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# Supporting Those That Make Us a Success: How Community Relations Programs Effect Individual Shopping Choices

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Supporting Those That Make Us A Success: How Community

Relations Programs Effect Individual Shopping Choices

(TITLE)

BY

Danielle R. LaFayette

## THESIS

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Running Head: EFFECTIVENESS OF COMMUNITY RELATIONS PROGRAMS

Supporting Those That Make Us A Success: How Community Relations Program Effect

Individual Shopping Choices

Danielle LaFayette

Eastern Illinois University

Dedication

To my family who has supported me throughout my entire educational process and especially through my master studies. May they always know how much their support and encouragement has meant to me over the past twenty-four years.

Abstract

Community relations programs have become extremely popular within organizations over the past several years. This manuscript will take a closer look at how these community relations programs influence the decision's individuals make when determining which organizations they want to support. Through a case study analysis Wal-Mart's affiliation with the Children's Miracle Network was analyzed in order to determine why organizations do community relations programs and the effect they have on an individual's choice in which organizations they support. The study consisted of a systematic random sample of 342 Charleston/Mattoon and surrounding area residents. The results indicated individuals are looking for an all encompassing organization, one that has reasonable prices, but also takes the additional step and supports the community in which they operate. In addition, it was determined that community relations programs can be extremely beneficial to an organization if the public is aware of the program.

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Building relationships is a vital part of everyday life. Children are taught at a young age how to make friends and relate to other individuals. At the same time adults are continually building relationships, whether it is with a family member or a business partner. Likewise, what applies to individuals also applies to organizations. "Organizations are conceived as autonomous entities, capable of moral action" (Nicotera and Cushman, 1992). Therefore, organizations must build and maintain long term relationships with their communities. These relationships will in return influence the decisions made by individuals.

Building and maintaining these relationships is a major function of public relations. Stephen Cutlip, Allan Center, and Glenn Broom define public relations as the management function that establishes and maintains mutually beneficial relationships between an organization and the publics on whom its success or failure depends (1998). In addition, public relations implies that research and practices of it should focus on the organization's relationship with its main publics, how those relationships were built, and determine the effect the organization-public relationship has on both the organization and it publics (Bruning and Ledingham, 1998).

Research indicates that consumer motivation is less influenced by tangible characteristics of products and services, but instead the greatest influence comes from the emotional elements that surround the complete transaction experience (Carbone, 1998). In addition, it is becoming even more difficult for individuals to find a sense of long-term

identity in corporate America (Fort, 1999). For these reasons organizations are adopting

the system theory concept or idea that they can no longer look at themselves as a closed

system, but instead an open, interdependent system in which the decisions they make will

effect those outside the organization just as decisions outside the organization will effect

them (Leeper, 1996).

One approach that looks at this interdependence between an organization and its

publics is communitarianism (Chen and Cubbertson, 1997; Leeper, 1996).

Communitarianism focuses an organizations attention on the community as the basis for

determining and supporting their basic values as the focus of their responsibilities

(Leeper, 1996). The most known spokesperson for communitarianism, Amitai Etzioni

(Leeper, 1996; Fort, 1998; Fort, 1999; Shaw and Zollers, 1993) argues that we can

balance individual autonomy and our communal nature if we structure society to conform

to a new "golden rule". In this new "golden rule" individuals are to respect the moral

order of a society that respects their autonomy. The moral order including the shared

values, norms, meanings, and history, which comprises a unique community, but at the

same time allows for individuals to have their own uniqueness. "In other words, a moral

society should respect individual autonomy and an individual living in such a society

should commit reciprocally to the social institutions supporting such a moral order" (Fort,

1998; Fort, 1999).

Communitarianism involves several key concepts. First, the people involved must

care genuinely about each other's welfare. They must strive for a win/win situation and

mutually beneficial relationships. They must also communicate in depth, and at length, so

each person understands the others involved viewpoints. Thirdly, There must be mutual trust, which is essential for the genuine community. Finally, individuals must feel they are apart of something larger then themselves. They must have something in common and feel they have the power to change or improve their common goal, whether that be increased community involvement or additional publicity of an organizations involvement within the community (Chen and Culbertson, 1997).

According to research the communitarian approach can be related to James Grunigs and Todd Hunt's two last stages of their four-stage model on public relations (Seitel, 1995; Newsom, Scott, and Turk, 1989). These two stages are the two-way asymmetric model and the two-way symmetric model. The two-way asymmetric model involves practitioners receiving as well as sending messages to and from their publics. The main goal of this model is to learn about the publics so that a practitioner can effectively persuade people to behave in the way that best suits their client. The two-way symmetric model also emphasizes two-way communication, but the main goal of this model is to establish and maintain mutually satisfying and long-term relationships with a client (Chen and Culbertson, 1997; Kendall, 1992). Research shows that combining these two stages in which a practitioner seeks to persuade as well as build relationships produces the best results for an organization (Chen and Culbertson, 1997; Seitel, 1995; Newsom, Scott, and Turk, 1989; Grunig and Hunt, 1984).

These models stress the importance of not only designing activities to build relationships with the community, but also the importance of communicating these activities to the main publics. Research has shown that publics who have the least amount

of information about an organizations activities are most likely to mistrust those with whom they deal (Badaracco, 1998). When key publics are aware of what organizations are doing within the community, then a sense of loyalty to an organization by the key publics can be established (Bruning and Ledingham, 1998).

Furthermore, public relations practitioners must demonstrate the impact their programs have on the behavioral relationships of individuals if they are to be of any value to a particular organization (Bruning and Ledingham, 1998). They should show whether an individual made the decision to stay or leave an organization because of their public relations program.

According to research one of the most powerful ways to understand and touch consumers is to understand their values and value system. When marketers address consumers' values, target consumer's sense that the product purpose is to help improve the quality of their lives. This is because an individual's values are demonstrated within the particular event or product producing a positive correlation to the product. Although a person's attitudes and opinions may vary from time to time, values are considered to be long lasting and have stronger effects on behavior (Durgee, O'Conner, and Veryzer, 1996).

One theory that incorporates individuals values into the decisions they make is the "how do I feel about it" heuristic approach (Pham, 1998). This approach involves individuals evaluating targets by holding the target's representation in their mind and asking themselves "how do I feel about it?" and then making their decision based on that

answer. An individual's decision is based on the positive or negative feelings they associate with a particular situation.

The "how do I feel about it" heuristic approach is influenced by two elements. The first influence is the processing characteristics, which involve the nature of the targets representation and whether the feelings toward the target are relevant to the individual's decision. The second influence is if the situation involves consummatory motives, which are behaviors that are mainly rewarding. This is because consummatory motives heighten people's concern for the situation to be successful and therefore they increase an individual's feelings toward a particular target (Pham, 1998). The "how do I feel about it" heuristic approach could be used when determining how individuals perceive an organization's community relations campaign. The purpose of a community relations program is to persuade individuals to support a particular organization, while at the same time building a long-term relationship between the organization and the community. However, in order to be successful, organizations must be sure their cause is compelling to their target publics. It must be specific and meet the public's needs (Shell, 1989). Community relations programs are designed to help the community in positive ways and therefore the "how do I feel about it" heuristic approach would be beneficial in helping practitioners understand how individuals decide which programs they want to support. The communitarian approach and the "how do I feel about it" heuristic approach go hand in hand. The communitarianism approach's main purpose is to build a positive relationship with the community and the "how do I feel

about it" heuristic approach is making decisions to support those programs because it gives an individual positive feelings.

Sociologists feel that values impact attitudes, which in turn impact behaviors (Durgee et al. 1996). Organizations have incorporated social responsibility into the mainstream of their practice. Most organizations recognize that social responsibility, far from being an add-on program, must be a corporate way of life. Corporate social responsibility involves a combination of elements including external relations, community relations, employee relations, and a reputation for integrity. Of these ordinary business protocols, employee and community relations are ranked by the U.S. Council on Foundations as being more important than all others (Badaracco, 1998). The acceptance of social responsibility as an important concern helps align business with the communitarian stress on individual responsibilities (Shell, 1989). In addition, some studies indicate that organizations that practice social responsibility over time rank among the most profitable and successful organizations (Leeper, 1996; Grunig, 1992; Bok, 1989).

Throughout time there has been some evidence supporting the various efforts employed by companies to be involved in the development of their communities. This participation has been motivated by different reasons. At first, some corporate involvement in the community was inspired by the church, and later, government regulation often became the reason for involvement. Today, the different motivations for a companies involvement within their community can be divided generally into two categories, which are philanthropy and business strategy. Philanthropic motivations on

the part of a company are based mainly on the desire of owners, managers, or employees to "do good" in their community; to share the wealth the company has accumulated without expectation of financial reward.

Strategic business motivations, on the other hand, are based on the desire to reach some business objective, such as to increase market share, penetrate a new market or increase brand awareness. Increasingly, there has been a trend toward promoting the alignment of these two types of corporate motivations. Many people advocate "win/win situations" for both the company and the community, and others claim that there are automatic business benefits associated with a company's socially responsible actions. Although community involvement and strong business performance do often go together, it is difficult to prove the latter always results from the former. Research shows both motives can have a positive effect on the community. However, "strategic involvement is often more congruent, enduring, replicable across companies and industries, and has greater long-term effect on the community" (Somaya, 1996).

Community relations has been defined as a relationship between the company and the communities in which it is present or has an impact. It involves programs that effect both the company and its communities, such as contributions to community-based programs and work with non-Profit organizations (Boyle and Waddock, 1995). According to research, organizations participate in community relations programs because they believe that they have the responsibility to go beyond turning a profit and in addition they recognize that the government cannot be expected to solve every social

problem (Shell, 1989). Edmund Burke, Director of the Center for Corporate Community

Relations at Boston College, sees community relations programs growth as a result of

the external environment pushing in on the corporation. Most corporations

understand the external environment from a strategic planning perspective,

according to Burke, up to now this understanding typically has been confined to

national business. However, these days the community has come to be regarded as

part of the external environment, and the corporations are recognizing the critical

necessity of knowing how to "manage" it (Lowengard, 1989).

Also, community relations programs offer the advantage of high visibility;

effective communication; and the establishment of a company's image in a unique niche

in popular consciousness (Shell, 1989; "Does Corporate Community Work Really Shape

Perceptions", 1987). Community relations programs have become extremely popular

among organizations, however only a few studies have been conducted to learn their

effectiveness on the decision's individuals make (Bruning and Ledingham, 1998). On the

other hand many organizations have stated that community relations programs have had

an impact on the success of their organization (Krasilovsky, 1998; Nassutti, 1998; Royal,

1998). Therefore, public relations practitioners and community organizations are coming

up with some very creative partnerships (Krasilovsky, 1998).

One such organization is Linkenheimer LLP CPA's and Advisors based in Santa

Rosa, California and third grade students. Linkenheimer developed $Kiddaccounts,

which is a program that teaches children the fundamentals of budgeting. The program

involves CPA's going into the classroom and teaching children the four basic uses of

money, which include spending, saving for emergencies, saving for special things, and giving. The program is taught in five weekly lessons and at the end of the program the children receive certificates saying they participated in the $Kiddaccounts money program. The implementation of this program created tremendous good will within the organization's community and also improved productivity within the organization. The program enhanced the organization's reputation in the community. In addition, the firm's revenue is growing, even though employees devote a good amount of time to the program (Nassutti, 1998).

The second organization is Coca-Cola. They have built over 31 schools in China and still have an additional 19 to be completed in the near future. They have also established nine charitable foundations in conjunction with their bottlers worldwide. They have programs that help countries with their education systems as well as their environmental programs. In 1997, Coca-Cola spent over $30 million on charitable causes, while having noticed an increase in their profits over the last couple of years (Royal, 1998).

John Ledingham and Stephen Bruning conducted a study on the relationship management in public relations. This study looked at relationship dimensions upon which good organization-public relationships are initiated, developed and maintained. The study involved local telephone subscribers who lived in an area in which recent competition for the local telephone company was established. The results of the study indicate that the relationship dimensions of trust, openness, involvement, investment and commitment differentiate between those respondents who would stay with their current provider,

would switch to a new provider, or were unsure of what they would do. The study also suggested that a sense of loyalty to an organization could be established when organizations communicate their involvement to their key publics (Bruning and Ledingham, 1998).

In 1998 a study was conducted on the impact an organizations community relations programs have on an individual's decision to do business with a particular organization. The study involved Illinois Consolidated Telephone Company's (ICTC) Earning for Learning program. This program effects 18 East Central Illinois communities, in which, ICTC contributes five percent of all residential long distance revenue generated within each participating school district every month (McLeod Telephone Company, 2000). The subjects for the study consisted of a random group of 100 Charleston residents whose current long distance provider was ICTC. Through a 14 item Likert scale individuals were surveyed on what impacted their decision to use ICTC and if their Earning for Learning program was influential in their decision. Through factor analysis the 100 surveys were evaluated.

The results indicated that there were two items, which had an eigenvalue greater than one. These factors were organizations with community relations programs and organizations with comparable prices and services. In addition, a positive correlation was found between organizations with community-based programs and an individual's perception and decision to use a particular organization's services. Also, a correlation was found between organizations, which help the community and have comparable prices and services to other organizations. Finally, the results concluded that individuals are

more likely to use an organization, which supports programs that directly have an impact on their lives (LaFayette, 1998).

Therefore, the results of this previous study provided additional support to the claim that individuals are looking for a well rounded organization, which not only has decent prices but also takes their services one step farther and gives back to the community in which they operate. The 1998 study indicated that community relations programs are beneficial to both the customer as well as the organization, because it results in individuals be satisfied with an organization's reputation and an organization seeing a positive influence on their productivity and customer base (LaFayette, 1998). However, this study again only laid the groundwork for additional research. Because of the limited amount of research completed on the topic of community relations programs and their impact additional research must be conducted

Bruning's and Ledingham's study also indicated that there is a need for further research on the topic of organization-public relationships and how this relationship effects an individual's decision. In order for this information to be considered of general nature additional research is needed which supports their claims (1998). Previous research indicated organizations participate in community relations programs in order to associate a positive image with their organization. In return, organizations anticipate their positive image to maintain and hopefully increase their productivity. Although an individual's decision to support an organization may be influenced by their community-based programs it is still unclear how much of an impact these programs have on an

individual. Through a case study analysis the following question will be answered

regarding the impact of community relations programs.

RQ1: Why does an organization (in particular Wal-Mart) do community relations

programs and how do they effect an individual's choice to do business with that

organization?

## Program for the study

The Children's Miracle Network was co-founded by Marie Osmond and John

Schneider and is a non-profit organization dedicated to helping children by raising funds

and awareness (Children's Miracle Network, 2000). Wal-Mart has been affiliated with

the Children's Miracle Network since 1988, donating over $130 million to 171 children's

hospitals that are members of the Children's Miracle Network. These hospitals help 14

million children afflicted with all kinds of disease and injury, including cancer, AIDS,

birth defects, and accident trauma. Wal-Mart is the largest corporate sponsor of the

Children's Miracle Network. Of the money raised by each store, 100 percent is given to

the hospitals in the area that are apart of the network (Wal-Mart, 2000). All donations

help children through areas, such as, treatment, research and entertainment (Children's

Miracle Network, 2000).

## Sample

The subjects for this study consisted of a random group of Charleston/Mattoon

and surrounding area residents, with 342 residents responding out of 400 distributed

surveys. Of those 342 residents surveyed 31% were males and 69% were females. The

subjects varied in age with 4% between the ages of 18 and 24, 7% between 25 and 30,

26% between 31 and 35, 20% between 36 and 40, 27% between 41 and 45, 13% between 46 and 50, and 3% were 51 or older. Also, 9% of the respondents shopped at Wal-Mart once a month, 30% twice a month, 19% once a week, 27% two to three times a week, 15% shopped more or less frequently then the choices offered and no one surveyed had never shopped at Wal-Mart. The purpose of this study was to determine if there is a relationship between an organization with community-based programs and an individual's decision to do business with a particular organization over another. Wal-Marts affiliation with the Children's Miracle Network was used in order to determine is there is a relationship. The respondents indicated that 80% were aware of the program and 20% were unaware of Wal-Marts affiliation with the program.

## Procedure

The research was conducted by a group of five researchers who used a systematic random sample to call residents from the Charleston/Mattoon and surrounding areas over a two-week period between the hours of 6:00 p.m. and 8:00 p.m. The residents were chosen from the 1999 Charleston/Mattoon and surrounding town's phone book. The phone book was divided into five groups in which the researchers were instructed to call every 100$^{th}$ resident. If no one answered the researchers then moved on to the next 100$^{th}$ resident until 400 phone calls were made. If the respondents chose not to participate in the study their survey was set in a separate pile, which resulted in an 86% return rate.

## Measurement

The researchers asked a series of ten questions, which consisted of a combination of both open and close-ended questions (See Appendix A for complete questions). The

questions were designed to determine what influences an individual's decision to shop at Wal-Mart. The questions focused particularly on the effect community relations programs have on an individual's decision to do business with a particular organization. Reliability and validity were taken into consideration when this instrument was designed. The questions were asked in several different ways in order to insure that the instrument was internally consistent. Also, each researcher read the questions directly from the survey in order to insure that each question was stated in the same way for each respondent.

## Results

The 342 surveys were analyzed by first categorizing the six close-ended questions and then establishing common themes for the remaining four open-ended questions. The respondents indicated there were several reasons they chose to shop at Wal-Mart. The answers ranged from Wal-Marts outstanding customer service to reasonably priced and a wide variety of products to the convenient location of the store (See appendix B). In addition, many people perceived Wal-Marts reputation very differently. Many felt they were extremely reliable and were pleased with their services, while others felt they were extremely slow and therefore were displeased with the services offered. Still, many others indicated that it is difficult to compare and determine Wal-Marts reputation because they have a limited amount of choices (See appendix C). For the most part the respondents felt community relations programs were an effective method of publicizing an organization's name, with 92% of the individuals agreeing, 5% disagreeing and 7% being unsure (See appendix F). As indicated earlier 273 respondents were aware that Wal-Mart was

affiliated with the Children's Miracle Network. It is important to understand how the respondents became aware of the program, because in order for a community relations program to have an impact on an individual's decision it must be publicized. The respondents indicated several different ways in which they became aware of Wal-Marts affiliation with the network. They included everything from television to Wal-Marts website to publications in the individual locations. Also, several individuals heard of the program from employees of Walmart, friends or because they themselves donate to the Children's Miracle Network (See appendix D).

The survey results also indicated that 27% of the respondents felt community relations programs effect which organizations they do business with and 10% said they had no effect on their decision. In addition, 8% were unsure if they effected their decisions, while the remaining 55% said that they preferred organizations that were well rounded. They shopped at organizations, which had average prices as well as supported the community (See appendix G). Finally, in order to determine the types of programs individuals are willing to support the respondents were asked to indicate the programs that would have an impact on their decisions. The programs included educational programs, aids research, cancer research and programs for the less fortunate (See appendix E).

### Conclusions

Previous research indicated that individuals do base some of their decisions on what companies they choose to do business with because of those companies involvement within the community, but that further research was essential (Bruning and

Ledinham, 1998). The results of this case study indicated that there is a relationship between Wal-Marts Children's Miracle Network affiliation and individual's decision to shop at their locations. Many individuals indicated that they are looking for organizations that go above and beyond the average level with their services. This level involves organizations going beyond the everyday customer service and reasonable products, but in addition supporting the community in which they operate. According to several respondents Wal-Mart's affiliation with the Children's Miracle Network provides them with an additional "selling" tool, because individuals feel better about themselves and the money they spend when it helps others in return.

One of the most important elements of any community relations program is publicizing the program to the target publics in which the organization operates. If individuals are unaware of a program an organization will most likely not see the positive impact, which could develop as a result of the program. The survey resulted in more then half of the respondents being aware of Wal-Marts affiliation with the Children's Miracle Network. Although individuals learned about the program in many different facets the survey indicated that Wal-Mart is doing an exceptional job publicizing their role in this particular program. Wal-Mart's publicized affiliation with the network is one reason that several respondents indicated that they supported the Wal-Mart organization. Therefore, Wal-Mart is able to see the direct impact their community relations program has on their target publics and how it resulted in individuals choosing their organization over similar organizations. In addition, almost every respondent indicated that community relations programs were an ideal way for an organization to publicize their name within the

community. This information alone should tell an organization that individuals want to be made aware of their involvement within the community and ultimately their particular stances on relevant community issues.

As stated earlier the goal of this case study was to answer the question: Why does an organization (in particular Wal-Mart) do community relations programs and how do they effect an individual's choice to do business with that organization? The results of the case study clearly indicate that an organization's involvement within the community can have a positive impact on both their overall reputation and level of productivity. Individuals, for the most part, are looking for a well-rounded organization. An organization that not only offers ideal products and services at a reasonable price, but also understands the importance of supporting the community which allows them to grow and prosper.

## Discussion

This case study has once again laid the foundation for the beginnings of a common theme. This theme involves organizations realizing that individuals are looking for the all-encompassing organization. Although many may still choose organizations based solely on price, services, or prior history there are still hundreds of consumers who are looking for their connection to corporate America. An organization's community relations programs provide hundreds of consumers with that connection, because they feel as if they are working together to help others. In addition, it can be implied that an organization's increased exposure and market share or profit is a direct result of their community relations programs. Therefore the benefits surely out way the time and effort

it takes for an organization to develop and organize a community relations program. It is an opportunity for an organization to not only to support deserving causes, but it also allows them to increase their exposure, market share and give back to the community, which supports their products and services. It is probably for these reasons that the number of organizations doing community relations programs has begun to increase.

Although the research provides additional support for previous findings there were some limitations to the case study. First, the study cannot be applied to all organizations and industries. The results of this study could be applied to organizations with similar products and services to Wal-Mart, but may be irrelevant to an organization outside this particular industry. In order to determine if a community relations program has an effect on a particular organization's productivity that individual organization would need to be studied. However, this case study once again adds additional support to the claim that an organization's community relations programs does have an effect on an individual's decision to use their services. In addition, the study conducted in 1998 on Illinois Consolidated Telephone Companies Earning for Learning program was a completely different industry from Wal-Mart and the results were similar, which helps had to the credibility of this current case study.

A second limitation to the case study is that the residents of Charleston/Mattoon and the surrounding areas have a limited amount of choices when deciding where to shop for the products and services similar to those offered at Wal-Mart. Unlike larger cities in which the residents have several similar locations to decide between the residents of these

particular towns have a limited amount of choices and therefore this may result in the programs being more or less influential.

Although the research on this particular topic is continuing to grow there is still the need for additional research. Future studies could be conducted on the impact community relations programs have in larger cities in which an individual's choices about which organizations they want to use are endless. This information would be beneficial because it would add additional support to the claims made within this current study. In addition, research needs to be conducted on the many different industries, which exist. This could result in both supporting the foundation established as well as determining if a particular industry's programs are more influential then other industries.

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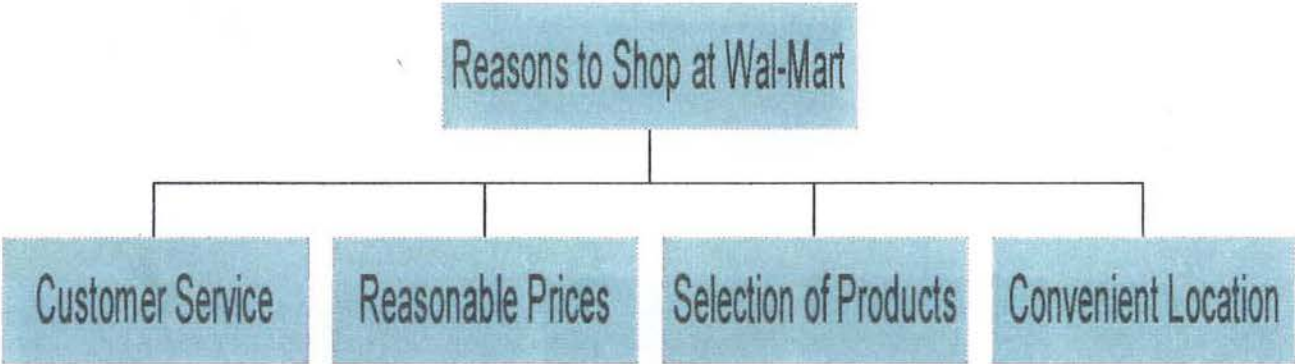
Appendix A

Wal-Mart's – Children's Miracle Network Questions

Hello, my name is Danielle and I am currently a graduate student at Eastern Illinois University. I am working on my thesis, which looks at how an organizations community relations program effect which organizations individuals support. I am not selling anything, but was hoping to ask you just a few questions, which will take about 5/10 minutes. Wal-Mart's affiliation with the Children's Miracle Network will be the focus for the study, however I do not work for Wal-Mart. Do you mind asking just a few questions?

Question trying to answer: Why do organizations (in particular Wal-Mart) do community relations program and how do they effect which organizations individuals decide to do business with?

1.  Male _____    Female _____

2.  What age bracket are you apart of?
    18-24 ___    25-30 _____    31-35 ___    36-40 ___    41-45 ___    46-50 ___    51+ ___

3.  How would you characterize Wal-Mart's reputation within the community?

4.  How often do you shop at Wal- Mart?
    Once a month ___    Twice a month___    Once a week ___    2 to 3 times a week ___
    Never ___    Other ___

5.  What are some reasons you shop at Wal-Mart?

6.  Do you think community relations programs are an effective way of getting a business's name out to the public?
    Yes ___    No ___    Unsure ___

7.  Are you aware that Wal-Mart sponsors the Children's Miracle Network?
    Yes ___    No ___    Unsure ___

8.  If yes, (to question 7) how did you hear about this program?

9.  Do community relations programs effect your choice when choosing places to shop?
    Yes ___    No ___    Unsure ___    Other ___

10. What types of programs would you suggest an organization do, which would influence you decision to use them?

Appendix B

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                    ┌──────────────────────────────┐
                    │  Reasons to Shop at Wal-Mart │
                    └──────────────────────────────┘
          ┌────────────────┬─────────┴────────┬──────────────────┐
┌──────────────────┐ ┌──────────────────┐ ┌──────────────────────┐ ┌──────────────────────┐
│ Customer Service │ │ Reasonable Prices│ │ Selection of Products│ │ Convenient Location  │
└──────────────────┘ └──────────────────┘ └──────────────────────┘ └──────────────────────┘
```

Appendix C

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                         ┌──────────────────────┐
                         │  Wal-Mart's Reputation│
                         └──────────────────────┘
          ┌───────────────────────┼───────────────────────┐
┌──────────────────────────────┐ ┌──────────────────┐ ┌──────────────────────────────┐
│ Reliable and Pleased with    │ │ Slow and         │ │ Limited choices effects      │
│ Services                     │ │ Displeased       │ │ outlook                      │
└──────────────────────────────┘ └──────────────────┘ └──────────────────────────────┘
```

Appendix D

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                    ┌─────────────────────────────────┐
                    │ Publicity of Affiliation With Network │
                    └─────────────────────────────────┘
          ┌───────────┬───────────┼───────────┬───────────┐
   ┌──────────┐ ┌─────────────┐ ┌────────────────┐ ┌────────┐ ┌──────────────┐
   │ Television │ │ Publications │ │ Employees of   │ │ Friends │ │ Donate to    │
   │            │ │ in Stores    │ │ Wal-Mart       │ │         │ │ Network      │
   └──────────┘ └─────────────┘ └────────────────┘ └────────┘ └──────────────┘
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Appendix E

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                    ┌─────────────────────────┐
                    │ Program Willing to Support │
                    └─────────────────────────┘
          ┌───────────┬──────────┼──────────┬──────────────────┐
   ┌────────────┐ ┌──────────────┐ ┌────────────────┐ ┌──────────────────────────┐
   │ Educational │ │ AIDS Research │ │ Cancer Research │ │ Supporting the Less Fortunate │
   └────────────┘ └──────────────┘ └────────────────┘ └──────────────────────────┘
```

## Appendix F



**Effective Publicity Method**

Legend:
- Agree
- Disagree
- Unsure

## Appendix G



**Program's Influence on Individuals**

Legend:
- Effective
- Non-Effective
- Unsure
- Well-rounded