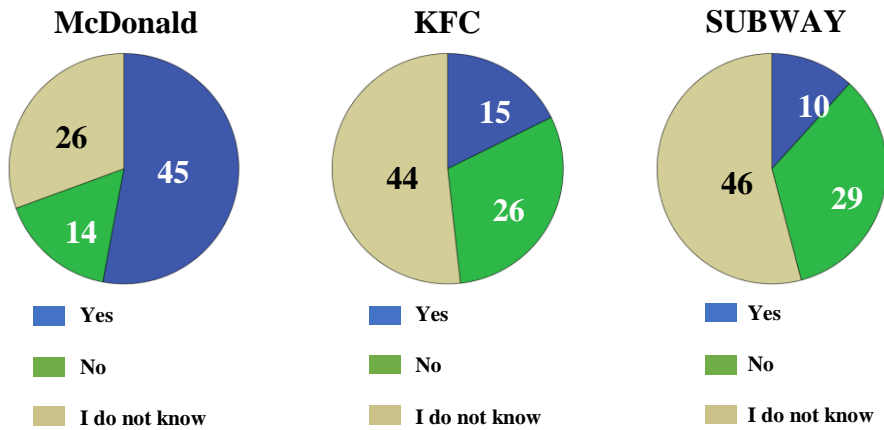
**Have you heard about the term CSR?**



We expected that the Czech and Slovak consumers will not be familiar with the term CSR, which was proven only partly true in the Czech market. Almost half of the respondents never heard about the term CSR. In Slovak market the number is significantly lower, the term is quite known, which goes against our expectations. The CSR topic continued with the questions regarding the engagement of the selected companies in CSR activities. First set of the questions was focused on the particular market – Czech Republic (Charts 4a, 5a) or Slovak Republic (Charts 4b, 5b) and the second set was focused on worldwide engagement in those activities (Charts 6a, 6b, 7a, 7b). We wanted to see here if the respondents know, that many of the activities are being used worldwide and are not specific to just one or number of countries.

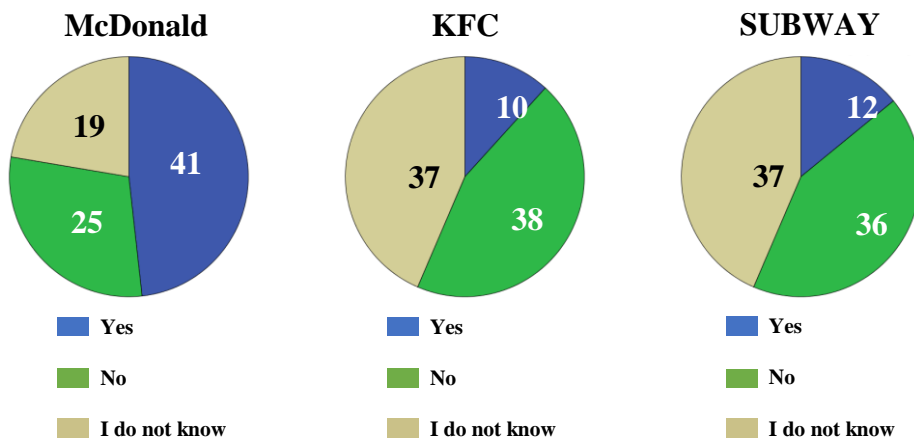
### Czech Republic – fast-food restaurant (Charts 4a)

Do you think that following companies engage in such activities in the Czech Republic?



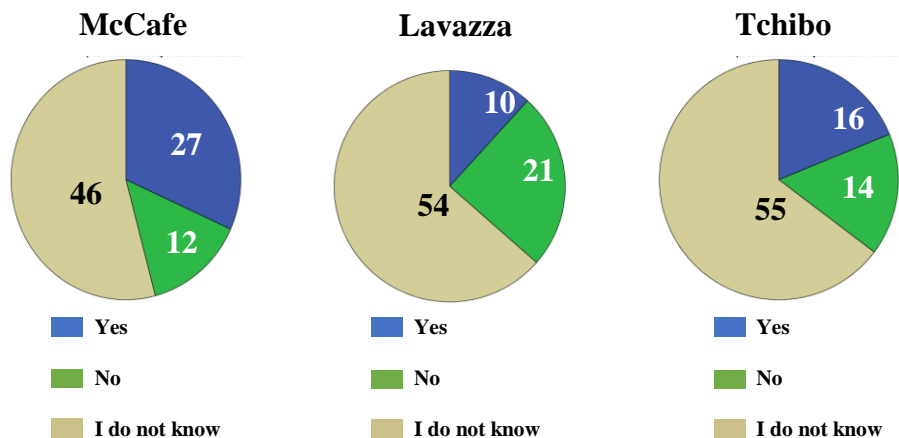
### Slovak Republic – fast-food restaurant (Charts 4b)

Do you think that following companies engage in such activities in the Slovak Republic?



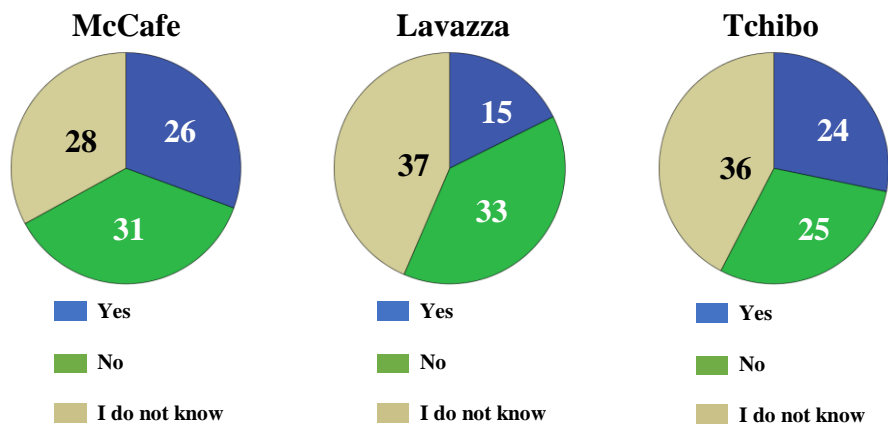
**Czech Republic – coffee shops (Charts 5a)**

Do you think that following companies engage in such activities in the Czech Republic?



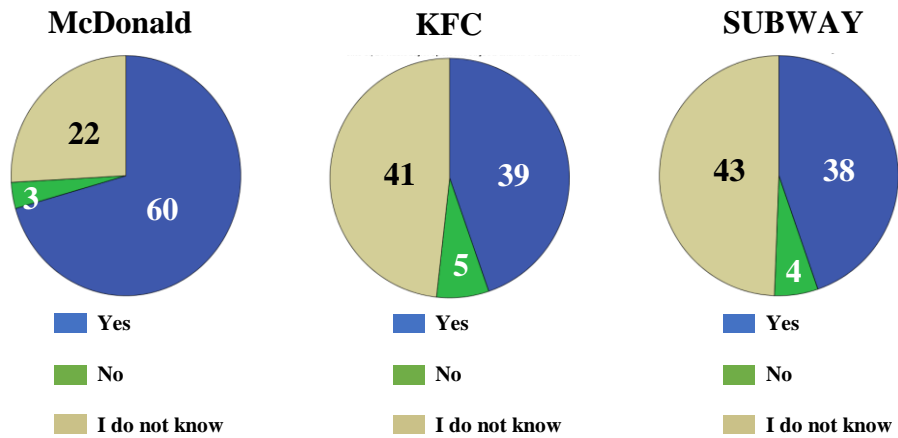
**Slovak Republic – coffee shops (Charts 5b)**

Do you think that following companies engage in such activities in the Slovak Republic?



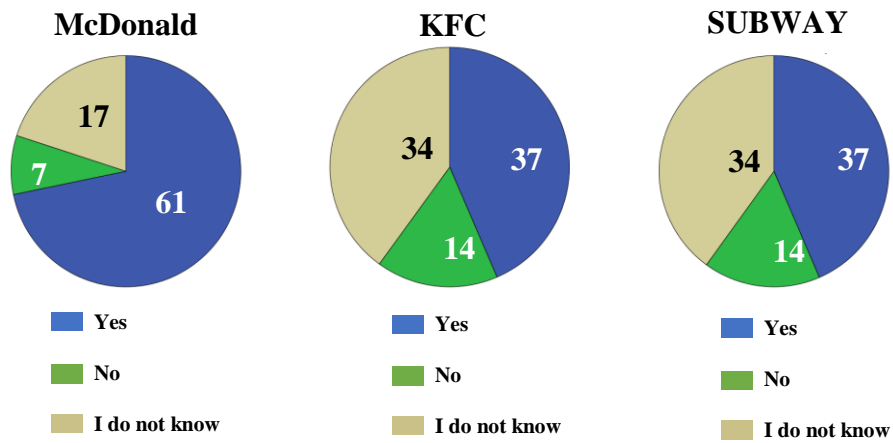
**Czech Republic/worldwide engagement – fast-food restaurant (Charts 6a)**

Do you think that following companies engage in such activities worldwide?



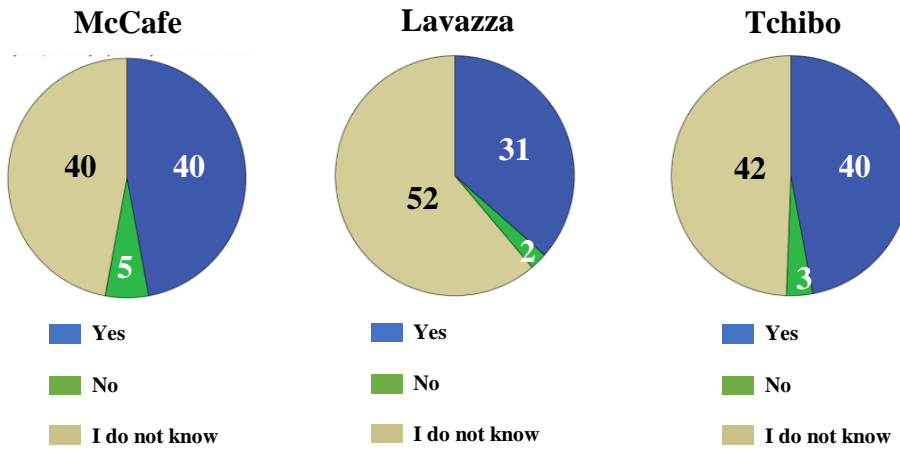
**Slovak Republic/worldwide engagement – fast-food restaurant (Charts 6b)**

Do you think that following companies engage in such activities worldwide?



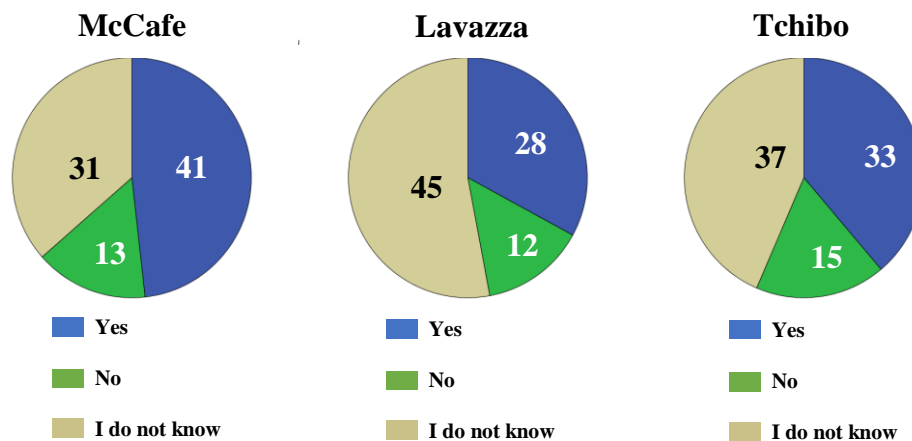
**Czech Republic/worldwide engagement – coffee shops (Charts 7a)**

Do you think that following companies engage in such activities worldwide?



**Slovak Republic/worldwide engagement – coffee shops (Charts 7b)**

Do you think that following companies engage in such activities worldwide?



It is apparent from the results that the people in both the Czech and Slovak Republic think that these initiatives are indeed used worldwide, but they are not practiced in the Czech or Slovak market. In reality many of these initiatives are actually present on those markets, which implies that they are maybe not correctly promoted in the countries in question. This set of questions provided us with no significant difference between Czech and Slovak respondents. Both perceived these initiatives to be used more worldwide than in their home country. Just in case of Slovak

consumers more skepticism could be seen in their answers. Where Czech respondents often responded with the option “I do not know” Slovak used directly the answer “No”, which meant that the companies do not engage in the CSR activities in Slovak Republic.

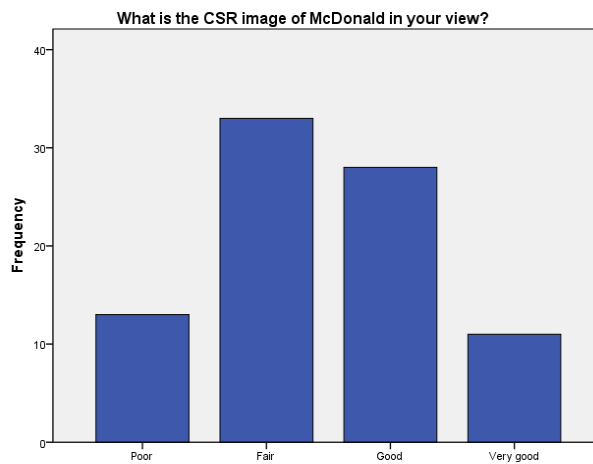
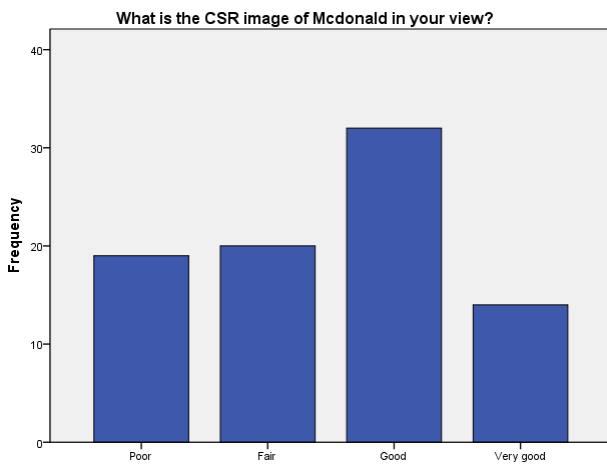
Next we analyzed how the Czech and Slovak consumers perceive the CSR image of the selected companies in fast-food and coffee shop segment. The results and comparison between Czech (Charts 8a) and Slovak Republic (Charts 8b) are shown below using charts, tables and mean difference tables (See Appendix 4.1a,b). On average the CSR image of the selected companies was found to be between “fair” and “good” 2,36 CZ mean / 2,34 SK mean for both Czech and Slovak respondents, there was no significant difference between those two countries (See Appendix 4.2a,b).

*Charts: 8a*

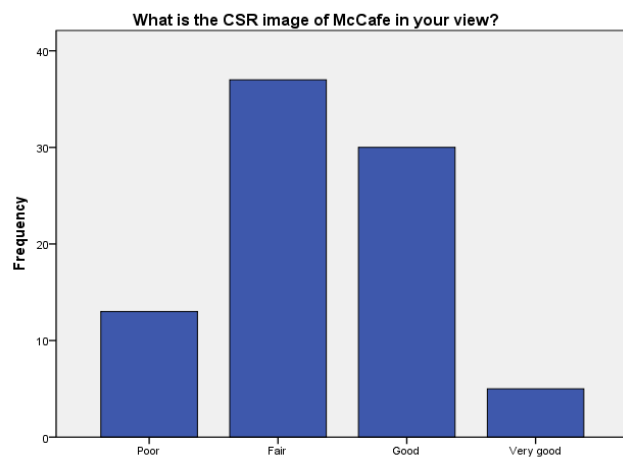
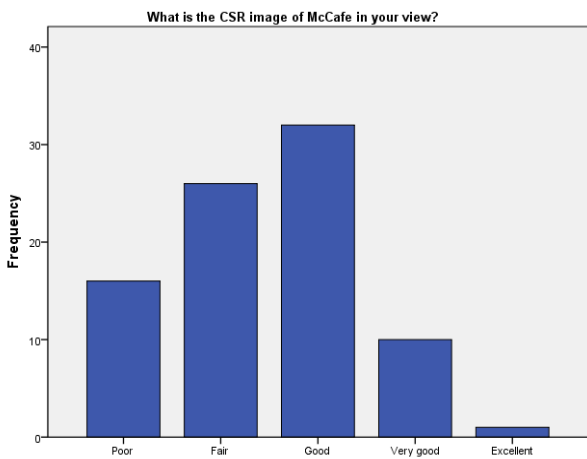
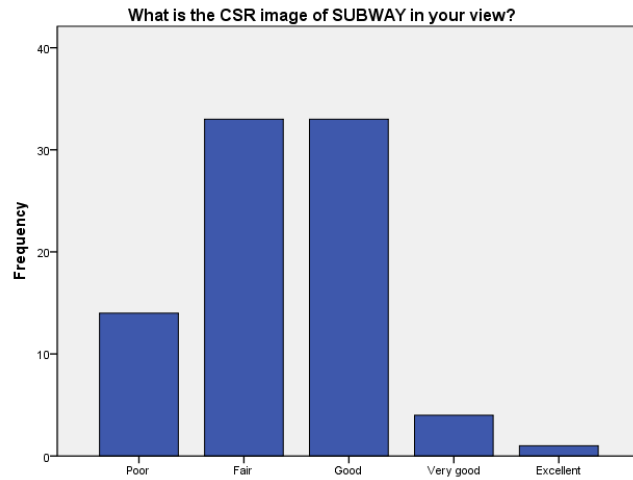
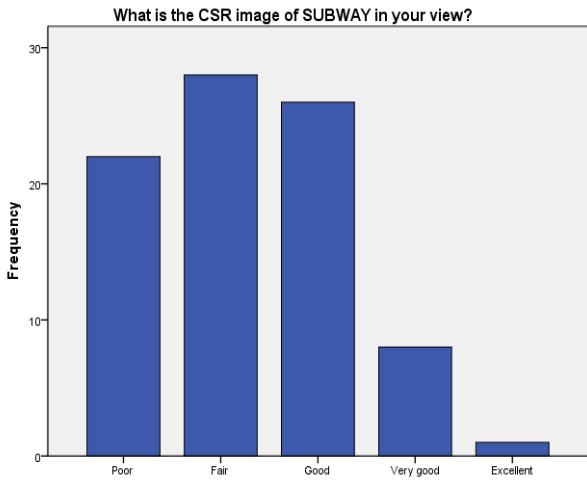
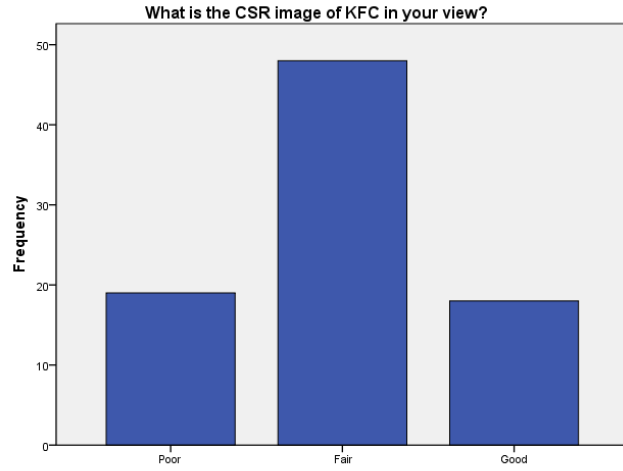
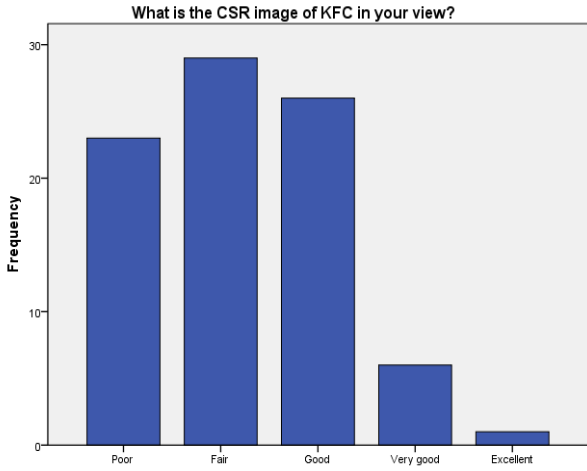
*Charts: 8b*

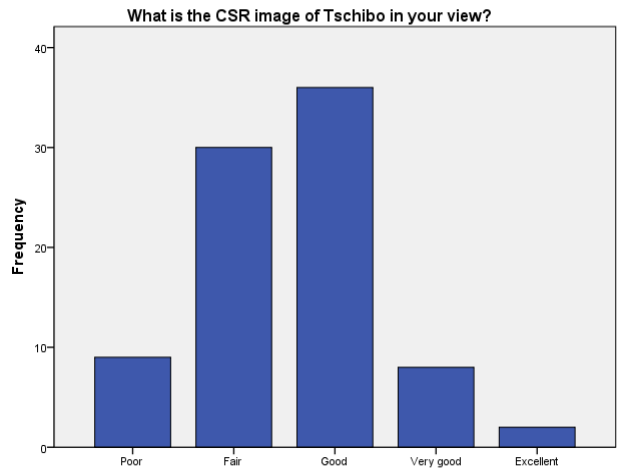
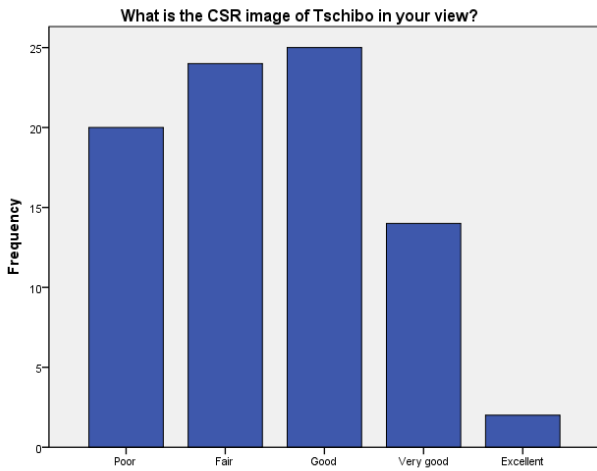
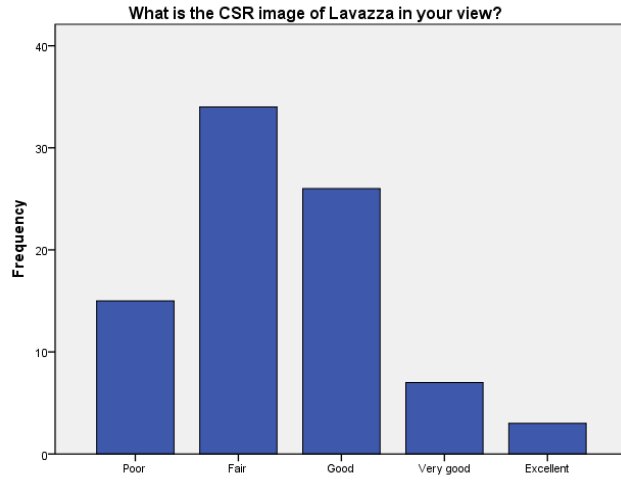
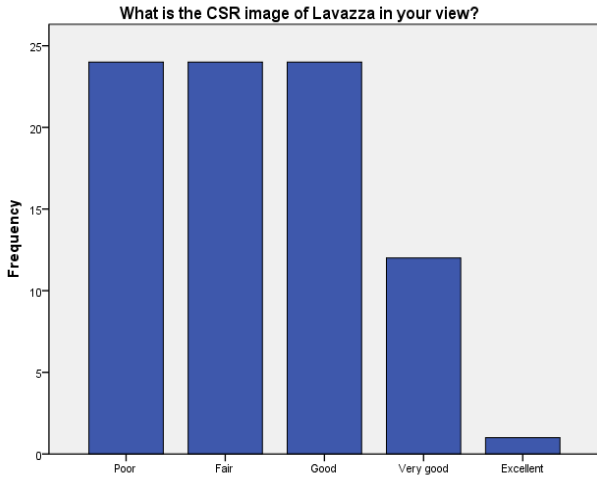
**Czech Republic:**

**Slovak Republic:**

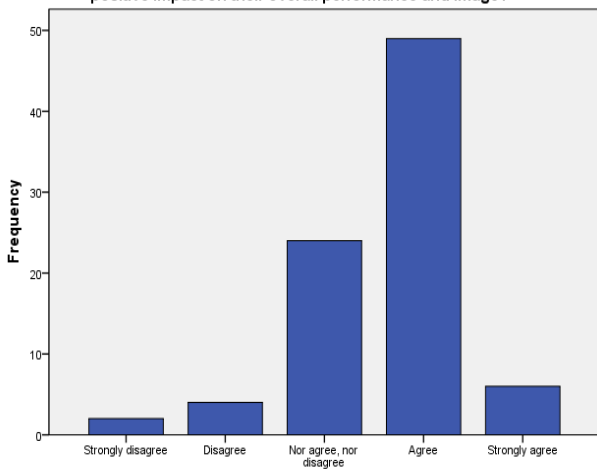




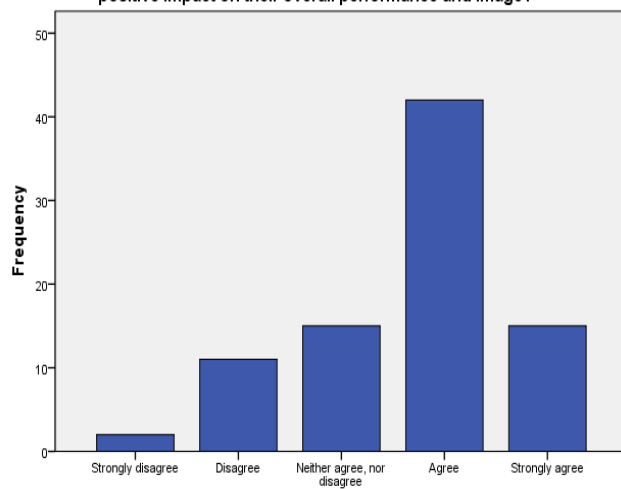




**Do you agree that coffee shop's and fast food's involvement in CSR has a positive impact on their overall performance and image?**



**Do you agree that coffee shop's and fast food's involvement in CSR has a positive impact on their overall performance and image?**



**CZ Mean/Median Summary Table (charts 8a)**

		What is the CSR image of <b>McDonald</b> in your view?	What is the CSR image of <b>KFC</b> in your view?	What is the CSR image of <b>Subway</b> in your view?	What is the CSR image of <b>McCafe</b> in your view?	What is the CSR image of <b>Lavazza</b> in your view?	What is the CSR image of <b>Tchibo</b> in your view?
N	Valid	85	85	85	85	85	85
	Missing	5	5	5	5	5	5
	<b>Mean</b>	<b>2,48</b>	<b>2,21</b>	<b>2,27</b>	<b>2,46</b>	<b>2,32</b>	<b>2,46</b>
	Median	3,00	2,00	2,00	3,00	2,00	2,00

**SK Mean/Median Summary Table (charts 8b)**

N	Valid	85	85	85	85	85	85
	Missing	6	6	6	6	6	6
	<b>Mean</b>	<b>2,44</b>	<b>1,99</b>	<b>2,35</b>	<b>2,32</b>	<b>2,40</b>	<b>2,58</b>
	Median	2,00	2,00	2,00	2,00	2,00	3,00

**CZ Mean/Median Summary (last chart 8a)**

**SK Mean/Median Summary (last chart 8b)**

Do you agree that coffee shop's and fast food's involvement in CSR has a positive impact on their overall performance and image?							
N	Valid	85		N	Valid	85	
	Missing	5			Missing	6	
	<b>Mean</b>	<b>3,62</b>		<b>Mean</b>	<b>3,67</b>		
	Median	4,00		Median	4,00		

Next, the respondents were presented with 6 factors (taste, price, surroundings and service, quality, Brand and **CSR**) and we were interested in to what extend influence these aspects their decision to visit the fast-food restaurant or coffee shops (Charts 9a, 9b). The goal was to compare the CSR initiatives to other important factors such as taste, price, etc. Results regarding the coffee shops are almost the same as the results regarding the fast-food restaurants. The first aspect „taste“ was found very to extremely important to both Czech and Slovak respondents. We expected the Czech and Slovak consumers to be price sensitive, which was proven to be true for both the markets. Third and fourth aspect “Surroundings and service” and “Quality” were also found to be very to extremely important for our respondents in both Czech and Slovak Republic. The results in both markets were

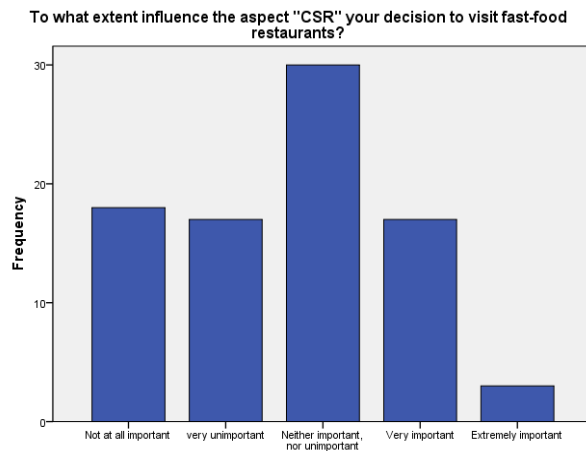
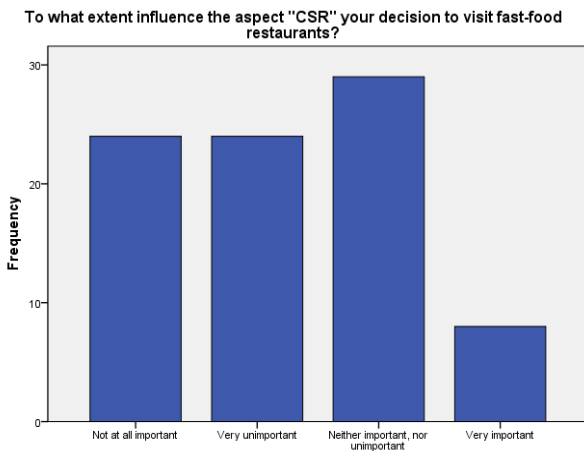
very similar (see Appendix 4.4a,b) “Brand” was found to be rather not important for the consumers regarding their decision to visit the fast-food restaurant or coffee shop. The last aspect and the most important one for our research was the “CSR”, which as expected was found to be rather not important decision factor (mean = 2,21 – 2,65) in comparison to the other factors presented in this survey. You can see the responds regarding “CSR” on the charts bellow and in the mean difference tables in the appendix 4.4b for Czech and Slovak Republic. It is apparent that in this case there is a slight difference in the importance of CSR between Czech and Slovak consumers with significance level for fast-food restaurants being ,015 and for coffee shops ,013 (See appendix 4.5b).

Charts: 9a

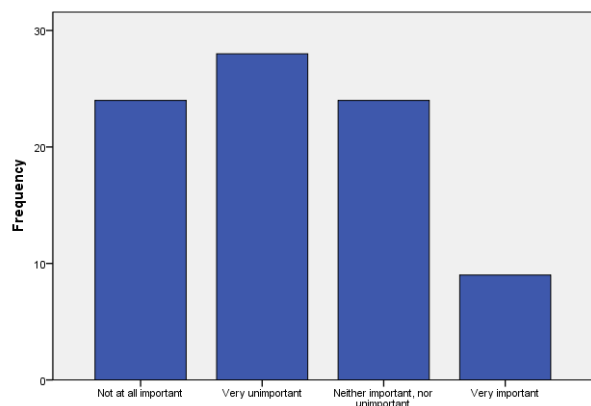
Charts: 9b

**Czech Republic:**

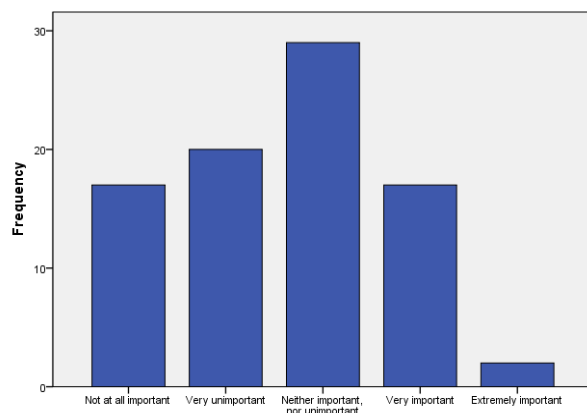
**Slovak Republic:**



To what extent influence the aspect "CSR" your decision to visit coffee shops?



To what extent influence the aspect "CSR" your decision to visit coffee shops?



**CZ Mean/Median (charts 9a)**

**SK Mean/Median (charts 9b)**

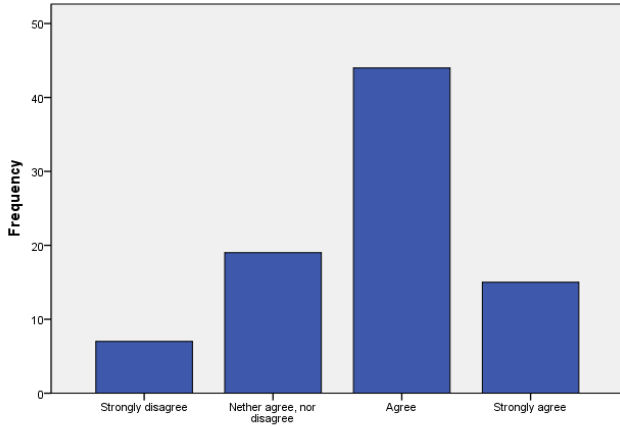
	To what extent influence the aspect „CSR“ your decision to visit fast food restaurants?	To what extent influence the aspect „CSR“ your decision to visit coffee shops?	To what extent influence the aspect „CSR“ your decision to visit fast food restaurants?	To what extent influence the aspect „CSR“ your decision to visit coffee shops?
N Valid	85	85	85	85
Missing	5	5	6	6
<b>Mean</b>	<b>2,25</b>	<b>2,21</b>	<b>2,61</b>	<b>2,65</b>
Median	2,00	2,00	3,00	3,00

The following part dealt with reaction of respondents to specific statements regarding CSR. Our aim here was to find out in what way the consumers in Slovak (Charts: 10b) and Czech Republic (Charts: 10a) perceive the term Corporate social responsibility. The statements we used included: “CSR can serve as a marketing tool that replaces the traditional marketing tools” / “When a fast-food or coffee shop engages in CSR, people will support it by dinning/drinking there” / “People are willing to pay more for restaurants or coffee shops that engage in CSR” / “CSR creates differentiation and leads to increased profitability”.

Charts: 10a

### Czech Republic:

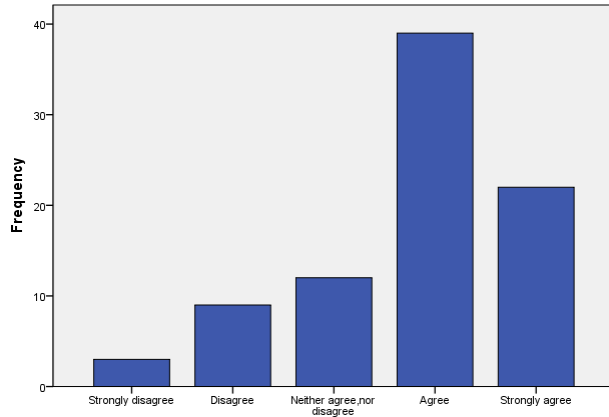
To what extent do you agree with these statements? -- CSR can serve as a marketing tool that replaces the traditional tools:



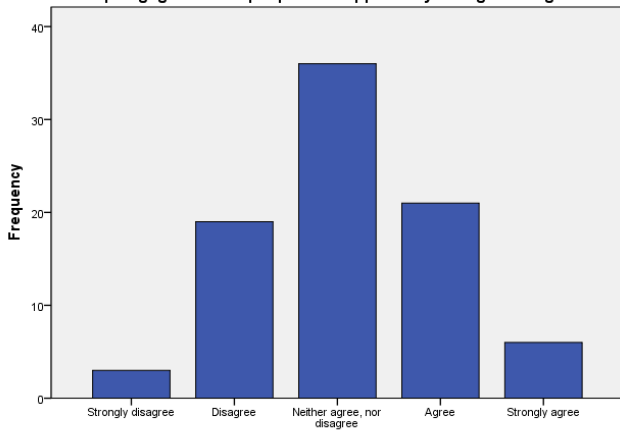
Charts: 10b

### Slovak Republic:

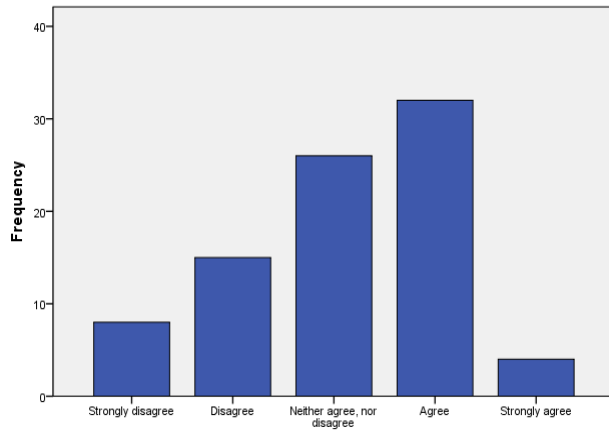
To what extent do you agree with these statements? -- CSR can serve as a marketing tool that replaces the traditional tools:



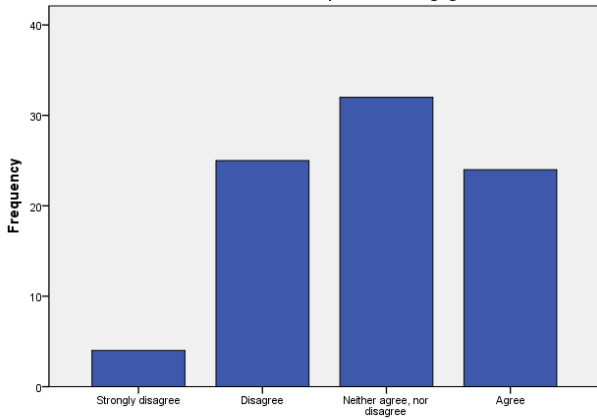
To what extent do you agree with these statements? -- When a Fast Food or Coffee Shop engages in CSR people will support it by dining/drinking there:



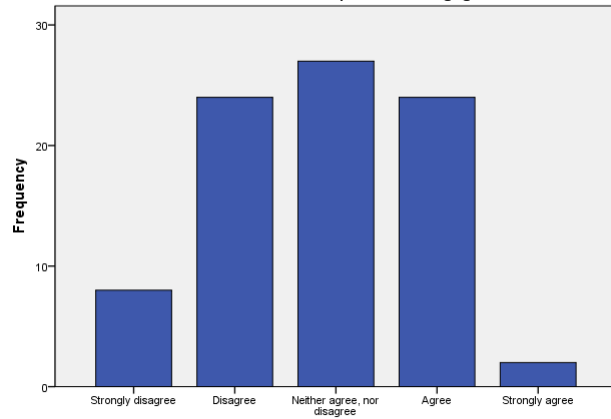
To what extent do you agree with these statements? -- When a Fast Food or Coffee Shop engages in CSR people will support it by dining/drinking there:



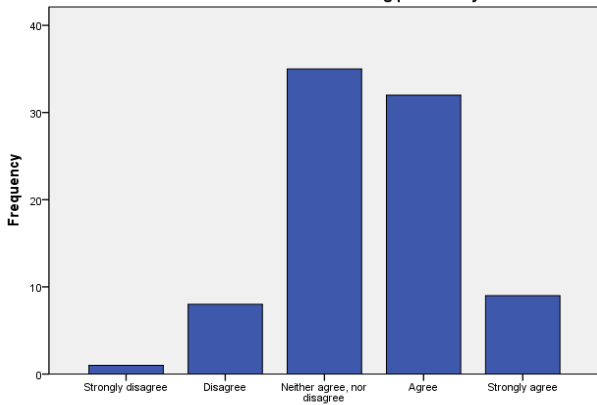
To what extent do you agree with these statements? -- People are willing to pay more for restaurants and coffee shops that are engaged in CSR:



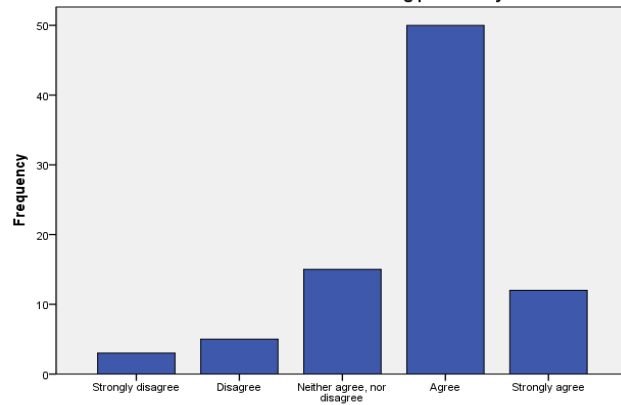
To what extent do you agree with these statements? -- People are willing to pay more for restaurants and coffee shops that are engaged in CSR:



To what extent do you agree with these statements? -- CSR creates differentiation and leads to increasing profitability:



To what extent do you agree with these statements? -- CSR creates differentiation and leads to increasing profitability:



**CZ Mean/Median Summary (charts 10a)**

	To what extent do you agree with these statements? – CSR can serve as a marketing tool that replaces the traditional tools	To what extent do you agree with these statements? – When fast food or coffee shop engages in CSR, people will support it by dining/drinking there	To what extent do you agree with these statements? – People are willing to pay more in restaurants and coffee shops that are engaged in CSR	To what extent do you agree with these statements? – CSR creates differentiation and leads to increasing profitability
N Valid	85	85	85	85
Missing	5	5	5	5
Mean	3,79	3,09	2,89	3,47
Median	4,00	3,00	3,00	3,00

**SK Mean/Median Summary (charts 10b)**

N	Valid	85	85	85	85
	Missing	6	6	6	6
<b>Mean</b>		<b>3,80</b>	<b>3,11</b>	<b>2,86</b>	<b>3,74</b>
Median		4,00	3,00	3,00	4,00

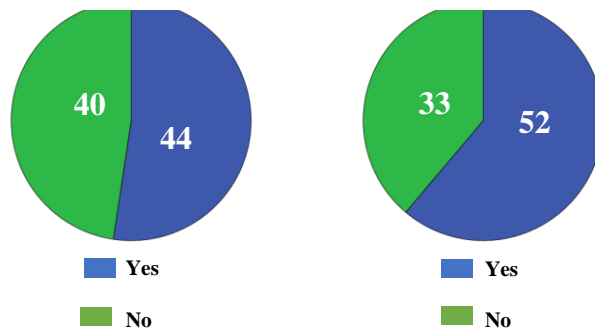
According to the charts and mean tables shown above, consumers in Czech Republic and Slovak Republic mostly agree with the statements presented (mean = 2,86 – 3,80). But it is apparent from the mean tables above that there is a shift from the positive responses to more neutral ones in case of consumer’s willingness to pay more for CSR initiatives or support it by dinning/drinking there, which again corresponds with our expectations and the natural behavior of Czech and Slovak consumers. No significant difference was found between the responds of Czech and Slovak consumers, but for the last statement which scored a significance level of ,046, which shows that there is a difference between the two nations regarding the last statement presented (See appendix 4.6b)

In the next part of our research we focused on the core CSR initiatives used by the selected companies. These initiatives were presented in the theory part and then again in empirical part 1 of our thesis. The first set of questions was aimed on whether the respondents know that fast-food restaurants (Charts: 11a, 11b) or coffee shops (Charts: 12a, 12b) engage in those CSR strategies. The second set of questions (Charts: 13a, 13b) was focused rather on the importance of these initiatives for the individual consumers.

*Charts: 11a*

*Charts: 11b*

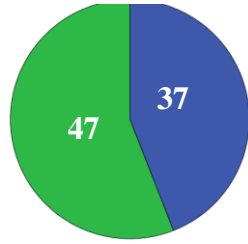
**Czech Republic:                      Slovak Republic:**  
**Did you know that fast-food restaurants engage in following CSR strategies?**  
**Contribution to environment**



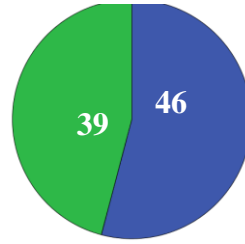


**Did you know that fast-food restaurants engage in following CSR strategies?**

**Philanthropy – (contribution to charity)**



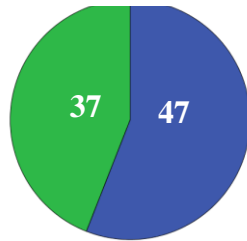
■ Yes  
■ No



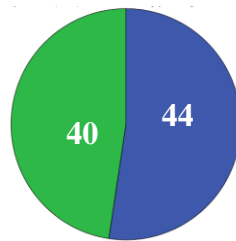
■ Yes  
■ No

**Did you know that fast-food restaurants engage in following CSR strategies?**

**Certificates**



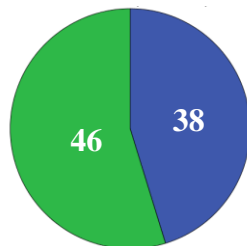
■ Yes  
■ No



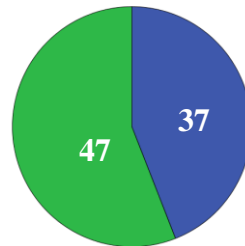
■ Yes  
■ No

**Did you know that fast-food restaurants engage in following CSR strategies?**

**Contribution to communities (events)**

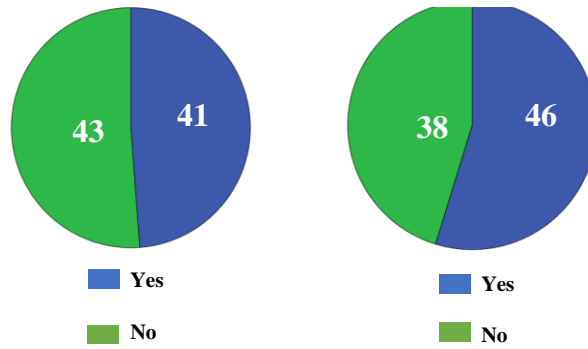


■ Yes  
■ No



■ Yes  
■ No

**Did you know that fast-food restaurants engage in following CSR strategies?  
Product safety/quality**



In case of fast-food restaurants the respondent’s knowledge about the presented CSR initiatives is indecisive. In both Czech and Slovak republic the responses are split almost half to half between “yes” and “no” answers.

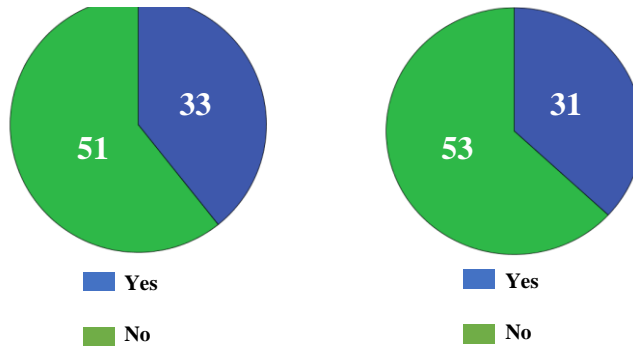
*Charts: 12a*

*Charts: 12b*

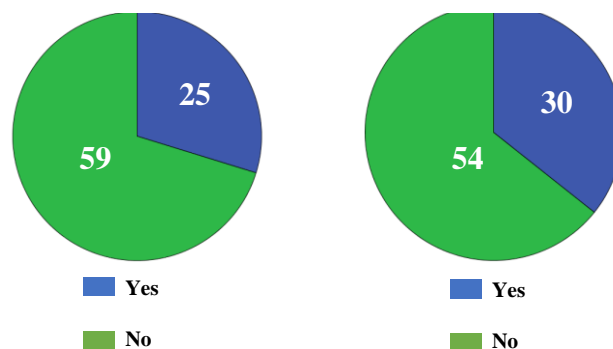
**Czech Republic:**

**Slovak Republic:**

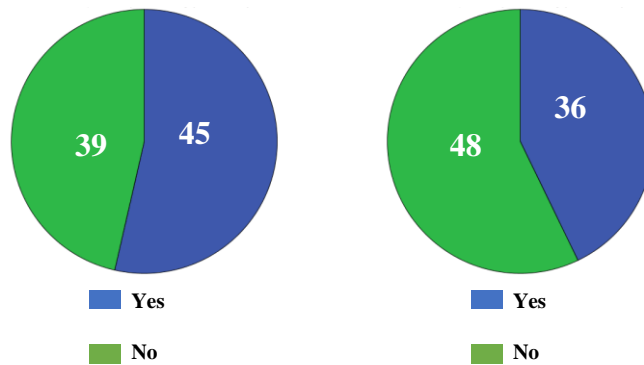
**Did you know that coffee shops engage in following CSR strategies?  
Contribution to environment**



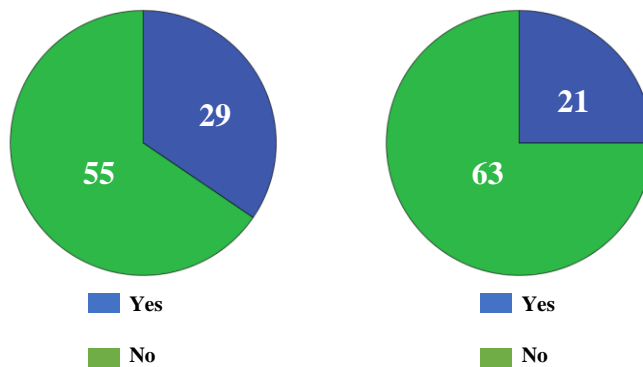
**Did you know that coffee shops engage in following CSR strategies?  
Philanthropy – (contribution to charity)**



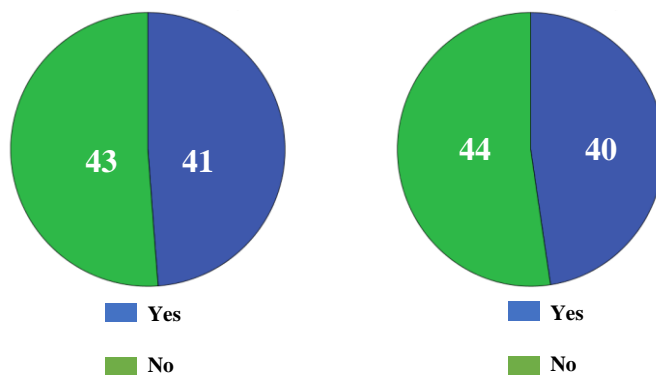
**Did you know that coffee shops engage in following CSR strategies?  
Certificates**



**Did you know that coffee shops engage in following CSR strategies?  
Contribution to communities (events)**



**Did you know that coffee shops engage in following CSR strategies?  
Product quality**



Compared to fast-foods the respondent's knowledge about the engagement of coffee shops in CSR activities is rather limited, except the involvement in usage of

certificates and strategies to obtain a good product quality. But even in those two categories the numbers are not decisive.

Very interesting outcome of this first set of questions regarding the core CSR initiatives is that the responses from Czech and Slovak Republic are very much similar in almost all questions. We come now to the second set of questions, which shows how important these activities are to consumers of fast-food restaurants (Charts: 13a, 13b) and coffee shops (Charts: 14a, 14b). First set of charts deals with fast-food restaurants:

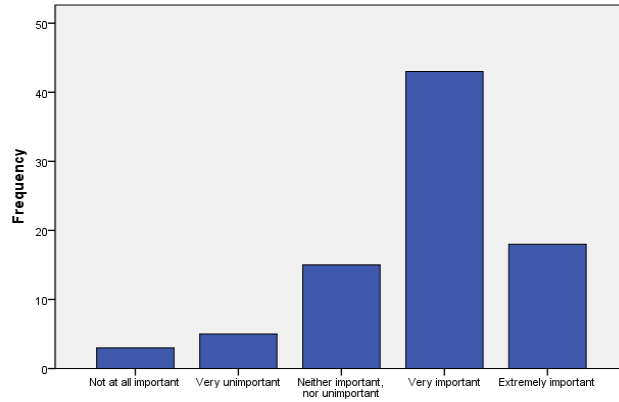
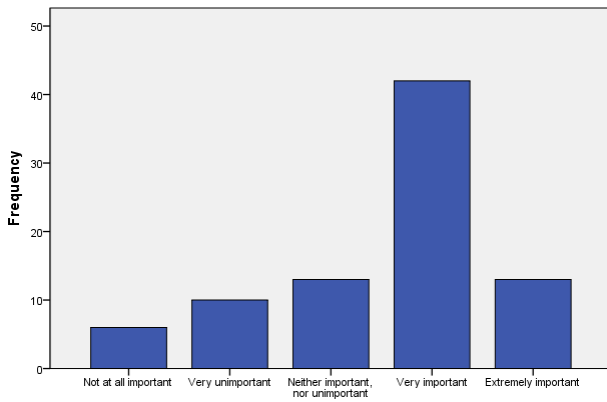
Charts: 13a

Charts: 13b

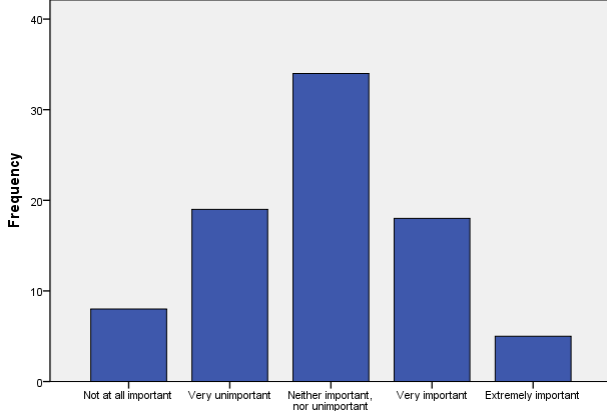
**Czech Republic:**

**Slovak Republic:**

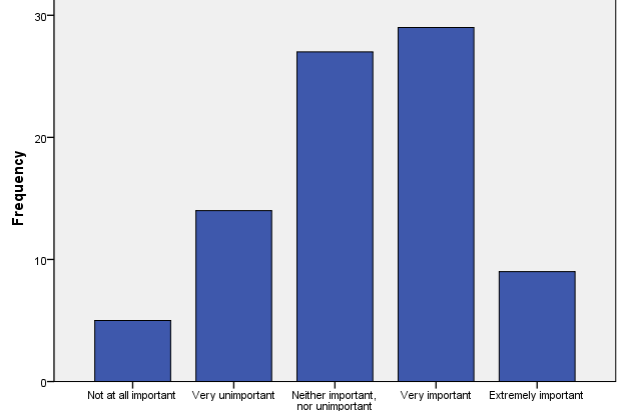
For you as a consumer, how much is the engagement of fast-food restaurants in following CSR strategies important? -- Contribution to Environment



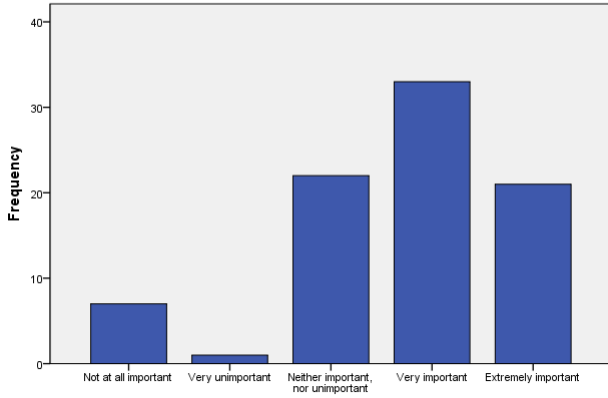
For you as a consumer, how much is the engagement of fast-food restaurants in following CSR strategies important? -- Philanthropy (contribution to charity)



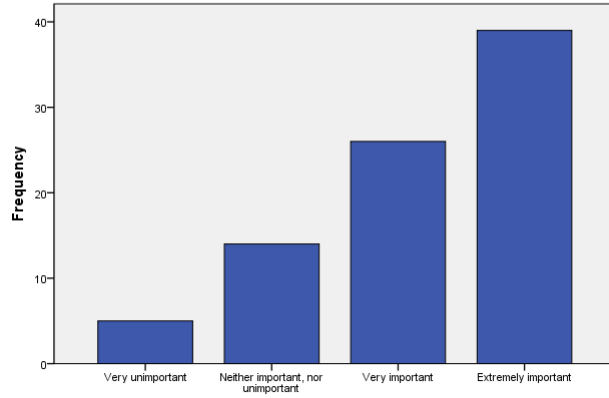
For you as a consumer, how much is the engagement of fast-food restaurants in following CSR strategies important? - Philanthropy (Contribution to charity)



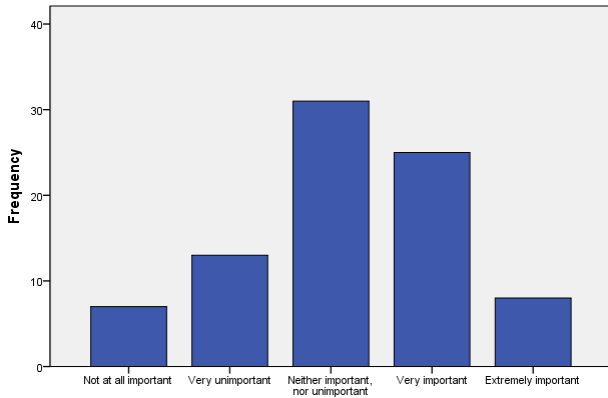
For you as a consumer, how much is the engagement of fast-food restaurants in following CSR strategies important? -- Certificates



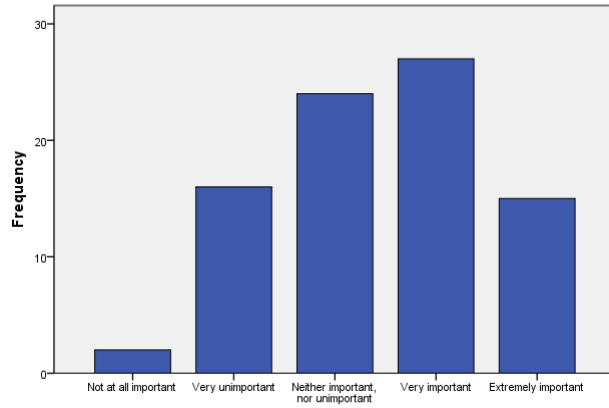
For you as a consumer, how much is the engagement of fast-food restaurants in following CSR strategies important? - Certificates



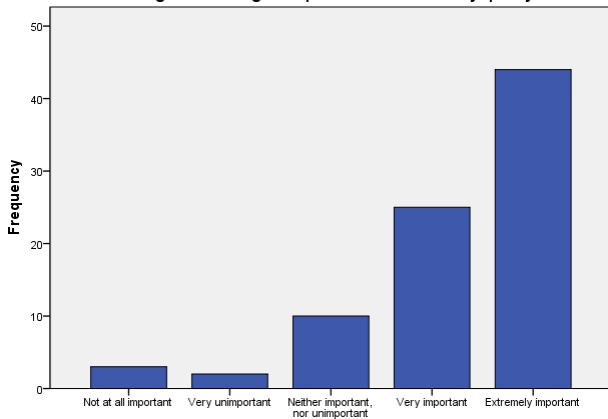
For you as a consumer, how much is the engagement of fast-food restaurants in following CSR strategies important? -- Contribution to Community (sponsoring of events)



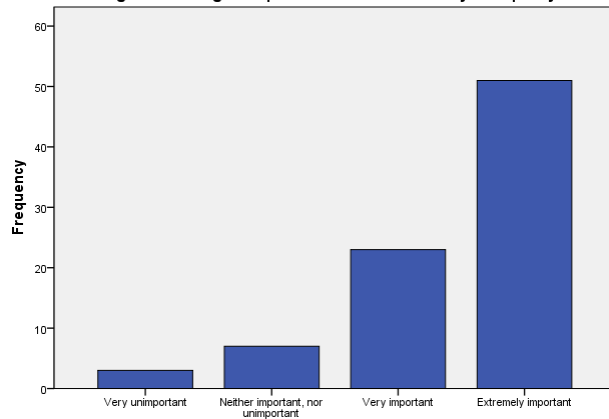
For you as a consumer, how much is the engagement of fast-food restaurants in following CSR strategies important? - Community support (events)



PF For you as a consumer, how much is the engagement of fast-food restaurants in following CSR strategies important? -- Food safety/quality



For you as a consumer, how much is the engagement of fast-food restaurants in following CSR strategies important? - Product's safety and quality:



**CZ Mean/Median Summary Table (charts 13a)**

		For you as a consumer how much is the engagement of fast food restaurants in following CSR strategies important? – Contribution to environment	For you as a consumer how much is the engagement of fast food restaurants in following CSR strategies important? – Philanthropy (contribution to charity)	For you as a consumer how much is the engagement of fast food restaurants in following CSR strategies important? – Certificates	For you as a consumer how much is the engagement of fast food restaurants in following CSR strategies important? – Contribution to community	For you as a consumer how much is the engagement of fast food restaurants in following CSR strategies important? – Food safety/quality
N	Valid	84	84	84	84	84
	Missing	6	6	6	6	6
<b>Mean</b>		<b>3,55</b>	<b>2,92</b>	<b>3,71</b>	<b>3,17</b>	<b>4,25</b>
Median		4,00	3,00	4,00	3,00	5,00

**SK Mean/Median Summary Table (charts 13b)**

N	Valid	84	84	84	84	84
	Missing	7	7	7	7	7
<b>Mean</b>		<b>3,81</b>	<b>3,27</b>	<b>4,18</b>	<b>3,44</b>	<b>4,45</b>
Median		4,00	3,00	4,00	3,50	5,00

According to the charts and tables presented above, initiatives like „contribution to environment and definitely “product quality and safety” belong to the more important CSR initiatives for the consumers of fast-food restaurants in both Czech and Slovak republic (green labelled means in tables above). In case of the two initiatives „certificates “ and „philanthropy“ a slight difference between Czech and Slovak consumer is apparent with significance level for “certificates” being ,004 and for “philanthropy” being ,028 (See Appendix 4.7b). To Czech respondents these two initiatives are not of too much importance with scores around 2 – 4, but Slovak consumers show more interest in these two categories with scores around 4 and 5 on Likert scale. Overall Czech consumers fulfill our expectations, Slovak

consumers surprised with their general interest in all of the presented CSR initiatives.

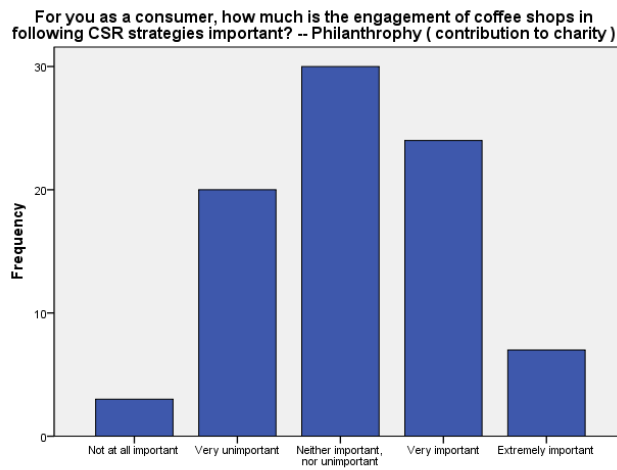
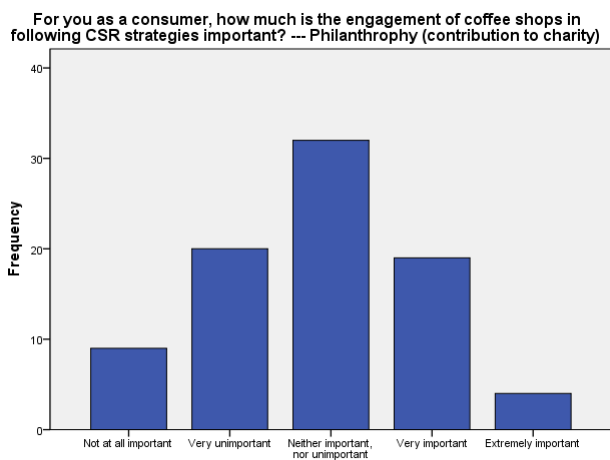
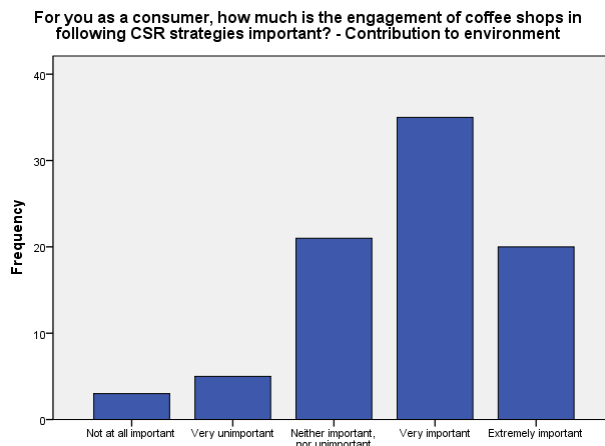
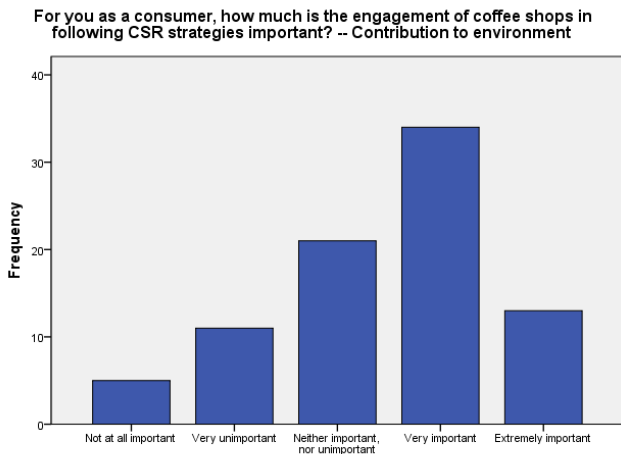
Now the importance of CSR initiatives in coffee shops:

Charts: 14a

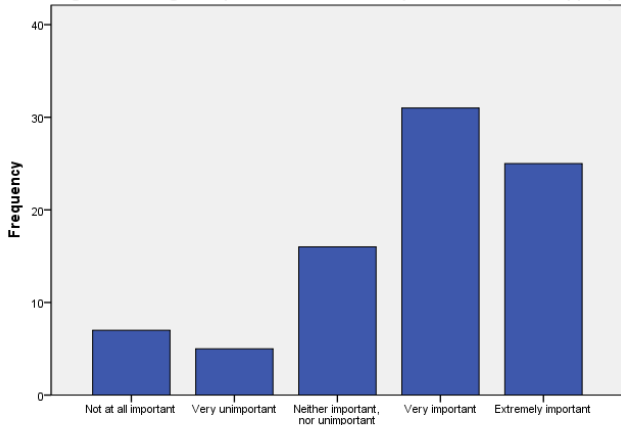
Charts: 14b

**Czech Republic:**

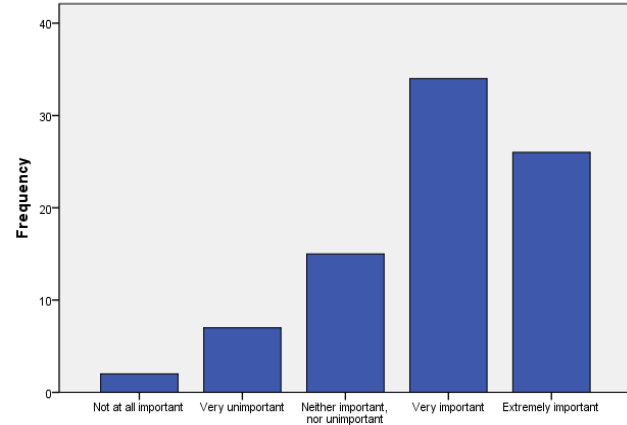
**Slovak Republic:**



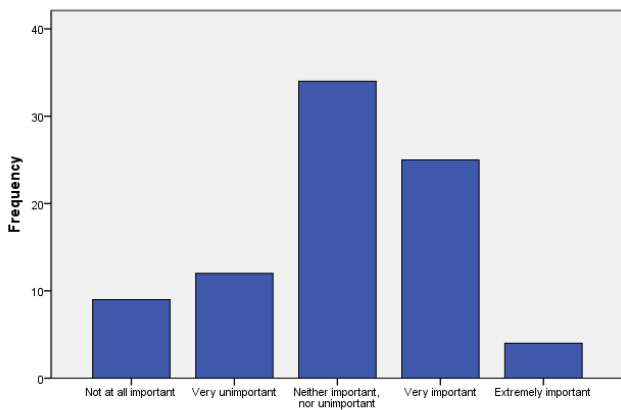
For you as a consumer, how much is the engagement of coffee shops in following CSR strategies important? -- Certificates (FairTrade - farmer support)



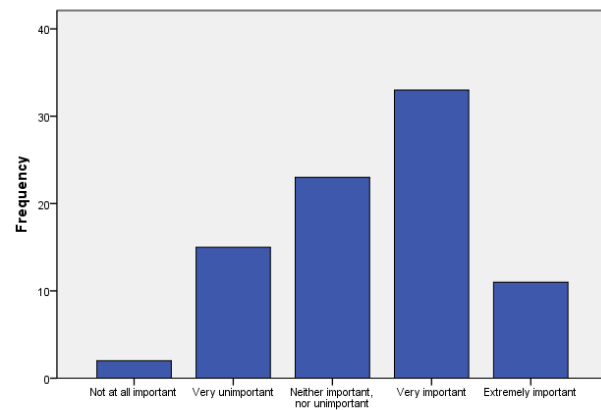
For you as a consumer, how much is the engagement of coffee shops in following CSR strategies important? -- Certificates ( FairTrade - farmer support)



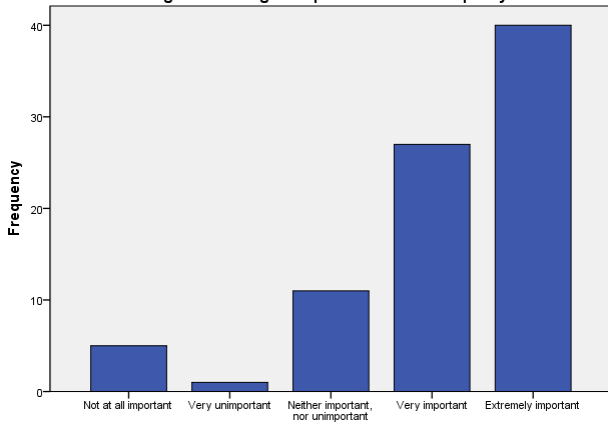
For you as a consumer, how much is the engagement of coffee shops in following CSR strategies important? -- Contribution to community (events)



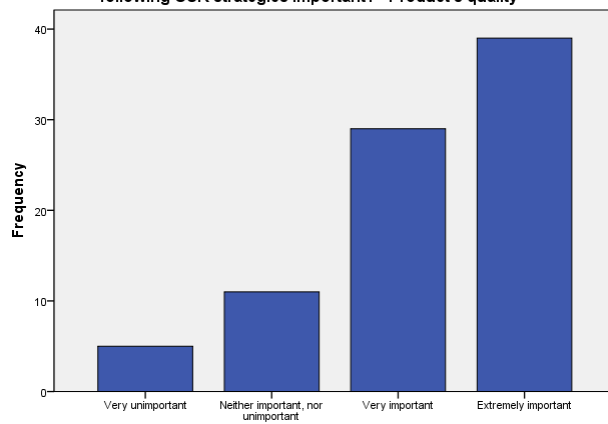
For you as a consumer, how much is the engagement of coffee shops in following CSR strategies important? -- Contribution to community (events)



For you as a consumer, how much is the engagement of coffee shops in following CSR strategies important? - Product quality



For you as a consumer, how much is the engagement of coffee shops in following CSR strategies important? - Product's quality





**CZ Mean/Median Summary Table (charts 14a)**

		For you as a consumer how much is the engagement of coffee shops in following CSR strategies important? – Contribution to environment	For you as a consumer how much is the engagement of coffee shops in following CSR strategies important? – Philanthropy (charity)	For you as a consumer how much is the engagement of coffee shops in following CSR strategies important? – Certificates (Fairtrade)	For you as a consumer how much is the engagement of coffee shops in following CSR strategies important? – Contribution to community	For you as a consumer how much is the engagement of coffee shops in following CSR strategies important? – Product quality
N	Valid	84	84	84	84	84
	Missing	6	6	6	6	6
<b>Mean</b>		<b>3,46</b>	<b>2,87</b>	<b>3,74</b>	<b>3,04</b>	<b>4,14</b>
Median		4,00	3,00	4,00	3,00	4,00

**SK Mean/Median Summary Table (charts 14b)**

N	Valid	84	84	84	84	84
	Missing	7	7	7	7	7
<b>Mean</b>		<b>3,76</b>	<b>3,14</b>	<b>3,89</b>	<b>3,43</b>	<b>4,21</b>
Median		4,00	3,00	4,00	4,00	4,00

In case of coffee shops the charts and tables clearly show, similar to fast food restaurant's results, that initiatives such as „contribution to environment”, “certificates” and “product quality” are the most important ones for consumers in Czech and Slovak market (green labelled means in tables above). Same as in case of fast-food the most important initiative of them all is the “product quality” for both Czech (mean = 4,14) and Slovak respondents (mean = 4,21). The only difference between Czech and Slovak consumers was found in case of “contribution to community” with significance level being ,014. (See Appendix 4.8b). The Slovak consumers are in general more interested in the “contribution to community”.

The following charts (Charts: 15a, 15b) are showing the results on visibility of the selected CSR initiatives in Czech and Slovak market. A difference between those

two nations was identified (See Appendix 4.9b, 4.10b) The results show that in case of fast food restaurants and Czech consumers the results are inconclusive. The respondents selected equally all the CSR initiatives. On the other hand, Slovak consumers think that „contribution to environment“ and “philanthropy” are the most visible CSR initiatives on their market. Regarding coffee shops, Czech consumers selected mostly “certificates” and to some extent “product quality” to be the most visible CSR initiatives. The results in Slovak market show a difference from Czech Republic, the only similar answers were regarding the “certificates”.

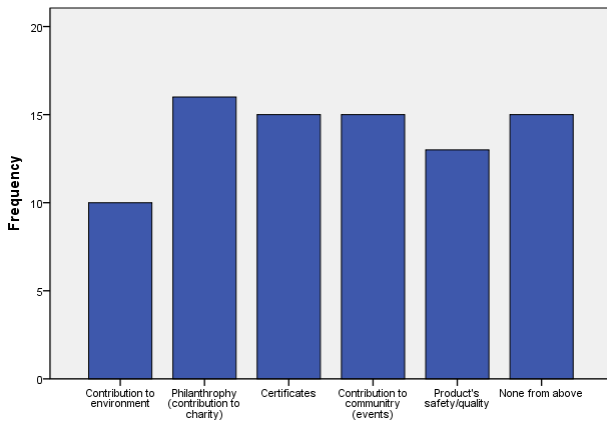
Charts: 15a

Charts: 15b

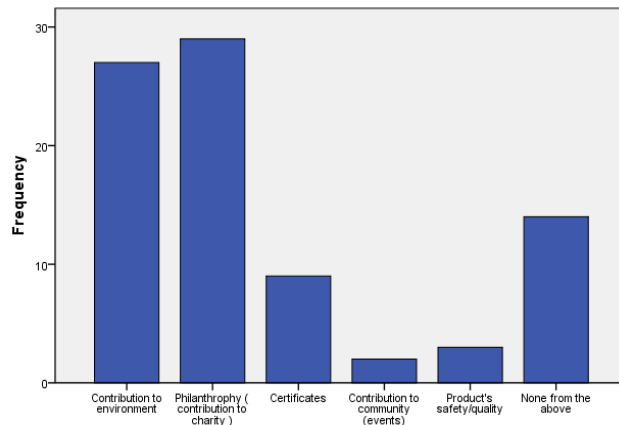
**Czech Republic:**

**Slovak Republic:**

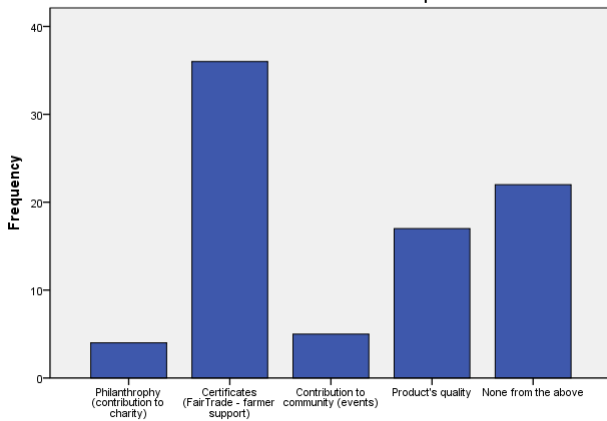
Which of the following CSR strategies do you think is the most visible one in Czech market in case of fast-food restaurants?



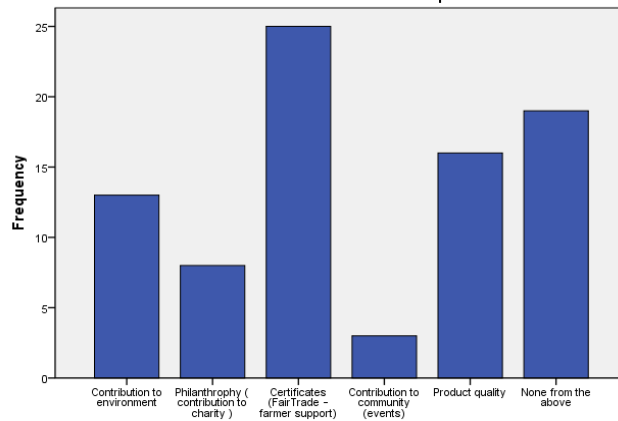
Which of the following CSR strategies do you think is the most visible one in Slovak market in case of fast-food restaurants?



Which of the following CSR strategies do you think is the most visible one in Czech market in case of coffee shops?



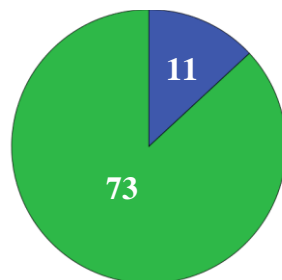
Which of the following CSR strategies do you think is the most visible one in Slovak market in case of coffee shops?



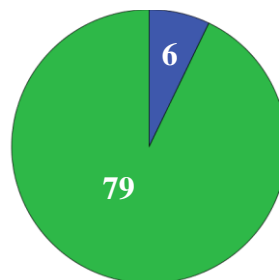
**Czech Republic:**

**Slovak Republic:**

Do you think that coffee shop's / fast-food's CSR activities are visible enough in Czech/Slovak Republic?



■ Yes  
■ No



■ Yes  
■ No

The above shown pie charts show the responses on the last question regarding the visibility of the CSR initiatives on the Czech and Slovak market. Both the Czech and Slovak consumers stated clearly that these CSR initiatives, if they are indeed present on the market, are not visible enough and need to be further advertised in both the fast-food restaurants and coffee shops.

Our research also included one important open question, which was also the final question of our survey. We wanted to know the opinion of our respondents on how

these CSR initiatives could become more visible in the Czech/Slovak market. Out of the 84 Czech respondents 25 gave us their proposal on how to make the CSR initiatives more visible. The most often stated proposals on how to improve the visibility were: *“more ads on CSR, promote what they are doing, posters in the restaurants/coffee shops about CSR activities, information about CSR on the package of the product, good presentation and better marketing”*. In case of Slovak respondents, 26 out of 85 gave us some proposal. The ideas proposed by the Slovak respondents were similar to the Czech respondents, except the idea to show these initiatives on Facebook/twitter pages, which was mentioned more often by Slovak respondents. As was the case also in most of the answers, the reaction of Czech and Slovak consumers was again very similar including the number of answers on the open question which was 25 for Czech respondents and 26 for Slovak respondents. This shows, that there is a very huge similarity between the Slovak and Czech consumers of fast-food and coffee shops.

## 8. Conclusion

The aim of this empirical study was to assess the extent to which CSR initiatives of large fast-food and coffee companies such as McDonald's, KFC, SUBWAY, McCafe, Lavazza and Tchibo are perceived by its consumers in Czech and Slovak Republic, and if these perceptions influences the overall corporate image of the above mentioned companies.

Based on the theory, the main assumptions regarding the perception of CSR in both countries were rather negative than positive. According to the results of our empirical survey, less than 50 % of questionnaire participants in Czech Republic are not familiar with the term of corporate social responsibility. Unexpectedly, this number is significantly higher in Slovakia where more than 65% of the participants have already heard about the term corporate social responsibility and are generally more interested in CSR initiatives used by various companies. This finding is rather surprising if we consider the fact that both countries have gone through similar political and social development.

The results of our survey also indicate that consumers in Slovak Republic are aware that the presented CSR initiatives are practiced by the companies worldwide, but as the charts show, many of the respondents did not notice that these initiatives are also being practiced in Slovakia. According to our results Slovak consumers have shown significant interest in all of the presented CSR initiatives, which implies that although the consumers are aware of these initiatives they do not see them on the home market, what can be due to many different reasons, one of which being for example a bad promotion of these activities. This can be proven by another question contained in our survey, where Slovak consumers have also stated that CSR initiatives, if they are indeed present on the market, are not visible enough and need to be further advertised in both the fast-food restaurants and coffee shops.

In Czech Republic the results were very similar to those in Slovakia. Czech participants also think that CSR initiatives in coffee and fast-food segment are used

worldwide but they were not sure if these activities are also practiced on their own market. In this case it again seems that these CSR initiatives might be also falsely or even not at all promoted by the corporations similar to the Slovak market. The term “CSR” is quite new in Czech and Slovak market, so further advertisement is necessary in order to promote these activities.

## 9. Zusammenfassung

Diese Diplomarbeit beschäftigt sich hauptsächlich mit dem Thema CSR, mit den diversen CSR-Aktivitäten, die in verschiedenen Unternehmen generell angewendet werden und mit der Frage wie diese Aktivitäten in der Slowakei und Tschechien von der Öffentlichkeit wahrgenommen werden.

Das Konzept von CSR ist zwar noch relativ jung, hat sich aber im Laufe der Zeit im Europa und der EU schnell entwickelt. Früher war CSR nur ein Konzept mit dem sich nur Nicht-Regierungsorganisationen und Regierungen beschäftigt haben. Heutzutage ist CSR für Unternehmen fast unvermeidbar und repräsentiert eine wichtige Quelle des Wettbewerbsvorteils. In den westlichen Ländern der EU ist CSR schon ein integriertes Bestandteil in den meisten Unternehmen.

In der Slowakei und Tschechien konnte sich CSR wegen dem kommunistischen Regime erst viel später anfangen zu entwickeln. Heutzutage wird CSR in beiden Ländern immer noch nur sehr wenig wenn überhaupt von der Regierung unterstützt, bringt geringer wirtschaftliche Vorteile, ist mit unnötig hoher Bürokratie verknüpft und daher auch von den Unternehmen entweder überhaupt nicht eingesetzt oder nicht effektiv propagiert wird.

Die Ergebnisse aus der empirischen Studie wurden aus der Befragung von mehr als 150 slowakischen und tschechischen Bürgern gewonnen. Diese Resultate wurden schließlich dazu verwendet, um die aufgestellten Hypothesen zu überprüfen. Bei dieser Überprüfung konnte festgestellt werden, dass die generierten Daten die Hypothesen überwiegend bestätigen. In der empirischen Studie wurde bewiesen, dass CSR und die CSR-Aktivitäten von verschiedenen multinationalen Kaffee und Fast-Food Unternehmen (McDonald, KFC, Subway, McCafe, Lavazza, Tchibo) in der Slowakei und Tschechien von den Menschen lokal noch nicht genug wahrgenommen werden. Die einzige Ausnahme ist McDonald, der am längsten in beiden Ländern tätig ist, dessen CSR-Aktivitäten von mehr als der Hälfte der Befragten in beiden Ländern auch lokal wahrgenommen werden im direkten

Vergleich zur globalen Wahrnehmung. Es ist also aus der Studie ersichtlich, dass in beiden Segmenten, in der Slowakei oder Tschechien, CSR noch nicht von multinationalen Unternehmen stark propagiert wird, obwohl die verschiedene CSR-Aktivitäten für die Mehrheit der Befragten wichtig sind.



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## Appendix

Appendix comprises of the original questionnaires in Czech and Slovak language developed by Adam Holba in Czech language and Michal Rosolov in Slovak language, translation to English is also included. The second part of appendix consists of mean tables, which are showing the difference between Czech and Slovak consumers.

- 1) English questionnaire
- 2) Czech questionnaire
- 3) Slovak questionnaire
- 4) Mean difference between Czech and Slovak consumers

Dear participants!

Welcome to our CSR survey on fast-food restaurants and coffee Shops in the Czech / Slovak Republic.

This survey is anonymous, the collected data will be strictly confidential, and therefore they won't be passed to a third party. The results of this survey are a part of a scientific work at the University of Vienna.

Answering the questions will take approximately 10 minutes.

We thank you for your participation!

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**Q1 Have you been to fast-food restaurant? (McDonald, KFC, etc.)**

- Yes
- No (*Continue with Q4*)

**Q2 How often do you have meal in fast-food restaurants?**

- Few times in a year
- Once a month
- 2-3 times a month
- 2-3 times a week
- Daily

**Q3 If you eat fast food, which fast-food restaurant do you use the most?**

- McDonald
  - KFC
  - Subway
  - None from the above
-

**Q4 Have you been to coffee shop? (Lavazza, Tchibo, McCafe)**

- Yes
- No (*Continue with Q7*)

**Q5 How often do you have coffee in a coffee shop?**

- Few times in a year
- Once a month
- 2-3 times a month
- 2-3 times a week
- Daily

**Q6 If you go for a coffee, which coffee shop do you use most?**

- McCafe
  - Lavazza
  - Tchibo
  - None from the above
- 

**Q7 Have you heard about the term: Corporate Social Responsibility (CSR)?**

- Yes
  - No
- 

*If you have chosen in the previous answer "No" please pay attention to the following definition: Corporate Social Responsibility (CSR) is the principle of involvement of social and environmental considerations into business strategy (for example, support for community events, donating money to charity, support the standard of living in less developed countries).*

**Q8 Do you think that the following companies engage in such activities in the Czech/Slovak Republic?**

	Yes	No	I do not know
McDonald	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
KFC	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Subway	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
McCafe	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lavazza	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tchibo	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Q9 Do you think that the following companies engage in such activities worldwide?**

	Yes	No	I do not know
McDonald	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
KFC	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Subway	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
McCafe	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lavazza	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tchibo	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Q10 What is the CSR image regarding the following companies in your view?**

	Poor	Fair	Good	Very Good	Excellent
McDonald	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
KFC	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Subway	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
McCafe	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lavazza	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tchibo	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Q11 Do you agree that coffee shop's and fast food's involvement in CSR has a positive impact on their overall performance and image?**

- Strongly Disagree
- Disagree
- Neither Agree, nor Disagree
- Agree
- Strongly Agree

**Q12 To what extent influence the following aspects your decision to visit fast-food restaurants?**

	Not at all Important	Very Unimportant	Neither Important, nor Unimportant	Very Important	Extremely Important
Taste	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Price	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Surroundings and service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Quality	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Brand	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
CSR	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Q13 To what extent influence the following aspects your decision to visit coffee shops?**

	Not at all Important	Very Unimportant	Neither Important, nor Unimportant	Very Important	Extremely Important
Taste	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Price	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Surroundings and service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Quality	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Brand	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
CSR	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Q14 To what extent do you agree with these statements?**

	Strongly Disagree	Disagree	Neither Agree, nor Disagree	Agree	Strongly Agree
CSR can serve as a marketing tool that replaces the traditional tools (example: advertisement)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
When a Fast Food or Coffee Shop engages in CSR people will support it by dining/drinking there	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
People are willing to pay more for restaurants and coffee shops that are engaged in CSR	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
CSR creates differentiation and leads to increasing profitability	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Q15 Did you know that fast food restaurants engage in the following CSR strategies?**

	Yes	No
Contribution to Environment (recycling, minimizing energy consumption)	<input type="radio"/>	<input type="radio"/>
Philanthropy (Involvement in Charity)	<input type="radio"/>	<input type="radio"/>
Certificates (raw materials from renewable sources)	<input type="radio"/>	<input type="radio"/>
Contribution to Community (service, creation of jobs)	<input type="radio"/>	<input type="radio"/>
Food safety/quality	<input type="radio"/>	<input type="radio"/>

**Q16 Did you know that coffee shops engage in the following CSR strategies?**

	Yes	No
Contribution to Environment (recycling, minimizing energy consumption)	<input type="radio"/>	<input type="radio"/>
Philanthropy (Involvement in Charity)	<input type="radio"/>	<input type="radio"/>
Certificates (Fair-trade, support of farmers)	<input type="radio"/>	<input type="radio"/>
Contribution to Community (service, creation of jobs)	<input type="radio"/>	<input type="radio"/>
Food quality	<input type="radio"/>	<input type="radio"/>



**Q17 For you as a consumer, how much is the engagement of fast-food restaurants in following CSR strategies important?**

	Not at all Important	Very Unimportant	Neither Important, nor Unimportant	Very Important	Extremely Important
Contribution to Environment (recycling, minimizing energy consumption)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Involvement in Charity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Certificates (raw materials from renewable sources)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Contribution to Community (service, creation of jobs)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Food safety/quality	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Q18 For you as a consumer, how much is the engagement of coffee shops in following CSR strategies important?**

	Not at all Important	Very Unimportant	Neither Important, nor Unimportant	Very Important	Extremely Important
Contribution to Environment (recycling, minimizing energy consumption)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Involvement in Charity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Certificates (Fair-trade, support of farmers)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Contribution to Community (service, creation of jobs)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Food Quality	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Q19 Which of the following CSR strategies do you think is the most visible one on Czech / Slovak market in case of fast-food restaurants?**

- Contribution to Environment (recycling, minimizing energy consumption)
- Involvement in Charity
- Certificates (raw materials from renewable sources)
- Contribution to Community (service, creation of jobs)
- Food safety/quality

**Q20 Which of the following CSR strategies do you think is the most visible one on Czech / Slovak market in case of coffee shops?**

- Contribution to Environment (recycling, minimizing energy consumption)
- Involvement in Charity
- Certificates (Fair-trade, support of farmers)
- Contribution to Community (service, creation of jobs)
- Food Quality

**Q21 Do you know some other CSR initiatives practiced by fast-food restaurants or coffee shops in Czech / Slovak Republic?**

**Q22 Do you think that coffee shop / fast food's CSR activities are visible enough in Czech / Slovak Republic?**

- Yes (*End of the survey - demographics*)
- No (*Continue with Q23*)

**Q23 Do you have any suggestions how these activities might become more visible on the Czech/Slovak market?**

**Q24 What is your gender?**

- Male
- Female

**Q25 Please state your age:**

**Q26 What is your education level?**

- Elementary school
- High school
- Matura
- Bachelor
- Master

**Q27 What is your monthly income?**

- Less than 10 000 CZK
  - 10 001 - 20 000 CZK
  - 20 001 - 30 000 CZK
  - More than 30 000 CZK
-

Vážení účastníci!

Vítejte v našem průzkumu na téma společenská odpovědnost firem (CSR) ve fast-food restauracích a kavárnách v České republice.

Tento průzkum je anonymní, shromážděná data jsou považována za přísně důvěrné, a proto nebudou předána třetí straně. Výsledky tohoto průzkumu jsou součástí vědecké práce na univerzitě ve Vídni (Universität Wien).

Odpověď na otázky bude trvat přibližně 10 minut.

Děkujeme Vám za Vaši účast!

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### Q1 Navštívili jste někdy fast-food restauraci? (McDonald, KFC, SUBWAY)

- Ano
- Ne *(Přejděte na otázku Q4)*

### Q2 Jak často jíte ve fast-food restauraci?

- Párkrát za rok
- Jednou za měsíc
- 2-3x za měsíc
- 2-3x za týden
- Denně

### Q3 Pokud jíte ve fast-food restauraci, jaká je Vaše nejoblíbenější?

- McDonald
  - KFC
  - Subway
  - Žádná z uvedených
-

**Q4 Navštívili jste někdy kavárnu? (Lavazza, Tchibo, McCafe)**

- Ano
- Ne *(Přejděte na otázku Q7)*

**Q5 Jak často pijete kávu v kavárnách?**

- Párkrát za rok
- Jednou za měsíc
- 2-3x za měsíc
- 2-3x za týden
- Denně

**Q6 Pokud jdete do kavárny, kterou z následujících navštěvujete nejčastěji?**

- McCafe
  - Lavazza
  - Tchibo
  - Žádnou z uvedených
- 

**Q7 Slyšeli jste někdy pojem Společenská odpovědnost firem (CSR)?**

- Ano
  - Ne
- 

*Pokud jste v předešlé odpovědi zvolili "Ne" prosíme, věnujte zvýšenou pozornost následující definici: Společenská odpovědnost firem (CSR) je princip zahrnutí sociálních a environmentálních hledisek do strategie firmy (například: podpora společenských akcí, darování peněz na charitu, podpora životní úrovně v méně vyspělých zemích).*

**Q8 Myslíte si, že následující společnosti se zapojují do této činnosti v České republice?**

	Ano	Ne	Nevím
McDonald	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
KFC	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Subway	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
McCafe	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lavazza	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tchibo	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Q9 Myslíte si, že následující společnosti se zapojují do této činnosti světově?**

	Ano	Ne	Nevím
McDonald	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
KFC	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Subway	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
McCafe	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lavazza	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tchibo	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Q10 Jaký je podle Vás image následujících společností v rámci společenské odpovědnosti firem?**

	Špatný	Ujde to	Dobrý	Velmi dobrý	Vynikající
McDonald	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
KFC	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Subway	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
McCafe	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lavazza	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tchibo	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Q11 Souhlasíte s tím, že angažovanost v CSR aktivitách v případě kaváren a fast-food restaurací má pozitivní vliv na jejich celkovou výkonnost a image?**

- Rozhodně nesouhlasím
- Nesouhlasím
- Ani souhlas, ani nesouhlas
- Souhlasím
- Rozhodně souhlasím

**Q12 Do jaké míry následující aspekty ovlivňují vaše rozhodnutí navštívit fast-food restaurace?**

	Absolutně nedůležité	Docela nedůležité	Ani nedůležité, ani důležité	Docela důležité	Velmi důležité
Chuť	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Cena	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Prostředí a servis	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Kvalita	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Značka	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
CSR	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Q13 Do jaké míry následující aspekty ovlivňují vaše rozhodnutí navštívit kavárny?**

	Absolutně nedůležité	Docela nedůležité	Ani nedůležité, ani důležité	Docela důležité	Velmi důležité
Chuť	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Cena	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Prostředí a servis	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Kvalita	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Značka	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
CSR	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



**Q14 Do jaké míry souhlasíte s následujícími výroky?**

	Rozhodně nesouhlasím	Nesouhlasím	Ani souhlas, ani nesouhlas	Souhlasím	Rozhodně souhlasím
CSR může sloužit jako marketingový nástroj, který nahrazuje tradiční nástroje (např. reklamu)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Když fast food nebo kavárny budou aktivní v CSR, lidé to budou podporovat častým navštěvováním těchto míst	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lidé jsou ochotni zaplatit více za fast-food restauraci a kavárnu, která je aktivní v CSR	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
CSR firem vede k odlišení se od ostatních firem a ke zvýšení ziskovosti	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Q15 Věděli jste, že fast-food restaurace se zapojují do těchto strategií CSR?**

	Ano	Ne
Přispívání na životní prostředí (recyklace, minimalizace spotřeby energie)	<input type="radio"/>	<input type="radio"/>
Philanthropy (Zapojení do charity)	<input type="radio"/>	<input type="radio"/>
Certifikáty (suroviny z obnovitelných zdrojů)	<input type="radio"/>	<input type="radio"/>
Příspěvek k Společnosti (nadace, tvorba pracovních míst)	<input type="radio"/>	<input type="radio"/>
Bezpečnost/kvalita potravin	<input type="radio"/>	<input type="radio"/>

**Q16 Věděli jste, že kavárny se zapojují do následujících strategií CSR?**

	Ano	Ne
Přispívání na životní prostředí (recyklace, minimalizace spotřeby energie)	<input type="radio"/>	<input type="radio"/>
Philanthropy (Zapojení do charity)	<input type="radio"/>	<input type="radio"/>
Certifikáty (Fair-trade, podpora farmářů)	<input type="radio"/>	<input type="radio"/>
Příspěvek k Společnosti (nadace, tvorba pracovních míst)	<input type="radio"/>	<input type="radio"/>
Kvalita	<input type="radio"/>	<input type="radio"/>

**Q17 Pro Vás jako konzumenta, jak moc je důležité zapojení fast-food restaurací v následujících CSR strategiích?**

	Absolutně nedůležité	Docela nedůležité	Ani nedůležité, ani důležité	Docela důležité	Velmi důležité
Přispívání na životní prostředí (recyklace, minimalizace spotřeby energie)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Zapojení do charity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Certifikáty (suroviny z obnovitelných zdrojů)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Příspěvek k Společnosti (nadace, tvorba pracovních míst)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Bezpečnost/kvalita potravin	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Q18 Pro Vás jako konzumenta, jak moc je důležité zapojení kaváren v následujících CSR strategiích?**

	Absolutně nedůležité	Docela nedůležité	Ani nedůležité, ani důležité	Docela důležité	Velmi důležité
Přispívání na životní prostředí (recyklace, minimalizace spotřeby energie)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Zapojení do charity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Certifikáty (Fair-trade, podpora farmářů)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Příspěvek k Společnosti (nadace, tvorba pracovních míst)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Kvalita	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Q19 O které z následujících strategií CSR si myslíte, že je nejviditelnější na Českém trhu v případě fast-food restaurací?**

- Přispívání na životní prostředí (recyklace, minimalizace spotřeby energie)
- Zapojení do charity
- Certifikáty (suroviny z obnovitelných zdrojů)
- Příspěvek k Společnosti (nadace, tvorba pracovních míst)
- Bezpečnost/kvalita potravin

**Q20 Která z následujících strategií CSR si myslíte, že je nejviditelnější na Českém trhu v případě kaváren?**

- Přispívání na životní prostředí (recyklace, minimalizace spotřeby energie)
- Zapojení do charity
- Certifikáty (Fair-trade, podpora farmářů)
- Příspěvek k Společnosti (nadace, tvorba pracovních míst)
- Kvalita

**Q21 Znáte některé jiné strategie CSR aplikované fast-food restauracemi či kavárnami v České republice?**

**Q22 Myslíte si, že výše zmíněné CSR aktivity fast-food restaurací a kaváren jsou dostatečně komunikovány na Českém trhu?**

- Ano *(konec dotazníku – osobní údaje)*
- Ne *(Přejděte na otázku Q23)*

**Q23 Máte nějaký návrh jak by se tyto aktivity mohly více zviditelnit na Českém trhu?**

**Q24 Vyberte pohlaví:**

- Muž
- Žena

**Q25 Prosím uveďte Váš věk:**

**Q26 Jaké je Vaše nejvýše dosažené vzdělání?**

- Základní škola
- Střední škola
- Maturita
- Bakalář
- Magistr

**Q27 Jaký je Váš měsíční příjem?**

- Méně než 10 000 Kč
- 10 001 - 20 000 Kč
- 20 001 - 30 000 Kč
- více než 30 000 Kč

## CSR Strategie (Slovak Version)

Vážený účastníci!



Vitajte v našom prieskume na tému spoločenská zodpovednosť firiem (CSR) vo fast-food reštauráciách a kaviarňach na Slovensku.

Tento prieskum je anonymný, zhromaždené dáta sú považované za prísne dôverné, a preto nebudú predané tretej strane. Výsledky tohto prieskumu sú súčasťou vedeckej práce na univerzite vo Viedni (Universität Wien).

Odpovedať na otázky Vám zaberie približne 10 minút.

Ďakujeme Vám za Vašu účasť!

---

### Q1 Navštívili ste niekedy fast-food reštauráciu? (McDonald, KFC, atd.)

- Áno
- Nie (*Prejdite na otázku Q4*)

### Q2 Ako často sa stravujete vo fast-food reštaurácií?

- Párkrát za rok
- Jedenkrát za mesiac
- 2-3x za mesiac
- 2-3x za týždeň
- Denne

**Q3 Pokiaľ sa stravujete vo fast-food reštaurácií, ktorá patrí medzi Vaše najobľúbenejšie?**

- McDonald
  - KFC
  - Subway
  - Žiadna z uvedených
- 

**Q4 Navštívili ste niekedy kaviareň? (Lavazza, Tchibo, McCafe)**

- Áno
- Nie *(Prejdite na otázku Q7)*

**Q5 Ako často pijete kávu v kaviarňach?**

- Párkrát za rok
- Jedenkrát za mesiac
- 2-3x za mesiac
- 2-3x za týždeň
- Denne

**Q6 Pokiaľ chodíte do kaviarne, ktorú z nasledujúcich navštevujete najčastejšie?**

- McCafe
  - Lavazza
  - Tchibo
  - Žiadnu z uvedených
- 

**Q7 Počuli ste niekedy pojem spoločenská zodpovednosť firiem (po anglicky Corporate Social Responsibility alebo v skratke CSR)?**

- Áno
  - Nie
-



*Pokiaľ ste v predchádzajúcej odpovedi zvolili "Nie" prosíme, venujte zvýšenú pozornosť nasledujúcej definícii: Spoločenská zodpovednosť firiem (CSR) je princíp zahrnutia sociálnych a environmentálnych aspektov do stratégie firmy (napríklad: podpora spoločenských akcií, darovanie finančných prostriedkov na charitu, podpora životnej úrovne v menej vyspelých krajinách).*

**Q8 Myslíte si, že nasledujúce spoločnosti sú aktívne v tejto činnosti aj na Slovensku?**

	Áno	Nie	Neviem
McDonald	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
KFC	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Subway	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
McCafe	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lavazza	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tchibo	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Q9 Myslíte si, že nasledujúce spoločnosti sú aktívne v tejto činnosti vo svete?**

	Áno	Nie	Neviem
McDonald	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
KFC	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Subway	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
McCafe	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lavazza	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tchibo	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Q10 Aký je podľa Vás image nasledujúcich spoločností v rámci CSR?**

	Zlý	Ujde to	Dobrý	Veľmi dobrý	Vynikajúci
McDonald	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
KFC	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Subway	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
McCafe	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lavazza	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tchibo	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Q11 Súhlasíte s tým, že angažovanosť v CSR aktivitách v prípade kaviarní a fast-food reštauráciách má pozitívny vplyv na ich celkovú výkonnosť a image?**

- Rozhodne nesúhlasím
- Nesúhlasím
- Ani súhlas, ani nesúhlas
- Súhlasím
- Rozhodne súhlasím

**Q12 Do akej miery nasledujúce aspekty ovplyvňujú vaše rozhodnutie navštíviť fast-food reštaurácie?**

	Absolútne nedôležité	Celkom nedôležité	Ani dôležité, ani nedôležité	Celkom dôležité	Veľmi dôležité
Chuť	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Cena	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Prostredie a servis	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Kvalita	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Značka	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
CSR	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Q13 Do akej miery nasledujúce aspekty ovplyvňujú vaše rozhodnutie navštíviť kaviarne?**

	Absolútne nedôležité	Celkom nedôležité	Ani nedôležité, ani dôležité	Celkom dôležité	Veľmi dôležité
Chuť	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Cena	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Prostredie a servis	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Kvalita	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Značka	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
CSR	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Q14 Do akej miery súhlasíte s nasledujúcimi výrokmí?**

	Rozhodne nesúhlasím	Nesúhlasím	Ani súhlas, ani nesúhlas	Súhlasím	Rozhodne súhlasím
CSR môže slúžiť ako marketingový nástroj, ktorý nahradzuje tradičné nástroje (napr. reklamu)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Keď fast-food alebo kaviarne budú aktívne v CSR, ľudia to budú podporovať častým navštevovaním týchto miest	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ľudia sú ochotní zaplatiť viac vo fast-food reštauráciách a kaviarni, ktorá je aktívna v CSR	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
CSR pomáha firmám k odlíšeniu sa od ostatných firiem a ku zvyšovaniu ich zisku	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Q15 Vedeli ste, že sa fast-food reštaurácie zapájajú do nasledujúcich aktivít CSR ?**

	Áno	Nie
Prínos pre životné prostredie (recyklácia, minimalizácia spotreby energie)	<input type="radio"/>	<input type="radio"/>
Philanthropy (prispievane na charitu)	<input type="radio"/>	<input type="radio"/>
Certifikáty (suroviny od certifikovaných dodávateľov)	<input type="radio"/>	<input type="radio"/>
Podpora komunit (nadácie, tvorba pracovných miest)	<input type="radio"/>	<input type="radio"/>
Bezpečnosť/kvalita produktov	<input type="radio"/>	<input type="radio"/>

**Q16 Vedeli ste, že sa kaviarne zapájajú do nasledujúcich aktivít CSR?**

	Áno	Nie
Prínos pre životné prostredie (recyklácia, minimalizácia spotreby energie)	<input type="radio"/>	<input type="radio"/>
Philanthropy (prispievane na charitu)	<input type="radio"/>	<input type="radio"/>
Certifikáty (FairTrade – podpora farmárov)	<input type="radio"/>	<input type="radio"/>
Podpora komunit (nadácie, tvorba pracovných miest)	<input type="radio"/>	<input type="radio"/>
Kvalita produktov	<input type="radio"/>	<input type="radio"/>

**Q17 Pre Vás ako konzumenta, ako veľmi je dôležité angažovanie sa fast-food reštaurácií v nasledujúcich CSR aktivitách?**

	Absolútne nedôležité	Celkom nedôležité	Ani nedôležité, ani dôležité	Celkom dôležité	Veľmi dôležité
Prínos pre životné prostredie ( recyklácia, minimalizácia spotreby energie)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Philanthropie ( prispievanie na charitu )	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Certifikáty ( suroviny od certifikovaných dodávateľov )	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Podpora komunít ( nadácie, tvorba pracovných miest )	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Bezpečnosť/kvalita produktov	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Q18 Pre Vás ako konzumenta, ako veľmi je dôležité angažovanie sa kaviarní v nasledujúcich CSR aktivitách?**

	Absolútne nedôležité	Celkom nedôležité	Ani nedôležité, ani dôležité	Celkom dôležité	Veľmi dôležité
Prínos pre životné prostredie (minimalizácia spotreby energie)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Philanthropie ( prispievanie na charitu )	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Certifikáty ( FairTrade)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Podpora komunít ( nadácie, tvorba pracovných miest)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Kvalita produktov	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Q19 O ktorej z nasledujúcich stratégií CSR si myslíte, že je najviditeľnejšia na Slovenskom trhu v prípade fast-food reštaurácií?**

- Prínos pre životné prostredie (recyklácia, minimalizácia spotreby energie)
- Philanthropie ( prispievanie na charitu )
- Certifikáty (suroviny od certifikovaných dodávateľov)
- Podpora komunít (nadácie, tvorba pracovných miest)
- Bezpečnosť/kvalita produktov
- Žiadna z uvedených

**Q20 O ktorej z nasledujúcich stratégií CSR si myslíte, že je najviditeľnejšia na Slovenskom trhu v prípade kaviarní?**

- Prínos pre životné prostredie (recyklácia, minimalizácia spotreby energie)
- Philanthropie ( prispievanie na charitu )
- Certifikáty (FairTrade – podpora farmárov)
- Podpora komunít (nadácie, tvorba pracovných miest)
- Kvalita produktov
- Žiadna z uvedených

**Q21 Poznáte niektoré iné stratégie CSR aplikované fast-food reštauráciami alebo kaviarňami na Slovensku?**

**Q22 Myslíte si, že vyššie uvedené CSR stratégie fast-food reštaurácií a kaviarní sú dostatočne viditeľné na Slovenskom trhu?**

- Áno *(koniec dotazníku)*
- Nie *(Prejdite na otázku Q23)*

**Q23 Máte nejaký návrh ako by sa tieto stratégie mohli viac zviditeľniť na Slovenskom trhu?**



**Q24 Vyberte pohlavie:**

- Muž
- Žena

**Q25 Prosím uveďte Váš vek:**

**Q26 Aké je Vaše najvyššie dosiahnuté vzdelani?**

- Základná škola
- Stredná škola
- Maturita
- Bakalár
- Magister

**Q27 Aký je Váš mesačný príjem?**

- Menej ako 400 €
  - 401 - 800 €
  - 801 – 1 200 €
  - Viac ako 1 200 €
-



## Mean difference tables between Czech and Slovak consumers (Appendix part 4)

### Appendix 4.1a

Group Statistics

	Nationality	N	Mean	Std. Deviation	Std. Error Mean
What is the CSR image of the following companies in your view? - McDonald	<b>CZ</b>	85	<b>2,48</b>	1,019	,111
	<b>SK</b>	85	<b>2,44</b>	,906	,098
What is the CSR image of the following companies in your view? - KFC	<b>CZ</b>	85	<b>2,21</b>	,965	,105
	<b>SK</b>	85	<b>1,99</b>	,664	,072
What is the CSR image of the following companies in your view? - Subway	<b>CZ</b>	85	<b>2,27</b>	,993	,108
	<b>SK</b>	85	<b>2,35</b>	,855	,093
What is the CSR image of the following companies in your view? - McCafe	<b>CZ</b>	85	<b>2,46</b>	,970	,105
	<b>SK</b>	85	<b>2,32</b>	,805	,087
What is the CSR image of the following companies in your view? - Lavazza	<b>CZ</b>	85	<b>2,32</b>	1,071	,116
	<b>SK</b>	85	<b>2,40</b>	,990	,107
What is the CSR image of the following companies in your view? - Tchibo	<b>CZ</b>	85	<b>2,46</b>	1,097	,119
	<b>SK</b>	85	<b>2,58</b>	,891	,097

## Appendix 4.1b

### Independent Samples Test

		t-test for Equality of Means		
		t	df	Sig. (2-tailed)
What is the CSR image of the following companies in your view? - McDonald	Equal variances assumed	,318	168	,751
	Equal variances not assumed	,318	165,716	,751
What is the CSR image of the following companies in your view? - KFC	Equal variances assumed	1,760	168	,080
	Equal variances not assumed	1,760	148,942	,080
What is the CSR image of the following companies in your view? - Subway	Equal variances assumed	-,580	168	,563
	Equal variances not assumed	-,580	164,391	,563
What is the CSR image of the following companies in your view? - McCafe	Equal variances assumed	1,032	168	,303
	Equal variances not assumed	1,032	162,449	,303
What is the CSR image of the following companies in your view? - Lavazza	Equal variances assumed	-,520	168	,603
	Equal variances not assumed	-,520	166,973	,603
What is the CSR image of the following companies in your view? - Tchibo	Equal variances assumed	-,767	168	,444
	Equal variances not assumed	-,767	161,246	,444

### Appendix 4.2a

**Group Statistics**

	Nationality	N	Mean	Std. Deviation	Std. Error Mean
The overall mean for all the listed companies.	<b>CZ</b>	85	<b>2,3667</b>	,77911	,08451
	<b>SK</b>	85	<b>2,3451</b>	,64947	,07045

### Appendix 4.2b

**Independent Samples Test**

		t-test for Equality of Means		
		t	df	Sig. (2-tailed)
The overall mean for all the listed companies.	Equal variances assumed	,196	168	,845
	Equal variances not assumed	,196	162,727	,845

### Appendix 4.3a

**Group Statistics**

	Nationality	N	Mean	Std. Deviation	Std. Error Mean
Do you agree that coffee shop's and fast food's involvement in CSR has a positive impact on their overall performance and image?	<b>CZ</b>	85	<b>3,62</b>	,786	,085
	<b>SK</b>	85	<b>3,67</b>	,993	,108

**Appendix 4.3b**

**Independent Samples Test**

		t-test for Equality of Means		
		t	df	Sig. (2-tailed)
Do you agree that coffee shop's and fast food's involvement in CSR has a positive impact on their overall performance and image?	Equal variances assumed	-,343	168	,732
	Equal variances not assumed	-,343	159,644	,732

## Appendix 4.4a

### Group Statistics

	Nationality	N	Mean	Std. Deviation	Std. Error Mean
To what extent influence these aspects your decision to visit fast-food restaurants? - Taste	<b>CZ</b>	85	<b>4,69</b>	,618	,067
	<b>SK</b>	85	<b>4,61</b>	,725	,079
To what extent influence these aspects your decision to visit fast-food restaurants? - Price	<b>CZ</b>	85	<b>3,82</b>	1,049	,114
	<b>SK</b>	85	<b>3,78</b>	,822	,089
To what extent influence these aspects your decision to visit fast-food restaurants? - Service	<b>CZ</b>	85	<b>4,04</b>	,879	,095
	<b>SK</b>	85	<b>3,93</b>	1,009	,109
To what extent influence these aspects your decision to visit fast-food restaurants? - Quality	<b>CZ</b>	85	<b>4,31</b>	,873	,095
	<b>SK</b>	85	<b>4,27</b>	,993	,108
To what extent influence these aspects your decision to visit fast-food restaurants? - Brand	<b>CZ</b>	85	<b>2,74</b>	1,302	,141
	<b>SK</b>	85	<b>2,82</b>	1,157	,125
To what extent influence these aspects your decision to visit fast-food restaurants? - CSR	<b>CZ</b>	85	<b>2,25</b>	,975	,106
	<b>SK</b>	85	<b>2,65</b>	1,131	,123

## Appendix 4.4b

### Independent Samples Test

		t-test for Equality of Means		
		t	df	Sig. (2-tailed)
To what extent influence these aspects your decision to visit fast-food restaurants? - Taste	Equal variances assumed	,797	168	,427
	Equal variances not assumed	,797	163,844	,427
To what extent influence these aspects your decision to visit fast-food restaurants? - Price	Equal variances assumed	,326	168	,745
	Equal variances not assumed	,326	158,940	,745
To what extent influence these aspects your decision to visit fast-food restaurants? - Service	Equal variances assumed	,729	168	,467
	Equal variances not assumed	,729	164,885	,467
To what extent influence these aspects your decision to visit fast-food restaurants? - Quality	Equal variances assumed	,246	168	,806
	Equal variances not assumed	,246	165,310	,806
To what extent influence these aspects your decision to visit fast-food restaurants? - Brand	Equal variances assumed	-,436	168	,663
	Equal variances not assumed	-,436	165,708	,663
To what extent influence these aspects your decision to visit fast-food restaurants? - CSR	Equal variances assumed	-2,470	168	,015
	Equal variances not assumed	-2,470	164,427	,015

## Appendix 4.5a

Group Statistics

	Nationality	N	Mean	Std. Deviation	Std. Error Mean
To what extent influence these aspects your decision to visit coffee shops? - Taste	<b>CZ</b>	85	<b>4,60</b>	,819	,089
	<b>SK</b>	85	<b>4,52</b>	,796	,086
To what extent influence these aspects your decision to visit coffee shops? - Price	<b>CZ</b>	85	<b>3,84</b>	,998	,108
	<b>SK</b>	85	<b>3,62</b>	,951	,103
To what extent influence these aspects your decision to visit coffee shops? - Service	<b>CZ</b>	85	<b>4,39</b>	,846	,092
	<b>SK</b>	85	<b>4,28</b>	,881	,096
To what extent influence these aspects your decision to visit coffee shops? - Quality	<b>CZ</b>	85	<b>4,48</b>	,781	,085
	<b>SK</b>	85	<b>4,40</b>	,819	,089
To what extent influence these aspects your decision to visit coffee shops? - Brand	<b>CZ</b>	85	<b>3,08</b>	1,207	,131
	<b>SK</b>	85	<b>2,87</b>	1,289	,140
To what extent influence these aspects your decision to visit coffee shops? - CSR	<b>CZ</b>	85	<b>2,21</b>	,977	,106
	<b>SK</b>	85	<b>2,61</b>	1,092	,118

## Appendix 4.5b

### Independent Samples Test

		t-test for Equality of Means		
		t	df	Sig. (2-tailed)
To what extent influence these aspects your decision to visit coffee shops? - Taste	Equal variances assumed	,665	168	,507
	Equal variances not assumed	,665	167,859	,507
To what extent influence these aspects your decision to visit coffee shops? - Price	Equal variances assumed	1,416	168	,159
	Equal variances not assumed	1,416	167,606	,159
To what extent influence these aspects your decision to visit coffee shops? - Service	Equal variances assumed	,799	168	,425
	Equal variances not assumed	,799	167,730	,425
To what extent influence these aspects your decision to visit coffee shops? - Quality	Equal variances assumed	,671	168	,503
	Equal variances not assumed	,671	167,612	,503
To what extent influence these aspects your decision to visit coffee shops? - Brand	Equal variances assumed	1,105	168	,271
	Equal variances not assumed	1,105	167,283	,271
To what extent influence these aspects your decision to visit coffee shops? - CSR	Equal variances assumed	-2,517	168	,013
	Equal variances not assumed	-2,517	165,960	,013



## Appendix 4.6a

### Group Statistics

	Nationality	N	Mean	Std. Deviation	Std. Error Mean
To what extent do you agree with these statements? - CSR can serve as a marketing tool that replaces the traditional tools	<b>CZ</b>	85	<b>3,79</b>	,832	,090
	<b>SK</b>	85	<b>3,80</b>	1,056	,114
To what extent do you agree with these statements? - When a Fast Food or Coffee Shop engages in CSR people will support it by dining/drinking there	<b>CZ</b>	85	<b>3,09</b>	,946	,103
	<b>SK</b>	85	<b>3,11</b>	1,058	,115
To what extent do you agree with these statements? - People are willing to pay more for restaurants and coffee shops that are engaged in CSR	<b>CZ</b>	85	<b>2,89</b>	,873	,095
	<b>SK</b>	85	<b>2,86</b>	1,014	,110
To what extent do you agree with these statements? - CSR creates differentiation and leads to increasing profitability	<b>CZ</b>	85	<b>3,47</b>	,853	,093
	<b>SK</b>	85	<b>3,74</b>	,902	,098

## Appendix 4.6b

### Independent Samples Test

		t-test for Equality of Means		
		t	df	Sig. (2-tailed)
To what extent do you agree with these statements? - CSR can serve as a marketing tool that replaces the traditional tools	Equal variances assumed	-,081	168	<b>,936</b>
	Equal variances not assumed	-,081	159,328	<b>,936</b>
To what extent do you agree with these statements? - When a Fast Food or Coffee Shop engages in CSR people will support it by dining/drinking there	Equal variances assumed	-,076	168	<b>,939</b>
	Equal variances not assumed	-,076	165,953	<b>,939</b>
To what extent do you agree with these statements? - People are willing to pay more for restaurants and coffee shops that are engaged in CSR	Equal variances assumed	,243	168	<b>,808</b>
	Equal variances not assumed	,243	164,397	<b>,808</b>
To what extent do you agree with these statements? - CSR creates differentiation and leads to increasing profitability	Equal variances assumed	-2,009	168	<b>,046</b>
	Equal variances not assumed	-2,009	167,492	<b>,046</b>

## Appendix 4.7a

### Group Statistics

	Nationality	N	Mean	Std. Deviation	Std. Error Mean
For you as a consumer, how much is the engagement of fast-food restaurants in following CSR strategies important? – Contribution to environment	<b>CZ</b>	84	<b>3,55</b>	1,113	,121
	<b>SK</b>	84	<b>3,81</b>	,963	,105
For you as a consumer, how much is the engagement of fast-food restaurants in following CSR strategies important? – Involvement in charity	<b>CZ</b>	84	<b>2,92</b>	1,032	,113
	<b>SK</b>	84	<b>3,27</b>	1,057	,115
For you as a consumer, how much is the engagement of fast-food restaurants in following CSR strategies important? – Certificates	<b>CZ</b>	84	<b>3,71</b>	1,115	,122
	<b>SK</b>	84	<b>4,18</b>	,920	,100
For you as a consumer, how much is the engagement of fast-food restaurants in following CSR strategies important? – Contribution to community	<b>CZ</b>	84	<b>3,17</b>	1,074	,117
	<b>SK</b>	84	<b>3,44</b>	1,068	,117
For you as a consumer, how much is the engagement of fast-food restaurants in following CSR strategies important? – Product quality	<b>CZ</b>	84	<b>4,25</b>	1,005	,110
	<b>SK</b>	84	<b>4,45</b>	,798	,087

## Appendix 4.7b

### Independent Samples Test

		t-test for Equality of Means		
		t	df	Sig. (2-tailed)
For you as a consumer, how much is the engagement of fast-food restaurants in following CSR strategies important? – Contribution to environment	Equal variances assumed	-1,631	166	,105
	Equal variances not assumed	-1,631	162,635	,105
For you as a consumer, how much is the engagement of fast-food restaurants in following CSR strategies important? – Involvement in charity	Equal variances assumed	-2,216	166	,028
	Equal variances not assumed	-2,216	165,907	,028
For you as a consumer, how much is the engagement of fast-food restaurants in following CSR strategies important? – Certificates	Equal variances assumed	-2,943	166	,004
	Equal variances not assumed	-2,943	160,262	,004
For you as a consumer, how much is the engagement of fast-food restaurants in following CSR strategies important? – Contribution to community	Equal variances assumed	-1,657	166	,099
	Equal variances not assumed	-1,657	165,996	,099
For you as a consumer, how much is the engagement of fast-food restaurants in following CSR strategies important? – Product quality	Equal variances assumed	-1,446	166	,150
	Equal variances not assumed	-1,446	157,895	,150

## Appendix 4.8a

### Group Statistics

	Nationality	N	Mean	Std. Deviation	Std. Error Mean
For you as a consumer, how much is the engagement of coffee shops in following CSR strategies important? – Contribution to environment	<b>CZ</b>	84	<b>3,46</b>	1,092	,119
	<b>SK</b>	84	<b>3,76</b>	1,001	,109
For you as a consumer, how much is the engagement of coffee shops in following CSR strategies important? – Involvement in charity	<b>CZ</b>	84	<b>2,87</b>	1,039	,113
	<b>SK</b>	84	<b>3,14</b>	,996	,109
For you as a consumer, how much is the engagement of coffee shops in following CSR strategies important? – Certificates	<b>CZ</b>	84	<b>3,74</b>	1,194	,130
	<b>SK</b>	84	<b>3,89</b>	1,018	,111
For you as a consumer, how much is the engagement of coffee shops in following CSR strategies important? – Contribution to community	<b>CZ</b>	84	<b>3,04</b>	1,035	,113
	<b>SK</b>	84	<b>3,43</b>	1,009	,110
For you as a consumer, how much is the engagement of coffee shops in following CSR strategies important? – Product quality	<b>CZ</b>	84	<b>4,14</b>	1,088	,119
	<b>SK</b>	84	<b>4,21</b>	,893	,097

## Appendix 4.8b

### Independent Samples Test

		t-test for Equality of Means		
		t	df	Sig. (2-tailed)
For you as a consumer, how much is the engagement of coffee shops in following CSR strategies important? – Contribution to environment	Equal variances assumed	-1,841	166	,067
	Equal variances not assumed	-1,841	164,783	,067
For you as a consumer, how much is the engagement of coffee shops in following CSR strategies important? – Involvement in charity	Equal variances assumed	-1,744	166	,083
	Equal variances not assumed	-1,744	165,703	,083
For you as a consumer, how much is the engagement of coffee shops in following CSR strategies important? – Certificates	Equal variances assumed	-,904	166	,367
	Equal variances not assumed	-,904	161,975	,367
For you as a consumer, how much is the engagement of coffee shops in following CSR strategies important? – Contribution to community	Equal variances assumed	-2,491	166	,014
	Equal variances not assumed	-2,491	165,897	,014
For you as a consumer, how much is the engagement of coffee shops in following CSR strategies important? – Product quality	Equal variances assumed	-,465	166	,642
	Equal variances not assumed	-,465	159,890	,642

### Appendix 4.9a

**Group Statistics**

	Nationality	N	Mean	Std. Deviation	Std. Error Mean
Which of the following CSR strategies do you think is the most visible one on Czech / Slovak market in case of fast-food restaurants?	<b>CZ</b>	84	<b>3,60</b>	1,658	,181
	<b>SK</b>	84	<b>2,61</b>	1,784	,195

### Appendix 4.9b

**Independent Samples Test**

		t-test for Equality of Means		
		t	df	Sig. (2-tailed)
Which of the following CSR strategies do you think is the most visible one on Czech / Slovak market in case of fast-food restaurants?	Equal variances assumed	3,719	166	<b>,000</b>
	Equal variances not assumed	3,719	165,127	<b>,000</b>

### Appendix 4.10a

**Group Statistics**

	Nationality	N	Mean	Std. Deviation	Std. Error Mean
Which of the following CSR strategies do you think is the most visible one on Czech / Slovak market in case of coffee shops?	<b>CZ</b>	84	<b>4,20</b>	1,360	,148
	<b>SK</b>	84	<b>3,69</b>	1,763	,192

**Appendix 4.10b**

**Independent Samples Test**

		t-test for Equality of Means		
		t	df	Sig. (2-tailed)
Which of the following CSR strategies do you think is the most visible one on Czech / Slovak market in case of coffee shops?	Equal variances assumed	2,107	166	,037
	Equal variances not assumed	2,107	155,963	,037



# CV

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## **Berufserfahrung**

Seit August 2012	Volkswagen Group – ŠKODA AUTO, Mladá Boleslav, Strategische Planung
Juli 2011 bis Dezember 2011	TVU Garnvertrieb GmbH & Co. KG, Marketing und Verkauf
Juli 2010 bis September 2010	Print s.r.o. Brno, Business administrator

## **Ausbildung**

Oktober 2012 bis Oktober 2014	Masterstudium Internationale Betriebswirtschaft (International Management + KFK International Marketing), Universität Wien
Oktober 2008 bis Juli 2012	Bachelorstudium Internationale Betriebswirtschaft, Universität Wien, Abschluss am 26. Juli 2012 als BSc.

## **Sprachen**

Tschechisch: Muttersprache  
Deutsch: Verhandlungssicher  
Englisch: Verhandlungssicher  
Slowakish: Verhandlungssicher

Spanish: fortgeschritten

Russisch: fortgeschritten

**Weitere Kenntnisse**

Sehr gute Anwenderkenntnisse in MS Office, SPSS, IHS, SuperOffice, Corel Draw, Photoshop

Führerschein B

Wirtschaftsinformatik-Grundkenntnisse: JavaScript, HTML