

EFFECTS OF CORPORATE SOCIAL RESPONSIBILITY IN PORTUGUESE  
FOOD RETAIL OWN BRANDS' TRUST  
MILLENNIALS VS. GENERATION X PERCEPTIONS

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“Never doubt that a small group of thoughtful, committed citizens can change the world.  
Indeed, it is the only thing that ever has.”

**-Margaret Mead**

“The toughest thing about the power of trust is that it's very difficult to build and very easy  
to destroy. The essence of trust building is to emphasize the similarities between you and  
the customer.”

**-Thomas J. Watson, IBM**

## **Acknowledgments**

A very special thanks to my mother, who much more than teach me, showed me how to respect and care for others; to my father, for teaching me work ethics and showing how important it is to love what you do; to my sister, who has been a source of inspiration and strength my entire life; to my nephew, who although loves to annoy me, looks up and cares about me; to my granduncle, to whom I owe the knowledge thirst that today I see in myself; to my aunt, for stepping up and help me when I most needed; to my boyfriend, who so many times believed more in myself than I did, and was a source of confidence when I needed; to my friends with whom I share my frustrations, hopes, winnings and laughs. All of you played an important role during this process.

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“It is our attitude at the beginning of a difficult task which, more than anything else, will affect its successful outcome.”

**-William James**

## Resumo

Responsabilidade Social Corporativa (RSC) tem desenvolvido um papel prioritário enquanto foco para gestores na indústria do retalho global e no setor dos bens de consumo (The Consumer Good Forum, 2011). Ainda assim, parece existir uma ausência de estudos relacionados com RSC e os seus impactos na indústria do setor alimentar, mais concretamente, na confiança nas marcas próprias no retalho alimentar.

A Geração X e os Millennials são as duas gerações com maior presença no mercado português nos dias que decorrem. Este estudo entende Gerações como sendo uma variável psicológica relevante, portanto, o que pode ser atrativo para uma geração, pode não surgir com o mesmo efeito para a outra.

O presente estudo tem como objetivo compreender se as atividades de RSC detêm impacto sobre a confiança nas marcas próprias no mercado alimentar. Tanto quanto é sabido, este estudo é o primeiro a ser aplicado relativo a RSC e confiança na marca enquanto as diferenças geracionais são consideradas variáveis com relevância.

O estudo foi realizado através de um método quantitativo, associado a um inquérito online com vista a recolher perspetivas de ambas as gerações.

Os resultados indicaram que não só RSC contribui para a explicação na variação da confiança na marca, assim como demonstra diversas distinções relativamente ao impacto de RSC na confiança na marca em ambas as gerações. Contudo, semelhanças entre as perceções de ambas as gerações também foram encontradas: ambas exigem RSC principalmente no que concerne a si próprios enquanto consumidores e ambas percebem que as empresas de retalho alimentar português detêm uma maior atenção aos acionistas do que qualquer outro *stakeholder*.

**Palavras-chave:** Responsabilidade social corporativa; Confiança na marca; Gerações;  
Retalho Alimentar

## **Abstract**

Corporate Social Responsibility (CSR) has developed to be one of the top priorities of business over the last decade, inclusively, being ranked as the number one focus of managers in the global retail and consumer goods sector (The Consumer Good Forum, 2011). However, there seems to be a lack of study on CSR and its impacts on the food retail industry, more specifically, in the food retail companies' own brands trust.

Generation X and Millennials are the two generations with the highest presence in the Portuguese market nowadays and this study comprehends generations as a meaningful psychological variable, and thus, what appeals to one generation may not appeal to the other.

The present thesis aimed to understand if CSR activities had impact in the food retail companies' own brands trust. As far as it is known, this study was the first one to be applied regarding CSR and brand trust in a manner where generational differences were considered as a meaningful variable.

This study was conducted using a quantitative method, associated with an online survey to collect both generations' perspectives.

The results indicated that not only CSR does help explain variation in brand trust, as also that several distinctions on the impact of CSR in brand trust in the eyes of the two generations can be made. Nevertheless, similarities were also found: both want CSR mostly were it refers to them directly as customers and both perceive companies to care more about shareholders than any other stakeholder.

**Key-Words:** Social Corporate Responsibility; Brand Trust; Generations; Food Retail

### **JEL Classification System:**

M14- Corporate Culture; Diversity; Social Responsibility

M30 – Marketing and Advertising: General

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LIST OF ABBREVIATIONS

CSR – Corporate Social Responsibility

SR- Social Responsibility

CSV- Creating Shared Value

CSP- Corporate Social Performance

CFP- Corporate Financial Performance

ROA- Return on Assets

ROE- Return on Equity

NPM- Net Profit Margin

EPS- Earning Per Share

FBBE- Firm Based Brand Equity

X'ers- Generation X

## 1. INTRODUCTION

CSR (Corporate Social Responsibility) has developed to be one of the top priorities of businesses over the last decade having been ranked in 2011 as the number one focus of managers in the global retail and consumer goods sector (The Consumer Good Forum, 2011). Du, Bhattacharya & Sen (2010) CSR's definition "a firm's commitment to maximize long-term economic, societal and environmental well-being through business practices, policies and resources" will be followed in the present study since it reflects management and strategy orientation.

CSR in the food retail industry faces three important and specific challenges: The food sector has a high impact on the planet and strongly depends on natural, human and physical resources (Genier et al. 2009 *in* Hartmann, 2011); As food covers basic human needs people have strong views on what they eat. This leads to a complex set of requirements for the food sector regarding the production of the raw materials (animal welfare), the environmental (e.g. energy and water use; waste) and social (labour conditions) conditions along the whole value chain as well as the quality, healthiness and safety of products (e.g. Maloni and Brown, 2006 *in* Hartmann, 2011); The food chain has a unique and multifaceted structure. Since small and large enterprises differ in their approach to CSR, this implies potential conflicts regarding CSR involvement in the food supply chain (Hartmann, 2011).

The link between CSR and its impact on performance depends on the firm or industry characteristics (Hartmann, 2011). The potential positive impact of CSR on consumer satisfaction and sales holds especially for firms in sectors where it is not the government/other firms that are the predominant customers, but rather individual consumers are the predominant customers since these firms those are highly sensitive to public perception (Lev et al, 2010). Hartmann (2011) considers that the food retail sector falls into this group – it has a substantial consumer closeness and visibility as it supports the daily requirements of millions of consumers.

In addition, trust has been proved to be an important factor in food retail (Hartmann et al 2015). Expanded global sourcing and the introduction of new technologies over the last

few decades have increased the complexity and anonymous nature of food value chains. These developments have reduced consumers' knowledge about and experience with food production as well as consumers' direct relationship to food producers (Hartmann et al 2015). Reputation can be used to create trust. For instance, Lassoued & Hobbs (2015), show that brand loyalty for packaged salad is best explained when consumers are confident about the quality and safety of the brands. Trust evolves to confidence and drives a consumer to be committed to a particular food brand. According to Castaldo et al (2009) when consumers perceive a retailer as socially responsible, they are also more likely to trust the labeled product that the retailer carries.

However, there seems to be a lack of study on CSR and its implications on the food retail industry (Piacentini et al. 2000). Also, according to Delgado-Bellester (2004), the concept of trust is not often examined in end-consumer studies, especially with a brand-consumer relationship focus.

Considering Pordata's values for 2011, around 60% of the Portuguese population are ages between 18 and 66 years, which according to Faria (2014), comprehends the Generation X and Millennials in Portugal. Concluding that the two mentioned are the generations with highest presence in the Portuguese market now and what appeals to one does not necessarily appeal to the other, it is important for food retail companies in Portugal to understand how CSR affects each generation's trust in their brand.

The present study is composed of six chapters: the first chapter provides contextualization regarding the theme and problematics in study; the second chapter addresses the relevant theoretical constructs regarding Social Corporate Responsibility, Brand Trust and Awareness and Generation; the third chapter justifies the methodology adopted as well as explains the rationale behind it; the fourth chapter includes the statistical analysis undertaken and explains the results obtained; the fifth chapter is composed by a discussion of the results obtained in the previous chapter; lastly, the sixth chapter, clarifies the contributions of the present study to both management and scientific contexts and also includes recommendations for future research on the topic discussed in this study.

## 2. LITERATURE REVIEW

The aim of this study is to understand if CSR activities in the food retail industry in Portugal affect two different generation's perceptions, Millennials and X, of own brand trust in the companies. To do so, the current chapter sets out the basic underlying constructs, through a review of relevant literature pertaining to the concepts of Corporate Social Responsibility, Brand Trust and Awareness, and lastly, Generations.

### 2.1. Corporate Social Responsibility

#### 2.1.1. Definitions over time

In the academic as well the corporate world, there seems to be a lack of consensual understanding regarding what CSR is (Dahlsrud, 2006). Carroll (1999) examines the traces of CSR in time and notes that "The concept of CSR has a long and varied history. It is possible to trace evidences of the business community's concern for society for centuries. Formal writing on social responsibility, however, is largely a production of the 20<sup>th</sup> century, especially in the past 50 years." (Carroll, 1999, p.1).

In table 1, Rahmen (2011) considers that there is no single definition for CSR, but instead different definitions that emerge from different stages in time that represent distinct dimensions of CSR throughout history, starting in the 1950's up until the 21<sup>st</sup> century.

*Table 1- Rahmen's dimensions of CSR throughout history*

<b>Date</b>	<b>Dimensions</b>
1950's	Obligation to society.
1960's	Relationship between corporations and society.
1970's	Stakeholders' involvement, well beings of citizens, a philosophy that looks at the social interest, help solve neighborhood problems; Improve the quality of life;

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	Economic responsibility, legal responsibility, ethical responsibility, discretionary responsibility.
1980's	Voluntariness; Economically profitable, law abiding, ethical and socially supportive; Economic, legal, ethical and voluntary or philanthropic.
1990's	Stakeholders' involvement; Obligation to society; Environmental stewardship; People, planet, profit.
21 <sup>st</sup> century	Integration of social and environmental concern; Voluntariness; Ethical behavior; Economic development; Improving the quality of life of the citizens; Human Rights; Labor rights; Protection of the environment; Fight against corruption; Transparency and accountability.

Bowen (1953), being the first endeavor on developing a definition, considers that the responsibilities of the businessman to society are to follow lines of actions that are desirable in terms of the objectives and values of the society. The author's work proceeded from the belief that several businesses were vital centers of power and decision making and their actions had a direct impact on the lives of citizens.

According to Carroll (1991) in the early writings on CSR it was more often referred as a Social Responsibility (SR) rather than as CSR, "perhaps this was because the age of the modern corporation's prominence and dominance in the business sector had not yet occurred/been noted" (Carroll, 1991, p. 2).

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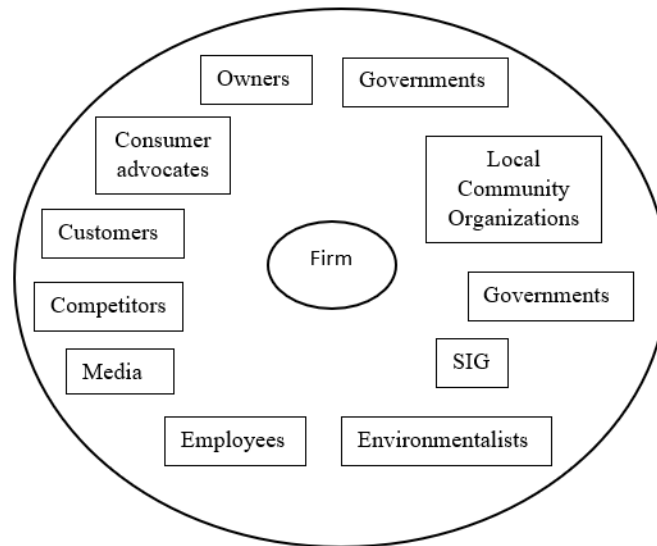
A constructive broadening of CSR definition was conducted throughout the years. Davis (1960) took a step forward regarding the definition of CSR- "businessman's decisions and actions taken for at least partially beyond the firm's direct economic or technical interest" (Davis, 1960, p.70). The author explains: "Social responsibility has been applied in any situation if it influences a businessman's decision even partially. It is not necessary that a decision be based wholly on one's attitude of social responsibility in order to qualify. For example, when a businessman decides to raise or lower prices, he is normally making an economic decision; but if the management of a leading automobile firm decided not to raise prices because of possible effects on inflation, social responsibility would be involved. As a matter of fact, rarely would social responsibility be the exclusive reason for a decision." (Davis. 1960, p. 71). Inclusively, he argues that socially responsible business decisions can be justified by a long-run economic gain to the firm, paying it back for its social outlook. Thus, a new recognition that business exists in a context of the society and carries power upon it and vice versa emerges.

In the 1970's, with Backman's (1975) four facets of social performance became well known, namely: social responsibility, social accounting, social indicators, and social audits; and each represents a different angle on social responsibility. "Social responsibility usually refers to the objectives or motives that should be given weight by business in addition to those dealing with economic performance" (Backman, 1975, p. 2). As examples of CSR he identified employment of social minorities, reduction in pollution, greater participation in programs that improve the community, improved medical care, improved industrial health and safety. Backman defined CSR as more than profit-making, as going beyond economic and legal requirements (Isa, 2012).

A new milestone on the definition of CSR can be found in the 1980's, with Freeman (1984) and the Stakeholder Theory which encompasses the role of stakeholders in promoting CSR. According to the author, stakeholders are every group or individuals that can affect or be affected by the accomplishment of organizational purpose. In the figure 1, retrieved from Freeman (1984), is represented who are the possible stakeholders of a firm.

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Figure 1- Possible Stakeholders of a firm according to Freeman (1984)



Each one of these groups has a stake in the corporation, hence, the term “stakeholder” (Freeman, 1984). This new theory brought a new dimension to CSR, as can be seen in Epstein (1987) that defined CSR as “achieving outcomes from organizational decisions concerning specific issues or problems, which have beneficial rather than adverse effects on pertinent corporate stakeholders.” (Rahman, 2011, p.5). The author pointed out that the concepts of Social Responsibility, Responsiveness and Business Ethics were intimately related, even overlapping (Rahman, 2011).

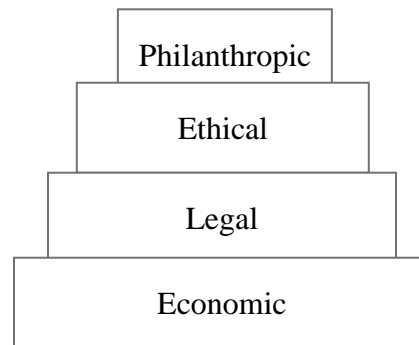
Perhaps the most known definition of CSR was born in the 1990’s, with Carroll’s (1991) “For CSR to be accepted by the conscientious business person, it should be framed in such a way that the entire range of business responsibilities is embraced. (...) four kinds of social corporate responsibilities constitute total CSR: economic, legal, ethical and philanthropic. Furthermore, these four categories or components of CSR might be depicted as a pyramid.” (p. 40).

The pyramid of CSR portrayed the economic theory as the base upon which all others rest, and the built upwards through legal, ethical and philanthropic dimensions (figure 2).



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*Figure 2- Carroll's pyramid of social responsibilities (1991)*



The author added that the term “social” in CSR was vague and lacking in specificity as to whom the corporation is responsible, thus he adopted the stakeholder concept by Freeman (1984), which personalizes social/societal responsibilities by delineating the specific groups or persons business should consider in its CSR orientation: “the stakeholder nomenclature puts names and faces on the societal members or groups who are most important to business and to whom it should be responsible” (p. 43). On a more recent outlook, Carroll (2016), revised the Pyramid and comments on characteristics of the model that were not emphasized initially such as: i) Ethics permeates the pyramid – Though the ethical responsibility is seen as a separate category of the pyramid, it should also be noted that ethics cuts through the entire pyramid meaning that ethical considerations are present in every other category; ii) Tensions and Trade-Offs – As companies seek to perform their economic, legal, ethical and philanthropic responsibilities, tensions and trade-offs usually arise. How companies deal and balance these different responsibilities goes a long way in defining their CSR orientation; iii) The pyramid as an integrated, unified whole – Since the pyramid is intended to be seen from a stakeholder perspective, the focus should be overall and not on the parts. Meaning that firms should engage in decisions that simultaneously fulfill the four components; iv) The pyramid is a sustainable stakeholder framework – Though the pyramid can be seen as a static snapshot of a firm’s responsibilities, it is intended to be seen as a dynamic, adaptable framework on which it can be focused the present and the future; v) Global applicability and different contexts – When the author developed the original construct of the pyramid it was done with American capitalism in mind. Since then, several writers have proposed that the pyramid needs to be reordered to meet the conditions of other

countries and/or smaller business. For example, Visser (2011) revisited Carroll's pyramid in developing countries, in particular Africa, and argued that the order of the pyramid there is different. In developing countries, economic responsibilities continue to get most emphasis, but philanthropy is given second highest priority followed by legal and then ethical.

In the 21<sup>st</sup> century the World Council for Sustainable Development (2008) introduces a new concept for CSR "the continuing commitment by the business to behave ethically and contribute to economic development while improving the quality of life of the workforce and their families as well as of the local community and society at large" (Rahmen, 2011, p.7). According to Rahman (2011) the 21<sup>st</sup> century marks the emerging of the CSR industry: large corporations having CSR departments and hiring CSR managers and consultants; law and accounting firms emerge to tackle CSR in relevant fields; universities holding CSR conferences and research to contribute to the CSR field; publishers who are printing CSR related books; and journalists who report on CSR issues. The public itself is more watchful than ever on what firms are saying about their CSR responsibilities and what they are doing in practice.

### **2.1.2. Strategic CSR**

The collapse of Enron in 2001 made stakeholders increase pressure in corporations to become more transparent (Dahlsrud, 2006). Adding to the financial crisis in 2008 and the Volkswagen scandal in 2015, opened the idea that the "invisible hand" of the market could not be reliable to ensure beneficial outcomes for society. It is in this context that strategic CSR has emerged (Rasche, Morsing & Moon, 2017).

Speaking of strategic CSR is a purpose or quality above and beyond doing good for the sake of good, this implies foregrounding motivations for acting responsibly (Rasche, Morsing & Moon, 2017). CSR allows executives to address stakeholders needs in ways that carry strategic benefit for the firm. CSR is about the economic, legal, ethical and discretionary issues that stakeholders define as directly related to the firm – the solution to these issues, the overlap where economic and social value intersect, are the reason to any successful CSR plan (Chandler & Werther, 2014). This perspective of attaining business gains from CSR has been called Strategic CSR (Salzmann et al.2005).

Burke and Logsdon (1996) introduced for the first time strategic CSR. According to the authors, “corporate social responsibility is strategic when it yields substantial business-related benefits to the firm, in particular by supporting core business activities and thus contributing to the firm’s effectiveness in accomplishing its mission” (p. 464).

CSR activities, unlike many other firm activities, influences both internal and external stakeholders (Bhattacharyya, 2009). From an internal perspective the doing of CSR activities is expected to motivate the employees and demonstrate good management practice (Royle, 2005). From the external perspective the doing of CSR activities is expected to earn a good reputation in society (Lewis, 2003).

Considering this strategic turn, in the present study we will be recognizing Du, Bhattacharya & Sen (2010) CSR definition “a firm’s commitment to maximize long-term economic, societal and environmental well-being through business practices, policies and resources”, since it reflects management and operative objectives.

In accordance with Oim, Amran and Yeap (2017), any activity that is strategic in nature must be able to achieve its firm’s mission and vision. Thus, any CSR activity which is strategic should: 1- Be close to the mission and vision of the organization (Du et al.2007); 2- Have a long-term vision (Porter and Kramer, 2011); 3- Have substantial resources commitment (Porter and Kramer, 2011).

According to Porter and Kramer (2011) the solution of the mistrust that has embraced corporations in the eyes of the society lies in the principle of shared value, “which involves creating economic value in a way that also creates value for society by addressing its needs and challenges. Creating Shared Value (CSV) is not social responsibility, philanthropy or even sustainability, but a new way to achieve economic success” (p. 4). The concept of shared value can be defined as policies and operating practices that enhance the competitiveness of a company while simultaneously advancing the economic and social conditions in the communities in which it operates – which focuses on expanding the connections between societal and economic progress. The purpose of the corporation must be redefined as creating shared value, not just profit per se, the basis of this new approach is to recognize that societal

needs, not just conventional economic needs, define markets and the managerial challenge is to turn CSR from an expense to an investment. “Creating shared value is integral to a company’s profitability and competitive position, it leverages the unique resources and expertise of a company to create economic value by creating social value” (Porter and Kramer, 2011, p. 16). Nevertheless, CSV has faced critics in the academy such as Crane et al. (2014), where the authors claim that CVS is unoriginal and ignores the tension between social and economic goals. More recently, Reyes et al. (2017), noted that CVS works well as a management framework to address “win-win” situations but leaves managers unprepared to issues when faced a “win-lose” or “lose-win” situation.

Concluding, strategic CSR considers both societal needs and business gains. “It creates shared value and win-win situations, it benefits both the society and the business by channeling CSR initiatives into societal problems, which eventually strengthen the business’s competitive advantage, as well as corporate reputation” (Ooi, Amran and Yeap, 2017, pp. 253, 254).

### 2.1.3. CSR and Financial effects

One of the firsts attempts to establish the business case for CSR was the pursuit of establishing a positive relationship between CSR and its financial outcome (Carroll & Shabana, 2010). Griffin and Mahon (1997), through a review of studies exploring Corporate Social Performance (CSP) and Corporate Financial Performance (CFP) concluded that there is a positive relationship between CSP and CFP. However, the authors mentioned that most results from studies have been contradictory, as can be seen in Figure 3.

*Figure 3- Correlations between Corporate Financial Performance and Corporate Social Performance (Griffin and Mahon, 1997)*

Positive	No Effect/Inconclusive	Negative
<i>1970's (16 studies)</i>		
Moskowitz (1972)	Fogler and Nutt (1975)	Vance (1975)
Bragdon and Haire (1975)	Fry and Hock (1976)	
Bowman and Haire (1975)	Alexander and Buchholz (1978)	

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Parker and Eilbert (1975)		
Moskowitz (1975)		
Belkaoui (1976)		
Fry and Hock (1976)		
Heinze (1976)		
Sturdivant and Ginter (1977)		
Ingram (1978)		
Bowman (1978)		
Spicer (1978)		
<i>1980's (27 studies)</i>		
Anderson and Frankle (1980)	Anderson and Frankle (1980)	Chen and Metcalf (1980)
Chen and Metcalf (1980)	Freedman and Jaggi (1980)	Kedia and Kuntz (1981)
Kedia and Kuntz (1981)	Ingram and Frazier (1983)	Eckbo (1983)
Frey, Keim and Meiners (1982)	Aupperle, Carroll and Hartfield (1985)	Strachan, Smith and Beedles (1983)
Freedman and Jaggi (1982)	Freedman and Jaggi (1982)	Shane and Spicer (1983)
Cochran and Wood (1984)		Wier (1983)
Newgren et al. (1985)		Jarrell and Peltzman (1985)
Marcus and Goodman (1986)		Marcus and Goodman (1986)
Rockness, Schlachter and Rockness (1986)		Pruitt and Peterson (1986)
Cowen, Ferreri and Parker (1987)		Davidson, Chandy and Cross (1987)
Spencer and Taylor (1987)		Davidson and Worrell (1988)
Wokutch and Spencer (1987)		Hoffer, Pruitt and Reilly (1988)
Lerner and Fryxell (1988)		Lerner and Fryxell (1988)
McGuire, Sundgren and Schneeweis (1988)		McGuire, Sundgren and Schneeweis (1988)
		Bromiley and Marcus (1989)
<i>1990's (8 studies)</i>		
Holman, New and Singer (1990)		Hill, Kelley and Agle (1990)
Morris et al. (1990)		Holman, New and Singer (1990)
Coffey and Fryxell (1991)		Coffey and Fryxell (1991)
Riahi-Belkaoui (1992)		
Hart and Ahuja (1994)		
Johnson and Greening (1994)		
Waddock and Graves (1994)		

In a more recent outlook, more positive results regarding the relationship between CSP and CFP arise. Verschoor (2003) compared social responsible companies with other companies in the S&P 500 and the results indicated that the socially responsible companies outperformed other firms consistently with respect to Market Value Added. Prado-Lorenzo et al. (2009) research on the factors influencing disclosure of greenhouse gas emissions and concluded that a company's environmental activities will directly impact on financial performance, as the authors mention "business trend to use information on greenhouse gas emissions as a mechanism for companies to legitimize themselves with those collectives that can benefit them in relation to different issues, such as the maintenance of current legal requirements in environmental issues, the decreasing capital costs of the attraction of new investors as well as the presence of economies of scale associated with the costs of drawing up additional information for larger firms." (Prado-Lorenzo et al, 2009, p. 22).

On a more narrowly view focused on profitability ratios, Kamatra & Kartikanindgyah (2015), examined the effect of CSR on financial performance measured by the ratios "return on assets (ROA)", "return on equity (ROE)", "net profit margin (NPM)" and "Earning per share (EPS)" and concluded that CSR shows a significant effect on ROA and NPM but no significant effect on ROE and EPS.

On a broader view, using a time series data to analyze the cumulative effects of CSR on future firm financial performance, Peters and Mullen (2009), concluded that the effects of CSR on a firm's financial performance are not only positive as also tend to strengthen over time, revealing a positive effect for a firm's both shareholders and stakeholders.

#### **2.1.4. CSR and Consumers**

One important stakeholder group that is susceptible to a company's CSR activities are its customers. Marketplace polls suggest that a positive relation between a company's CSR actions and consumers' reactions to that company exists (Bhattacharya & Sen, 2004). A Nielsen's 2015 report on 30,000 consumers in 30 countries concluded that there has been an incremental trend on the willingness of consumers to pay more for sustainable brands with

an increase of 16% from 2013 to 2015 (2015- 66%; 2013-50%). The same study concludes that many consumers have adopted more sustainable behaviors and they expect companies to do the same. Bhattacharya and Sen (2004) argue that there are three situations that can link CSR to consumer purchasing decisions. First, this can occur when the consumer and company both support a cause. Second, the consumer perceives a high company/issue fit. Finally, when the products' price may be higher due to social responsibility sourcing.

Some consumers are sceptical of companies' intentions (Pomering and Dolnicar, 2009). Although they are positive towards socially responsible companies believing that the companies' motivations are in a small part to help others, they also recognize that companies see CSR as being in their own self-interest as well (Mohr et al, 2001). Consumers are more sensitive to negative CSR information than to positive CSR information (Bhattacharya & Sen, 2004), they are more likely to boycott irresponsible companies than to support responsible companies (Mohr, et al.2001).

Consumers report positive attitudes toward buying products from socially responsible companies, but these positive attitudes are not transferred into actual purchase behaviour (Oberseder et al 2011). Although consumers' beliefs about CSR are often inconsistent with their purchasing behaviours, the relationship between beliefs and behaviours will be stronger the more knowledge consumers have about CSR issues and the more important they judge these issues to be (Mohr et al 2011). According to Pomering & Dolnicar (2009), consumer attitudes and purchase intentions are influenced by CSR initiatives, but only if consumers are aware of them. Consumers' lack of awareness about CSR initiatives is a major limiting factor in their ability to respond to these initiatives (Bhattacharya & Sen, 2004). They first need to become aware of a firm's level of social responsibility before this factor can impact their decisions, the amount and nature of CSR information influences consumer awareness and purchase intentions (Mohr et al 2001).

### **2.1.5. Arguments against CSR**

Although increasingly accepted as a requirement of doing business and achieving legitimacy, CSR was once a much more controversial topic, not readily accepted by all. One

of the main opponents of CSR was Milton Friedman (1970), an economics Nobel prize winner. He argues that the main purpose of any corporation is to raise income, that a firm does not need to have any other justification for existing and, in fact, that social value is maximized when a firm only focuses on pursuing its self-interest (Chandler & Werther, 2014). Further, this view holds that, if the free market cannot solve social problems, it falls not upon business, but upon government and legislation to do the job (Carroll & Shabana, 2010).

Besides the 'Profit maximization' pointed out by Friedman, Davis (1973) considers another seven arguments against CSR:

1) Costs of Social Involvement- according to the author, social goals do not pay their own way in an economic sense, although businesses have substantial economic resources, they must be wisely invested otherwise they do not self-renew. 2) Lack of Social Skills- the author considers that businessman may lack the perceptions and skills needed to assume social responsibilities. 3) Dilution of Business Primary Purpose- the involvement in social goals might dilute businesses' emphasis in economic prosperity, divide the interests of leaders and weaken the business in the marketplace. 4) Weakened International Balance of Payments- social programs add costs to production, and these costs are usually recovered with the increase of the price of the final product. If firms compete in an international environment with other firms that do not carry these costs they will be in a position of competitive disadvantage. 5) Business Has Enough Power- another argument is that business already has enough social power. In this line of reasoning, business is one of the most powerful institutions in society. The process of combining social powers with economic activities would give business excessive powers. 6) Lack of Accountability- according to this point of view business has no line of accountability to the people, therefore it would be unwise to give power for areas that cannot be accountable for, accountability should always come with responsibility. 7) Lack of Broad Support- The final point presented by the author relates with the lack of consensus in society regarding whether business should be involved in social issues. Considering that there is some opposition to the idea, it would create friction between groups in the society.



The idea that the involvement in social issues dilutes the objective of business is also supported by Hayek (1969), the objection here is that adopting CSR would put business into fields that are not related to their proper aim.

Carroll & Shabana (2010), consider that these arguments were presented decades ago, and although some might still stand, the notion and idea of CSR was much narrowly conceived than it is nowadays.

## **2.2. Brand Trust & Awareness**

### **2.2.1. The importance of Brand**

A brand is a name, term, sign, symbol, or design, or a combination of these, that identifies the maker or seller of a product or service (Delgado-Ballester & Munuera, 2005). Branding gives the seller several advantages. The brand name becomes the basis on which a whole story can be built about a product's special qualities. Building a strong brand in the market is important because it provides many benefits to a firm, including less vulnerability to competitive marketing actions, large margins, greater co-intermediary co-operation and support, and brand extension opportunities (Delgado-Ballester & Munuera, 2005). Some analysts see brands as the major enduring asset of a company (Kotler & Armstrong, 2011). As a former CEO of McDonald's once declared, "If every asset we own, every building, and every piece of equipment were destroyed in a terrible natural disaster, we would be able to borrow all the money to replace it very quickly because of the value of our brand... The brand is more valuable than the totality of all these assets." (In Kotler & Armstrong, 2011, p. 243).

Branding also helps buyers in many ways. Consumers often view a brand as an important part of a product, and branding can add value to a product. Customers attach meanings to brands and develop brand relationships (Kotler & Keller, 2012). Brand names help consumers identify products that might benefit them. Brands also say something about

product quality and consistency—buyers who always buy the same brand know that they will get the same features, benefits, and quality each time they buy (Kotler & Keller, 2012).

Branding can be used for customers to identify a product or service, making the introduction of new products into the market easier, while building brand equity (Pride et al. 2006), “Brand equity is the differential effect that knowing the brand name has on customer response to the product and its marketing. It’s a measure of the brand’s ability to capture consumer preference and loyalty. A brand has positive brand equity when consumers react more favorably to it than to a generic or unbranded version of the same product. It has negative brand equity if consumers react less favorably than to an unbranded version.” (Kotler & Armstrong, 2011, p. 243). More importantly, branding makes it easier for consumers to identify products, and it also makes it easier to develop brand loyalty (Pride et al. 2006).

### **2.2.2 - Brand equity**

Modern consumers are more demanding and require comfort (Brahmbhatt & Shah, 2017). They not only concentrate on the functional benefits of a product but are also looking for intangible advantages such as status, image, lifestyle and other factors that can be identified as benefits in a brand. Thus, the psychology of the consumer goes beyond the physical attributes of the product. This added value or the incremental utility of the product that comes with the brand name is called brand equity (Brahmbhatt & Shah, 2017). There are two main distinct perspectives on brand equity, namely, financial and customer-based (Fayrene & Lee, 2011). The first focuses on a financial point of view from which the brand is appraised, the financial value brand equity creates to the business, and is often referred to as firm-based brand equity (FBBE). However, the financial value of brand equity is only the outcome of consumer response to a brand name (Christodoulides et al. 2010). Thus, the second perspective on brand equity is about evaluating the consumers’ response to a brand, considered the driving force of increased market share and profitability of the brand and it is based on the market’s perceptions (consumer-based brand equity).

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During the 1990's new definitions of what is brand equity allowed for a new understanding of the concept. Aaker (1991) defined brand equity as "a set of assets and liabilities linked to a brand, its name and symbol, that adds or subtracts from the value provided by a product or a service to a firm or to a firm's customers" (p.23). The American Marketing Association defines it as based on consumer's attitudes towards the brand and favorable consequence of brand use. Keller (1993), defines customer-based brand equity as the differential effect of brand knowledge on consumer response to the marketing of the brand. As the author describes "Brand marketing is defined in terms of the marketing effects uniquely attributable to the brand" (Keller, 1993, p.1). According to this conceptualization, a brand has a positive (or negative) value if the consumer reacts more (or less) favourably to the marketing of a product of which he/she knows the brand name than to the marketing of an identical yet unbranded product.

According to Brahmhatt and Shah (2017) the most trusted definition of brand equity was given by Aaker (1996). Figure 4, shows the five measures model of customer-based brand equity according to Aaker (1996). First, brand awareness, how many intended consumers recall or recognize the brand; second, perceived quality of the brand in the consumer's mind; third, brand association, which includes all the things that the consumer associates with the brand; fourth, loyalty that consumers have towards the brand; lastly, the leadership of the brand and its market behavior.

*Figure 4- Aaker's (1996) five measures model of customer-based brand equity*

<b>Measure</b>
Brand Awareness
Perceived Quality
Brand Associations and Differentiators
Brand Loyalty
Market Behavior of the Brand

According to Lassoued and Hobbs (2005), brand loyalty is an indirect outcome of brand trust and Delgado-Ballester and Munuera (2015) consider that brand trust contributes to a better explanation of brand equity, "Trust is the cardinal driver of loyalty because it creates exchange relationships that are highly valued. Thus, brand loyalty focuses on the internal dispositions or attitude toward the brand" (Delgado-Ballester and Munuera, 2015, p.189). Brand trust "is rooted in the result of experience with the brand, and it is also positively associated with brand loyalty, which in turn maintains a positive relationship with brand equity. Brand loyalty underlies the ongoing process of continuing and maintaining a valued and important relationship that has been created by trust" (Chaudhuri & Holbrook, 2011, p.4). The authors concluded that brands with high market share tend to have high levels of repeat purchase among their users, and such purchase loyalty is determined by brand trust which in turn, influences aspects of brand equity as market share.

Considering brand loyalty as a relational asset, implies that building and maintaining trust is a key characteristic of any successful long-term relationship. Loss of trust is a major risk to brand equity and brand managers must work to prevent such losses and to store up levels of trust that can accommodate occasional failures (Delgado-Ballester & Munuera, 2005). In fact, trust is expected to predict future intentions and guide consumers' decision-making (Lassoued & Hobbs, 2005).

### **2.2.3. Trust and its relationship to brand**

Trust has received attention from scholars in several disciplines such as sociology, economics, psychology as well as marketing and management (Delgado-Ballester & Munuera, 2005). No real consensus exists neither from other disciplines neither from marketing, either on the definition of brand trust or its dimensions (Lassoued & Hobbs, 2015).

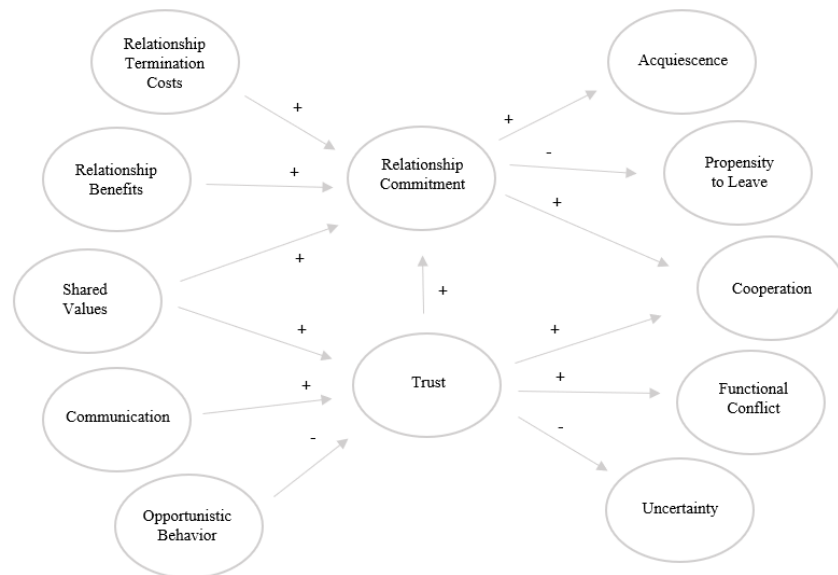
Moorman et al (1992), defined trust "as a willingness to rely on an exchange partner in whom one has confidence" (p. 315). This definition approaches two topics in trust, the first being a view of trust as a belief, a sentiment or expectation about a partners' exchange;

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the second encompasses trust as a behavioral intention or behavior that reflects a reliance on a partner and involves vulnerability and uncertainty. Mayer et al (1995), defined trust as “the willingness of a party to be vulnerable to the actions of another party based on the expectation that the other will perform a particular action important to the trustor” (p. 712).

An emergence of relationship marketing as a dominant focus suggests that trust is the main factor on which a relationship is based (figure 5). Relationship marketing refers to “all marketing activities directed towards establishing, developing and maintaining successful relational exchanges” (Morgan & Hunt, 1994, p. 5).

Figure 5-The model of relationship marketing (Morgan and Hunt, 1994)



Morgan and Hunt (1994) consider that customers can develop trust in an organization. Doney and Cannon’s (1997) study results show that “though the process of building customer trust is expensive, time-consuming and complex, its outcome in terms of forcing strong buyer-seller bonds and enhanced loyalty can be critically important” (p. 49). Considering that in the consumer market there are too many anonymous consumers, it is unlikely that a company could develop personal relationships with each one. Thus, a consumer develops a relationship with the brand, which becomes a substitute for the relationship between the organization and its customers (Sheth & Parvatiyar, 1995). Trust, therefore, can be developed through this relationship with the brand.

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To trust a brand implicitly means that there is an expectancy that the brand will result in a positive outcome of the consumer. Considering brand as expectancy, it is based on the consumer's belief that the brand has specific qualities that make it consistent, competent, honest (Delgado-Ballester & Munuera, 2005).

In the present study, brand trust will follow the definition proposed by Delgado (2004), namely, "the confident expectations of the brand's reliability and intentions" (Delgado, 2004, p.1). The first dimension, reliability, has a technical based nature, involving the ability and willingness to keep promises and satisfy consumers' needs. The second dimension, intentions, encompasses the attribution of good intentions to the brand in relation to the consumers' interests, for example, when an unexpected problem arises with the product. Therefore, a trustworthy brand is "one that consistently keeps its promise of value to the consumers through the way the product is developed, produced, sold, serviced and advertised. Even in bad times when some kind of brand crises arise." (Delgado-Ballester & Munuera, 2005, p.188).

To position a brand as promise, as a set of expectations, offers a certain type and level of value. Providing this value on a consistent basis is important to building strong relationships with consumers because they develop a sense of trust that the brand will continue to deliver that value. (Delgado-Ballester & Munuera, 2005).

Trust is built through experiences: the more positive interactions the consumer has with the brand, the more trusting he/she is likely to become (Delgado-Ballester & Munuera, 2005). In a marketing perspective, such interactions can be considered CSR activities, believed to be an effective tool in order to raise brand trust. High profile cases include when Starbucks entered the Chinese market, they were confronted with hostility among consumers due to their proudness of traditional tea culture. The company implemented strong CSR programs and successfully built the brand image to be more favorable to consumers and became market leader (Feng et al.2016).

Nielsen (2015) concluded that 62% of consumers globally consider that brand trust was the main reason that influenced their purchasing decision. Forty-five percent of consumers considered that commitment to the environment had the power to sway product

purchase; and commitment to social value and community were also important (43% and 41% respectively).

#### **2.2.4. CSR and brand trust**

De Los Salmones et al. (2005) identified CSR as an important marketing tool for a company, since by influencing consumer brand loyalty, “corporate social responsibility does influence loyalty indirectly via the overall valuation the user makes of the service received” (p. 380). Du et al. (2007) considered that the consumer’s CSR beliefs regarding the brand are linked to a relational outcome such as brand loyalty and advocacy. Also, Melo and Galan (2010) studied the impact of CSR on brand value, concluding that brand value is sensitive to CSR, which has a positive impact on it. These results are in accordance to a report from Nielsen (2015) in 2014, 65% of total sales globally were generated by brands whose marketing showed commitment to environmental, social and community value.

CSR activities for brand-building purposes include, but are not limited to, sponsorships and philanthropic initiatives, cause-related marketing, advocacy advertising and employee participation in supported programs (Gurhan-Canli & Fries, 2010). According to Gurhan-Canli & Fries (2010), sponsorships and philanthropic initiatives are direct donations by the companies to support a certain cause such as direct donations or sponsorship of cultural activities; cause-related marketing is characterized by a company’s product being linked to a certain cause, for example, the company makes a donation to a specific cause each time a consumer purchases the product; advocacy advertising means an advertising message tries to influence a consumer’s behavior, for example, when a company spreads the message that the consumer should exercise more; employee participation in supported programs means the involvement of employees in social activities. Other authors, such as Bronn and Vriori (2001), consider that every communication that a company does related to CSR is cause-related marketing. In contrast, previous authors consider that communicating through advertising, packaging, promotions on CSR activities or working/supporting non-profit organizations falls under the same umbrella.

Unlike other positioning strategies, CSR positioning humanizes a brand, encouraging consumers not only to just like, respect and admire the company, but to identify with it (Bhattacharya & Sen, 2003).

Gurhan-Canli and Fries (2010) consider that CSR associations influence product evaluations indirectly through their effect on corporate evaluations. Consumers are likely to accept attributions of values-driven motives because they trust the firm to be acting from sincere and benevolent intentions (Vlachos, 2009). However, a necessary condition for trusting an actor is the belief that the actor will continue to honor promises even when nobody is looking or forces these actions (Bhattacharya et al.1998). In addition, when a company overtly promotes itself as socially responsible, it creates a more positive context than when it does not mention its CSR activities (Swaen & Vanhamme, 2004).

CSR positioning is not only reflected in stronger beliefs that the brand is socially responsible but can also create in consumers the belief about the brands' performance in other areas unrelated to CSR (Du et al.2007). Feng et al. (2016) consider that the simple adoption of CSR activities would not be good enough to raise the brand value, rather, brands need trust from their stakeholders, specially consumers. In addition, Sen et al. (2006) show that consumer's awareness of the philanthropic initiatives of a company is a precondition for their beliefs that the company is socially responsible.

#### **2.2.5. Brand Awareness and CSR**

Consumer attitudes and purchase intentions are influenced by CSR activities, but only if consumers are aware of them (Pomering and Dolnicar, 2009; Sen et al.2006). Keller (1993) also reinforces this idea, considering that the reaction or impact of a firm's marketing effort depends on the knowledge that the consumer has about the brand. According to the author, brand awareness is the extent to which a consumer can recognize or recall the brand name and identify it with a product or a service.



Roberts (1996) suggests that socially responsible attitudes may not result in consumer behaviors since the data on how companies performed in this area is scarce and that affects consumer decision making. Mohr et al. (2001) refer that consumers have difficulty acquiring CSR information about the companies they buy from. Auger (2003) notes the lack of consumer awareness on the ethical awareness levels were low. Also, Du et al. (2010), concludes that consumers' awareness of overall CSR initiatives was also low. Thus, this represents a hindrance in companies' goals to retrieve strategic benefits from CSR. Although consumers are in fact interested in learning more about CSR activities, the lack of consumer awareness about CSR can have two primary sources: first, companies have not communicated strongly their CSR initiatives; second, companies have communicated their CSR initiatives, yet consumers are unaware due to bad communicating campaigns, lack of attentions by consumers or inability of consumers to place CSR information in the correct context (Pomeroy and Dolnicar, 2009).

Associated to CSR awareness is the interpretation consumers make regarding the company's motives to pursue CSR once they become aware of such activities. Du et al (2010) consider that stakeholders' attributions of a company's CSR motives may be of two kinds: 1) extrinsic, in which the consumer believes that the company is attempting to just increase their profits; 2) intrinsic, in which the consumer believes that the company is acting out of a genuine concern for the focal issue. "While strong attributions of intrinsic motives lead stakeholders to make positive inferences about the company's character, perceptions of extrinsic motives lead to a less favorable stakeholder interpretation towards the company." (Du et al.2010, p. 9). Ellen et al (2006) consider that extrinsic and intrinsic motives cannot be seen only as two ends, but rather as a continuum in which a brand's CSR actions can be attributed to both intrinsic and extrinsic motives.

### **2.3. Generations – X and Millennials**

Karl Mennheim (1929) defined generation not as a concrete group in the sense of community or associations, but rather people born in different historic periods in which they lived unique social contexts from when they acquired different visions of the world. The term

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“cohort effect” is used to describe the influence of being born and raised in a situation which is shared by other members of a group. By sharing these temporal and special elements, the members of one group have similar experiences which make that set of people unique in respect to any other group (Santrock, 1998).

According to Lyons, Duxbury and Higgins (2005) the debate regarding generational differences widened to society with Douglas Coupland in 1991 in his book “Generation X”. Since then, several authors have characterized in different manners the designation of generational groups and year intervals (Table 2). The nomenclature given to different generations is not standardized because different authors exploring the generational distinctions come up with diverse names to label the specific generation (Reeves & Oh, 2008). Additionally, there is disagreement among the various authors regarding which span of years should be used to differ between generations.

*Table 2- Generational label and dates reported in different sources (retrieved from Reeves and Oh, 2008)*

<b>Source</b>	<b>Labels</b>				
Howe and Strauss (2000)	Silent Generation (1925-1943)	Boom Generation (1943-1960)	13 <sup>th</sup> Generation (1961-1981)	Millennial Generation (1982-2000)	-
Lancaster and Stillman (2002)	Traditionalists (1900-1945)	Baby Boomers (1946-1964)	Generation Xers (1965-1980)	Millennial Generation (1981-1999)	-
Martin and Tulgan (2002)	Silent Generation (1925-1942)	Baby Boomers (1946-1964)	Generation X (1965-1977)	Millennials (1978-2000)	-

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Oblinger (2005)	Matures (<1946)	Baby Boomers (1947- 1964)	Gen Xers (1965- 1980)	Gen; Millennials (1981-1995)	Post- Millennials (1995- present)
Tapscott (1998)	-	Baby Boom Generation (1946- 1964)	Generation X (1965- 1975)	Digital Generation (1976-2000)	-
Zemke et al. (1999)	Veterans (1922-1943)	Baby Boomers (1943- 1960)	Gen-Xers (1960- 1980)	Nexters (1980- 1999)	-

Despite the lack of consistency between authors on nomenclatures and dates, most authorities agree that variance exists among any given generation. Assuming that if a person is born in 1985 then that person would have the same characteristics as another person born in the same year would not be accurate (Reeves & Oh, 2008). According to Howe and Strauss (2000) birth years are only one factor to be considered, and Lancaster and Stillman (2002) consider that generational cohorts are influenced by common icons (people, places and things) as well as events and conditions that become reference points to them (see Tables 1 and 2 in appendix). Thus, due to similar influences and experiences, individuals within a generational cohort are likely to possess shared values and behaviors (Lancaster & Stillman, 2002).

Considering that most of these works on generations were done in the United States, it will be important to consider other factors when defining the generations besides age, such as considering their national realities.

### **2.3.1. Generation X**

The X'ers (born between 1965-1980) lived through a large number of political and social key events in the world: the cold war, the assassination of Kennedy, the political transition towards democracy in Portugal and Spain, the admission of representatives of the People's Republic of China to the United Nations among others (Susaeta et al.2011). They grew up in a period where the birth rates were decreasing, the number of divorces increased and co-existed during a financial crisis that lead to high unemployment rates (Faria, 2014).

Generation X were children who spent a lot of time alone, unsupervised, possibly raised in single-parent households where direct supervision and family bonding were challenging (Howe & Strauss, 2000). These children were more likely to spend a lot of time watching TV than in the company of their parents (Howe & Strauss, 2000). Due to this lack of consistency and structure this generation is thought to be cynical and pessimistic and they share a sense of alienation (Susaeta et al, 2001). They are private and are likely to take care of their own needs considering their lack of confidence in institutions (Zemke et al, 1999). This generation lives without expectations and most of its members believe that they cannot change the situation. (Zemke et al, 1999).

According to Susaeta et al. (2011), this generation has a number of key values such as diversity, global mindset, balance and a sense of fun. They are more conservative, more concerned about ethics and feel responsible for their family's future, giving a lot of importance to spending time with their family and maintaining a balance between work and family time.

Lancaster and Stillman (2002) considered that the "generation X'ers are an extremely resourceful and independent generation who only count on their peers and themselves to get things done and don't hold up many false hopes that any institution is going to swoop down and save them from reality" (Lancaster and Stillman, 2002, p. 26).

### **2.3.2. Millennials**

Millennials (born between 1981-1999) are typically considered to have been influenced by the 1990's context: the dissolution of the Soviet Union, the unification of Germany and the fall of the socialist republics in Europe. In the transition from the 1980's to 1990's there was a consolidation of capitalism, in an era of prosperity where the credit rates were low and there was a great peer pressure to buy goods and services (Faria, 2014). One of the most relevant facts that distinguishes them from other generations is the expansion of technology and media. They always had access to computers, pagers and cell phones thus appreciating how technology enables them to do many things at the same time and have high expectations on the use of technology's usefulness and availability in all aspects of their lives (Lancaster and Stillman, 2002).

Millennials as children were more likely to be overprotected by their parents who were concerned about their safety, security, schooling and successfulness in the future. This generation as a group is described as optimistic, generous and practical. They like to be team oriented, value being connected with others and are accustomed to having their time structured, to follow rules, to being tested (Howe and Strauss, 2000). As negative traits this generation is considered to be unaware of their lack of skills and that they require excessive information showing a great dependence in technology (Faria, 2014).

Due to technology forces, Millennials around the world share many characteristics, including their technology savvy, drive to succeed, job-hopping and close connection to parents (Alsop, 2008). By turning to the internet as a main source of information, Millennials feel connected and consider themselves as global citizens.

Howe and Strauss (2000), defined Millennials as optimistic and socially compromise, held to higher standards than adults apply to themselves. The authors say that this generation is a lot less violent and they do not appreciate the sexually charged culture that older people produced, "as a group, Millennials are unlike any other young generation in living memory. They are more numerous, more affluent, better educated and more ethnically diverse" (Howe and Strauss, 2000, p. 4).

### **2.3.3. Generations in Portugal**

Susaeta et al. (2011) concluded that a country's culture has an impact in generations' formation, through distinct family values, cultural norms and religious creeds, thus is it important to establish the generational distinction between X'ers and Millennials in Portugal.

According to Howe and Strauss (2000), there are three attributes that identify the nature of a generation than years of birth, namely, perceived-membership (the self-perception of membership within a generation that begins during adolescence and coalesces during your adulthood); common beliefs and behaviors; and, lastly, common location in history. Based on the different aspects pre-mentioned, Faria (2014) applied those perspectives to define the different generations adapted the Portuguese population.

According to the author, Generation X in Portugal is defined by the revolution of April of 1974, where democracy opens way to freedom of speech and openness to the international community. With the end of the colonial war and respective independence process, it brought the end of an economic relationship that contributed negatively to the commercial balance of the country. although it came with a great migratory flux to the country (around 650.000 people). The integration of these people in the Portuguese population provoked conflicts but also reshaped some of the population characteristics, such as a higher entrepreneurship and cultural dynamism. It also marks a period where the role of women significantly changed with their inclusion in the labor market and an increase in the number of women studying (Faria, 2014).

The generation Y, or Millennials, were those already born in a country where democracy is fairly stablished within a period of prosperity when the middle class expands significantly in the country. They are the children from the revolution of April of 1974, born in a democratic era where the country faces a favorable economic cycle that came along with the funds from the European Community. They were born in a context of social change in the emergence of a middle class, with more buying power and more educated citizens. At the same time, the country starts to keep track of technologic, cultural and economic at an international level (Faria, 2014).

Taking into consideration that the present study focus is in Portugal's Generation X and Millennials, we will follow the generational distinction proposed by Faria (2014):

*Table 3- Generational designation and correspondent dates interval in Portugal (retrieved from Faria, 2014)*

<b>Designation</b>	<b>Dates</b>
<b>Generation X</b>	1965-1980
<b>Millennials</b>	1981-2000

### **3- RESEARCH QUESTIONS AND METHODOLOGY**

In this chapter the research questions and hypotheses derived from literature will be presented as well as the rationale behind the companies to study will be explained. Afterwards, the design of the research will be explained and justified, and finally the procedures adopted to collect and analyse the data will be specified.

#### **3.1. Companies selection**

As previously mentioned, the industry selected was food retail since the sector has a substantial consumer closeness and visibility as it supports the daily requirements of millions of consumers; has a high impact and strongly depends on natural, human and physical resources; the complex set of requirements for the food sector regarding the production of the raw materials (animal welfare), the environmental (e.g. energy and water use; waste) and social (labour conditions) conditions along the whole value chain as well as the quality, healthiness and safety of products; the food chain has a unique and multifaceted structure. Since small and large enterprises differ in their approach to CSR, this implies potential conflicts regarding CSR involvement in the food supply chain (Hartmann, 2011).

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After the fiscal adjustment of 2011-2015, households in Portugal experienced income recovery, with government policies playing a key role, including salary increases for public servants and an increase in the minimum wage. With an increase in their disposable incomes, Portuguese consumers thus increased spending on groceries in 2016, with value sales of grocery retailers growing by 3% during the year (Euromonitor International, 2016). Followed by the increase in overall grocery consumption, food retailers' own brands have increased from 33% in 2016 to 34,5% in the final invoice of the customers (Pinto, 2017). Considering this trend, Portuguese food retail brands have developed a higher focus on their own brands offer (Pinto, 2017).

Considering the focus of this project is on CSR policies and their effects on consumers' trust in food retail companies' own brands, the Portuguese retailers chosen- Sonae MC and Jerónimo Martins- followed two criteria: first, having the highest market shares in the Portuguese market; and second, having the highest coverage of national territory. This ensures both brands are well known by Portuguese population. Both companies present a diverse portfolio of own brands, although the present study it will be focused on Continente (Sonae MC's own brand) and Pingo Doce (Jerónimo Martins' own brand) due to their similar positioning in the food market.

A brief contextualization can be seen in table 4 where market share, global ranking, sales, national coverage, own brands and operational profile of both companies is showed. This will be important to understanding the context of this study and to interpret the results.

*Table 4- Comparative analysis of Sonae MC and Jerónimo Martins*

	<b>Sonae MC</b>	<b>Jerónimo Martins</b>
<b>Market share (2017)</b>	21,9%	20,8%
<b>Global ranking of retailers' position (2018)</b>	167 <sup>th</sup>	57 <sup>th</sup>
<b>Sales in Portugal (2017)</b>	€5,5 millions	€3,6 millions



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<b>National Coverage (by number of stores)</b>	564	422
<b>Own Brands in Portugal</b>	Kasa; Yammi; Contemporal; Go natural; Meu Super; Continente	Amanhecer; Gourmês; Masterchef; Be Beauty; Pingo Doce
<b>Operational Profile</b>	Sonae MC is committed to offering the best products at the best price. As part of this commitment to its customers, Sonae MC has been focusing on the area of fresh products, by adjusting the entire fruits and vegetables supply chain. Sonae MC has been developing promotions and campaigns according to their understanding of customers' needs.	Jerónimo Martins offers, in a convenient and close manner, food solutions for every consumer with competitive prices which requires operations of the highest efficiency. Jerónimo Martins focuses their offer in three essential vectors: Variety and quality of fresh products; A strong own brand; Quality of the stores.
<b>CSR axis</b>	People; Business; Partners and Suppliers; Community; Environment	Promoting health through food; Respecting the environment; Sourcing responsibly; Supporting local communities; Being a benchmark employer

Sources: Moutinho (2018, June 5); Deloitte- global powers of retailing (2018); Jerónimo Martins 2017 corporate report; SONAE 2017 corporate report;

### 3.2. Research Questions & Hypothesis Development

If organizations communicate their CSR activities it may be assumed that consumers will be somewhat aware of them (Sen et al.2006); an assumption supported by most prior work on CSR. This study aims to investigate whether this assumption is supported empirically in the retail sector where there is an active attempt to communicate CSR.

The second aim of this study is to understand if CSR activities in the food retail industry in Portugal affect two different generations', Millennial's and Generation X's, perceptions and trust of those companies' own brand. Thus, the following study proposes to answer the questions:

Q1- To what extent are Millennials and Generation X aware of Portuguese Food Retail companies' CSR activities?

Q2- What is the Millennials and generation X's perception of Portuguese Rood Retail companies' CSR activities?

Q3- To what extent does CSR impact Millennials and Generation X's level of trust in Food Retail companies' own brands?

To respond to such questions, four key concepts were explored: *Awareness of CSR activities; Perceptions of CSR levels; Brand trust; Generations.*

By exploring the concepts, 6 hypotheses were formulated.

Gurhan-Canli and Fries (2010) consider that corporate evaluations (such as those based on CSR) can be used as an evaluative context to judge products. According to Feng at al. (2016) not all CSR activities work equally effectively on companies' brand value addition. The authors affirm that although the effects of social welfare/causes to be effective in raising the brand reputation and brand equity, studies indicate that there is no significant association between environmental activities and company reputation and brand (Ingram and Frasier, 1980; Khetriwal, 2008 *in* Feng et al.2016). To analyse the relationship between food retail own brands' trust levels in more detail, each dimension considered in CSR perception (Customers, Shareholders, Employees, Society and Ethical) will be analysed separately.

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Each generation is moulded by specific experiences during their nurture and critical development years (Capsi, 1987). Growing up in the 1990's was a fundamentally different experience from growing in the 1970's (Twenge & Campbell, 2008). Also, the country of residence influences ethical decision making and responses to ethical marketing among consumers (Bucic et al.2012). Thus, it is put forward the following research hypothesis:

H1a- The higher the consumers' perceptions of a food retail company's CSR Dimension "Customers", the higher their levels of trust in the company's own brand.

H1b- The higher the consumers' perceptions of a food retail company's CSR Dimension "Shareholders", the higher their levels of trust in the company's own brand.

H1c- The higher the consumers' perceptions of a food retail company's CSR Dimension "Employees", the higher their levels of trust in the company's own brand.

H1d- The higher the consumers' perceptions of a food retail company's CSR Dimension "Society", the higher their levels of trust in the company's own brand.

H1e- The higher the consumers' perceptions of a food retail company's CSR Dimension "Ethical", the higher their levels of trust in the company's own brand.

H2- The higher the association of a brand with "high social responsibility policies" the higher the level of trust when compared to a brand associated with "low social responsibility policies".

### **3.3. Research approach**

A survey research and quantitative method with statistical analysis will be followed (Crotty, 1998). Quantitative research is associated with exploring connections between variables, this research method is appropriate to help explain the links between theory and research (Bryman & Bell, 2007).

The study resorts to primary information to reach its conclusions, as the data was specifically collected with the purpose of analysing this study's research problem (Burns & Bush, 2006). The research was pursued through the implementation of a questionnaire based on the literature review.

### **3.4. Sampling**

This study is based on the theory that a Generation is a meaningful psychological variable, since it comprehends the culture of someone's upbringing during a specific period. Thus, as previously mentioned, each generation is moulded by specific experiences during their nurture and critical development years (Capsi, 1987). Growing up in the 1990's was a fundamentally different experience from growing in the 1970's (Twenge & Campbell, 2008).

Therefore, the population targeted for the present study included Portuguese consumers born between 1965 and 2000, which includes Generation X and Millennials, who together currently represent around 60% of the Portuguese population (Pordata, 2011) and are the two generations with the highest market presence in the country. The population targeted also needed in the past to have had direct or indirect contact with SONAE MC and Jerónimo Martins.

Due to time and resource constrains, a nonrandom sampling method was selected, considering that a random sample was not feasible or possible (Ruel et al.2016). Based on this population, the sample of the research was based on two nonprobability methods, namely convenience sampling and sampling by quota. The combination of a convenience sample and quota sample was chosen to reflect 50% of the respondents to be under the umbrella of Generation X and the other 50% in the Generation Millennials.

The methods selected carry some limitations, such as the possibility of the sample not being representative of its population. Nevertheless, they also have some advantages, such as being inexpensive, using the best information available with the available sample (Ruel et al.2016). Also, considering the high number of respondents and the careful selection of

critical variables to select each quota and the rationale behind them (Ruel et al.2016), it is expected that these disadvantages can be mitigated.

### **3.5. Data collection**

The primary data was collected through a self-administered questionnaire using the software *Qualtrics* and diffused on three social networks, *Facebook*, *LinkedIn*, *Instagram* as well as via email, between the 19<sup>th</sup> June of 2018 and 26<sup>th</sup> July of 2018. Thus, the sample of this study was composed by anonymous volunteers that belong to the authors' network. Considering the selected population for the study, the questionnaire was design and implemented in the Portuguese language (see appendix 1.2).

Web-based surveys have in the last years emerged as very effective instruments – the respondent must go to the URL/website where the survey is housed that can be combined with e-mails that can be sent to potential respondents (Ruel et al.2016). This method of data collection allows for fast and inexpensive data gathering, allows respondents to select the most convenient hour to respond (Burns and Bush, 2006).

The data collection process had two parts. In the first part, an experimental study was carried out, to test the extent to which the perception of a company with high socially responsible policies impacted trust in the company's own brand. The second part was divided between questions about SONAE MC (own brand- *Continente*) and Jerónimo Martins (own brand- *Pingo Doce*) intended to test consumers awareness of their CSR activities, as well to understand consumers' perceptions of distinct CSR dimensions and the levels of trust in the companies' own brands.

#### **3.5.1. Ethics of survey research**

Since the method of surveying involves human subjects, it is important the ethical treatment of the subjects.

The main ethical issues that arise with technology are confidentiality and anonymity (Ruel et al.2016). Confidentiality means that a respondent is not associated with his/her responses. If the survey is not confidential, respondents may not be honest, which prejudices the research. Anonymity is about hiding a respondent's identity, so no one knows that the respondent participated in the study (Ruel et al.2016).

Besides guaranteeing confidentiality and anonymity of the respondents, it was ensured that every participation in the research was voluntary and not coerced. To assure voluntary participation and cooperation from respondents, a few techniques to increase participation cooperation were used (Ruel et al.2016):

- Usage of university letterhead in questionnaire;
- Maintaining professional standards while personalizing contacts;
- For emails, the university email address of the author was used and a trustworthy and legitimate subject line;
- The approach was tailored specifically to the subjects when appropriate.

### **3.6. Survey Design**

Considering that the purpose of the study was to collect a snapshot of opinions at one specific point in time, the methodological survey of the design followed a cross-sectional method (Ruel et al.2016).

As previously mentioned, the data collection process had two parts. In the first part, an experimental study was carried out, to test the extent to which the perception of a company with high socially responsible policies impacted the company's own brand trust. In the second part it was explored the CSR perceptions' and own brands' trust in SONAE MC (Continente) and Jerónimo Martins (Pingo Doce).

### 3.7. Experimental Study

Two scenarios were originated to directly compare a company with high socially responsible policies and one with low socially responsible policies. Two fictitious food retail companies based in Portugal with the name "Puro Sabor" and the same brand name "Pequeno Sabor" were used to compare consumers' brand trust. By using the *Block Randomizer* option in *Qualtrics*, half of the respondents received the company with low corporate social responsibility policies (Puro Sabor A) and the other half received the company with high social responsibility policies (Puro Sabor B).

"Puro Sabor" A was described as a company with low socially responsible policies, with no regard in their products' ingredients and recycling. "Puro Sabor" own brand, "Pequeno Sabor" was described as having their products mainly from international origin, with no need for their suppliers to carry a sustainable certification, although it makes great efforts to guarantee the security of its supply chain and product quality.

"Puro Sabor" B was described as a company with high socially responsible policies, with GMO free products and recyclable packaging. "Puro Sabor's" own brand, "Pequeno Sabor" was described as having products' mainly from national origin, sustainably certified suppliers and highly trained employees to answer every customer need.

These fictitious companies were used to ensure participants had no pre-conceived ideas about the companies. It was also important not to associate the non-socially responsible organisation with any negative connotations that could influence participant answers, and to make sure that the descriptions of both companies followed the same logics in the aspects mentioned, the same text structure and the same number of words (102 words) to ensure comparability (see appendix 1.2).

Respondents were requested to fill out three items regarding their view on ethical purchasing and intentions and price expectations on the fictional brand "Pequeno Sabor", using a seven-point Likert scale ranging from 1- Totally disagree to 7- Totally agree.

### 3.8. Questions and Scale measuring

The data collected was mainly based on three multidimensional concepts that have been used and validated in other academic research (see table 5). A multidimensional concept is one that combines multiple singular constructs or attributes of an object to compose a new one, only by combining multiple questions that measure related singular concepts this composite, multidimensional concept can be described (Ruel et al.2016).

Table 5- Concepts Operationalization

Concept	Indicators	Authors
CSR activities awareness	General Awareness of CSR Initiatives	Pomering & Dolnicar, 2008
	Specific Verbal CSR Recall	
	Specific Graphical CSR recall	
CSR perception	Customers	Pérez & Bosque, 2012
	Shareholders	
	Employees	
	Societal	
	Ethical	Turker, 2009
Brand Trust	Reliability Items	Delgado-Ballester, 2004
	Intentions Items	

Awareness of CSR activities was measured using three indicators developed by Pomering and Dolnicar (2008): *general awareness of CSR initiatives; specific verbal CSR recall; specific graphical CSR recall.*

1) *General Awareness of CSR initiatives* was measured by using the question “Are you familiar with any initiative from the companies SONAE MC and/or Jerónimo Martins that have as an objective to improve social or environmental conditions?”, respondents were asked to answer the question using a full binary, yes or no, answer format.



2) *Specific Verbal CSR recall*, was used to measure specific CSR awareness of the respondents. A list of six social/environmental initiatives (three from SONAE MC and three from Jerónimo Martins, were retrieved from the companies' 2017 corporate reports and websites). Respondents were asked to assign each initiative to the company they believed was responsible for it or indicate whether they were unsure which company was engaging in this initiative.

3) *Specific Graphical CSR recall*, served as a second measure of specific CSR awareness. The question format for this question was similar to the verbal recall, except it contained six graphical stimuli (images/logos associated with the same initiatives asked in the verbal recall). Respondents were again asked to the company they believed it was responsible for it or to state whether they were unsure which company was engaging in this initiative.

CSR perception was measured using a seven-point Likert scale ranging from 1- Totally disagree to 7- Totally agree, to answer to twenty-two questions under each indicator of CSR based on Pérez and Bosque (2013), namely, *Customer, Shareholders, Employees* and *Societal*. After validation check this scale showed to be consistent among diverse customer cohorts with different gender, age and level of education (Pérez and Bosque, 2013). However, this scale did not represent specific concerns about the food retail industry, thus, the *Ethical* component identified by Turker (2009) was added. It is important to note that Turker's (2009) CSR scale was developed not from a consumers' perspective but from the organisational perspective, thus a few adjustments in the formulation of the question were pursued, such as changing the pronoun "our company" to "this company" (table 6).

Brand trust was measured using a seven-point Likert scale ranging from 1- Totally disagree to 7- Totally agree. Delgado and Ballester (2004) developed a scale that considers brand trust as represented by a set of characteristics that consider both reliability- products' functional capabilities and physical attributions- and, intentions- beliefs and meanings about the brand which exists over and above its physical functioning- from the consumers' perspective (table 7).

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Table 6- Items used to measure CSR Perception

<b>Concept</b>	<b>Indicator</b>	<b>Item</b>	
CSR Perception	Customers	Establishes procedures to comply with customer complaints.	
		<i>“This company...”</i>	Treats its customers honestly.
			Has employees that offer complete information about their service/products to customers.
			Uses customer satisfaction as an indicator to improve product/service.
			Makes an effort to know customers need.
	<b>Shareholders</b>	Tries to maximize its profits.	
		Keep a strict control over its costs.	
		<i>“This company...”</i>	Tries to ensure its long-term success.
			Honestly informs about its economic situation to its shareholders.
	<b>Employees</b>	Pays fair salaries to their employees.	
		Offer safety at work to its employees.	
		<i>“This company...”</i>	Treats its employees fairly.
			Offers a pleasant work environment.
			Offers training and career opportunities to its employees.
<b>Society</b>	Helps solve social problems.		
	<i>“This company...”</i>	Uses part of its budget for donations and social projects to advance the situation of the most underprivilege groups of the society.	
		Contributes money to cultural and social events.	

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		Plays a role in the society beyond the generation of economic benefits.
		Is concerned with improving the general well-being of society.
		Is concerned with respecting and protecting the natural environment.
	<b>Ethical</b>	Respects consumer rights beyond the legal requirements.
	<i>"This company..."</i>	Provides full and accurate information about its products to its customers.

Table 7- Items used to measure Brand Trust

<b>Concept</b>	<b>Indicator</b>	<b>Item</b>
Brand Trust	Reliability	This a brand that meets my expectations.
		I feel confidence in this brand.
		This is a brand name that never disappoints me.
		This brand guarantees my satisfaction.
	Intentions	This brand would be honest and sincere in addressing my concerns.
		I would rely on this brand to solve a problem.
		This brand would make any effort to satisfy my needs.
		This brand would compensate me in some way from any type of problem with one of their services/products.

Respondents were also asked to fill out their demographic information in the form of closed-ended questions (with pre-determined response options) about Gender, Year of birth, Income and Food stores visited.

All the scales were originally in English, so they had to be translated to Portuguese. The complete questionnaire can be found in Appendix 1.2.

### **3.9- Pre-tests**

After constructing the questionnaire, a pre-test was done, giving the questionnaire to a convenience sample of 10 people, 5 of whom were born between 1965-1980 and the remaining 5 were born between 1981-2000, to fit the cultural and demographic profile of the larger sample to be surveyed later (Ruel et al.2016). The pre-test was conducted between 15<sup>th</sup> June of 2018 and 22<sup>th</sup> June of 2018 to determine any problem areas, reduce errors, reduce respondent burden, to understand if the respondents were interpreting the questions correctly and ensure that the order of the questions was not influencing other responses.

As a result, respondents from the pre-test referred the fact that the questionnaire had a lot to read, thus contributing to respondents' burden. To respond to such feedback, the text in the presentation of the questions was reduced and the language adapted to a lighter reading manner.

After such changes in the questionnaire were pursued, the process of data collection initiated.

### **3.10. Data Analysis Procedures**

The data gathered through the questionnaire was subjected to statistical analysis using the software SPSS Statistic 20. All the questionnaires were screened to confirm their validity.

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To introduce the statistical analysis, a descriptive analysis of all the variables was carried out using pie and bar charts. Considering that to proceed with the analysis it was necessary to combine several items to create the necessary indicators, internal reliability analyses were carried through Cronbach's Alpha. After confirming the reliability of all items, the analyses on the research questions and hypothesis tests were performed.

In order to proceed with the appropriate analyses, tests on the assumptions were held for independent sample t-tests and multiple linear regressions. The normality of the distribution of dependent variables was verified, considering the Central Limit Theorem ( $n=200>30$ .) The linear correlation between the variables was confirmed with the correlation coefficient of Pearson ( $>0,7$ ). The independence of random residual variables was tested using Durbin-Watson values, ( $d \approx 2$ ) (Laureano & Botelho, 2012). In every hypothesis tested, a confidence interval ( $\lambda$ ) of 95% was assumed, thus a significance level ( $\alpha$ ) of 0,05 was considered.

## 4. RESULTS

In the present chapter, initially the sample is characterised, an analysis of the reliability of the measurement scales is carried out, and afterwards a description of the results organized by research questions and hypothesis tests is pursued. The present section introduces the results which will be discussed in the next chapter.

### 4.1. Sample Characterization

The sample was composed of 200 respondents and valid answers, which were split according to their age – 100 respondents fit in to the Generation X (born between 1965-1980) and the remaining 100 in Millennials (born between 1981-2000), as can be seen in figure 6. Most of the sample were women (73,5%), in a closer look to the gender distribution by generation, the same tendency can be seen for both groups (Generation X- 72% female; Millennials 75% female) as can be seen in figures 7, 8 and 9.

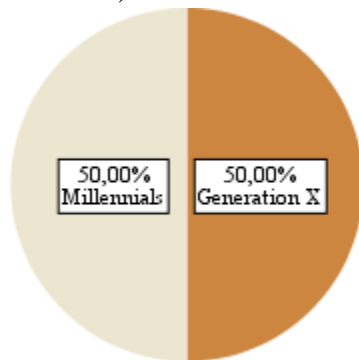


Figure 6- Generational distribution of sample

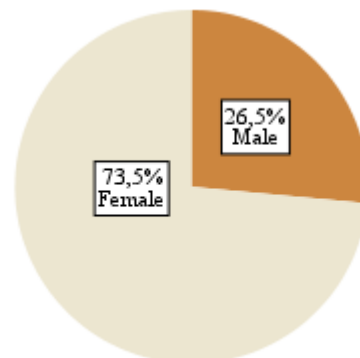


Figure 7- Respondents' Gender

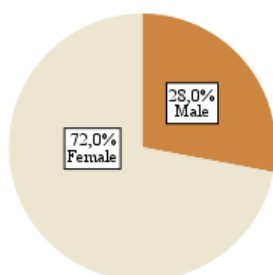


Figure 8- Generation X: Respondents Gender

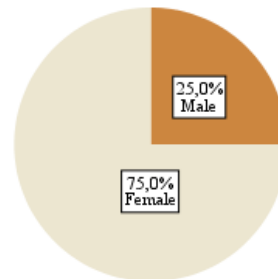


Figure 9- Millennials: Respondents Gender

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Concerning educational background, the sample was mostly composed by people with a tertiary degree (70%), of which 33% had a bachelor's degree, 13,5% a postgraduate degree, 21,5% a master's degree and 2% had a doctorate degree. Narrowing the sample by generations, in Generation X can be observed a higher preponderance of people with a secondary and primary degrees (44%) in comparison to Millennials (16%). Eighty-four percent of Millennials had a higher degree diploma in contrast to 56% of X'ers.

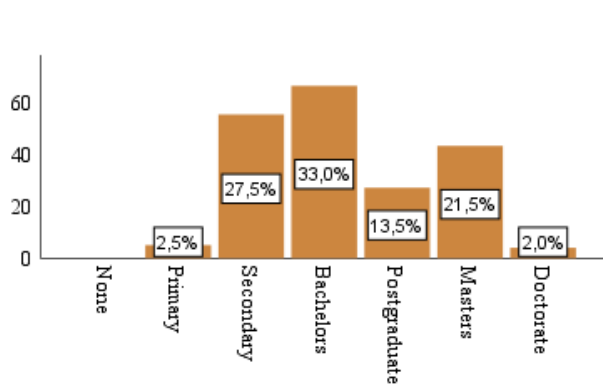


Figure 10- Respondents Educational Background

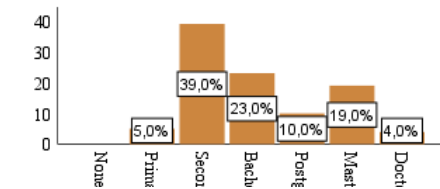


Figure 11- Generation X: Educational Background

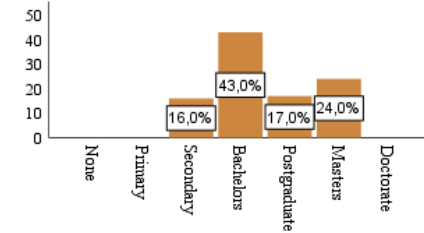


Figure 12- Millennials: Educational Background

Regarding monthly Household income, the largest number of respondents, 28,28%, included themselves in the category of 1001€-1500€ monthly income followed by 19,19% in the category of 1501€-2000€ income (figure 13). A closer look at the generations, show that most of the respondents in generation X placed themselves in the category 1501€-2000€, while most Millennials reported a monthly income between 1001€-2000€ monthly income (figures 14 and 15).

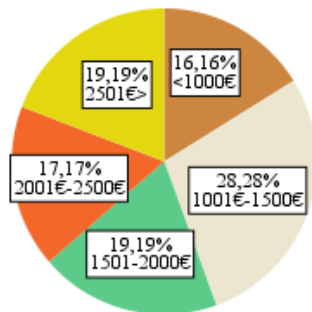


Figure 13- Respondents Monthly House Income

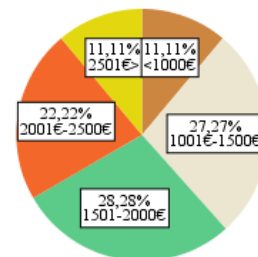


Figure 14- Generation X: Monthly House Income

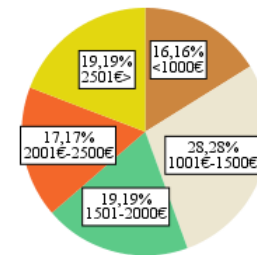


Figure 15- Millennials: Monthly House Income

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When asked about which of the two stores – “Contidente” and “Pingo Doce”- respondents visited more frequently, the majority (63%) indicated that usually visit both stores, followed by 24% who only visit “Contidente” (figure 16). Both Generation X and Millennials follow the same trend- 54% of Generation X visit both stores followed by 31% that only visits “Contidente” and 72% of Millennials visit both stores shadowed by 17% that only visit “Contidente” (figures 17 and 18).

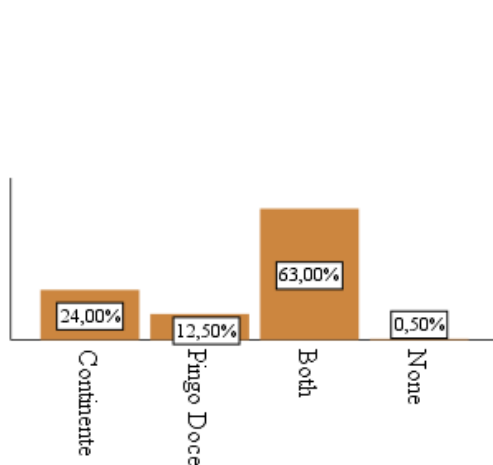


Figure 16- Stores visited by the respondents

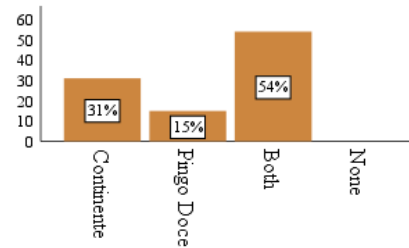


Figure 17- Generation X: Stores visited

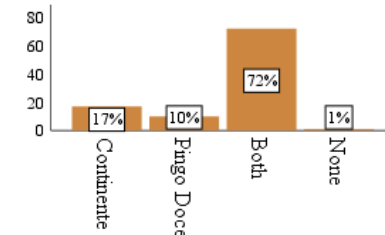


Figure 18- Millennials: Stores visited

Respondents’ perceptions of the importance of companies caring about their impact on society and the environment was also analyzed. Sixty-nine percent of the sample completely agreed that it was very important for companies to care about their impact on society and the environment, in contrast to 3% that did not consider this important (figure 19). The same tendency can be seen when looking at both generations- 65% of respondents in Generation X and 72% of Millennials also consider important that companies upkeep with their impact in contrast to 5% of X’ers and 1% of Millennials not perceiving as important (figures 20 and 21).



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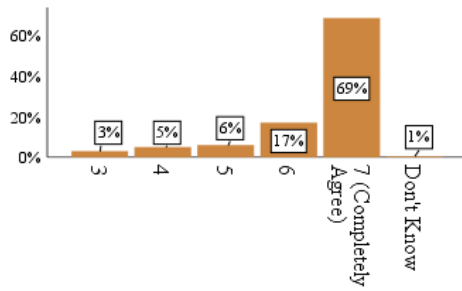


Figure 19- Importance of companies to care about their social/environmental impact according to the respondents

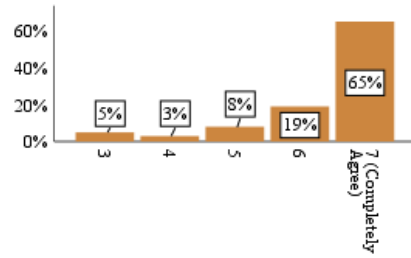


Figure 20- Generation X: Importance of companies to care about their social/environmental impact

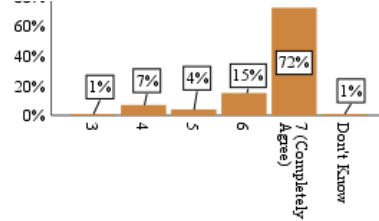


Figure 21- Millennials: Importance of companies to care about their social/environmental impact

When asked if they were willing to pay a higher price for a sustainable product, even if there was available a lower priced alternative, 64% of respondents agreed and considered that they were willing to pay a higher price, although 8% selected the option “Don’t Know” and 29% did not think they would be willing to a higher price (figure 22). In a closer look to generational differences, 69% of X’ers and 56% of Millennials agreed that they were willing to pay a higher price for a sustainable product while 9% of X’ers and 7% of Millennials were unsure (figures 23 and 24).

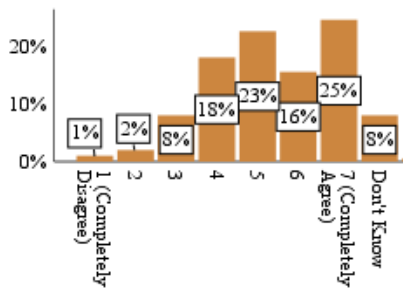


Figure 22- Level of agreement with the sentence "I would pay for a higher price for a sustainable product even if I had as an alternative a lower price product"

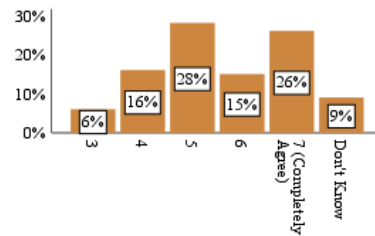


Figure 23- Generation X: Level of agreement with the sentence "I would pay for a higher price for a sustainable product even if I had as an alternative a lower price product"

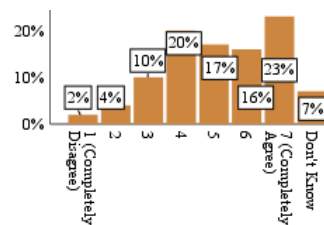


Figure 24- Millennials: Level of agreement with the sentence "I would pay for a higher price for a sustainable product even if I had as an alternative a lower price product"

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Additionally, four questions regarding the impact of a company's unethical behaviour on four dimensions (customers, shareholders, employees and society) on the respondents' willingness to buy a product from the company were applied. Participants were asked to indicate their level of agreement with the sentence "I would stop buying products if the company that sold them showed unethical behaviours towards their customers". The results showed that 80% of the respondents agreed with the sentence (figure 25). The highest level of agreement with the sentence derived from Generation X; 88% indicated that they would stop buying a product from a company that showed unethical behaviours towards their clients; 72% of Millennials agreed with the sentence (figures 26 and 27).

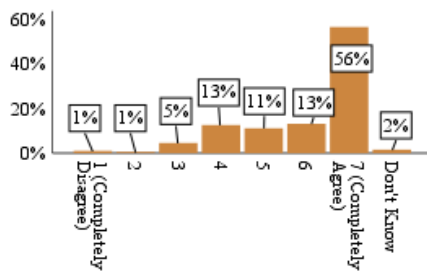


Figure 25- Level of agreement with the sentence "I would stop buying products if the company that sold them showed unethical behaviours towards their customers"

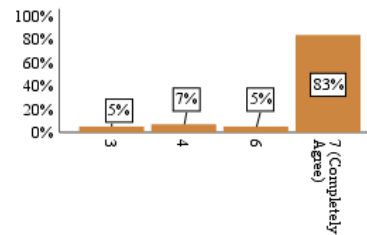


Figure 26- Generation X: "I would stop buying products if the company that sold them showed unethical behaviours towards their customers"

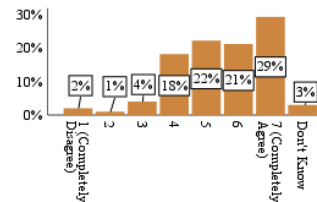


Figure 27- Millennials: "I would stop buying products if the company that sold them showed unethical behaviours towards their customers"

Concerning the level of agreement with the sentence "I would stop buying products if the company that sold them showed unethical behaviours towards their shareholders", 47% of the respondents indicated they agreed (figure 28). On a generational level, it can be found opposing results: 55% of Generation X showed levels of agreement with the sentence, and 60% of Millennials did not agree (figures 29 and 30).

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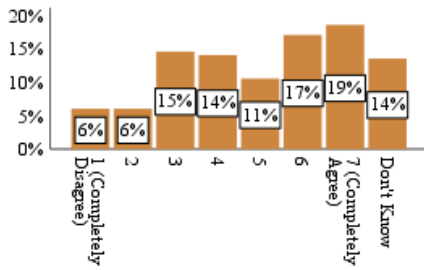


Figure 28- Level of agreement with the sentence "I would stop buying a product if I knew that the company that sells it showed unethical behaviours towards their shareholders"

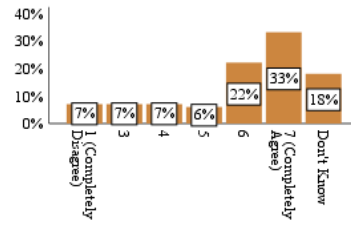


Figure 29- Generation X: "I would stop buying a product if I knew that the company that sells it showed unethical behaviours towards their shareholders"

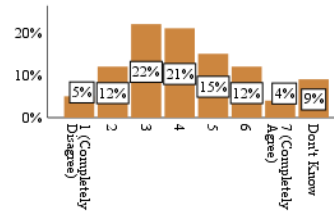


Figure 30- Millennials: "I would stop buying a product if I knew that the company that sells it showed unethical behaviours towards their shareholders"

On the question "I would stop buying a product if I knew that the company that sells it showed unethical behaviours towards their employees", 78% of the respondents agreed (figure 31) which followed the same tendencies of the generations: 73% of Generation X and 69% of Millennials showed levels of agreement (figures 32 and 33).

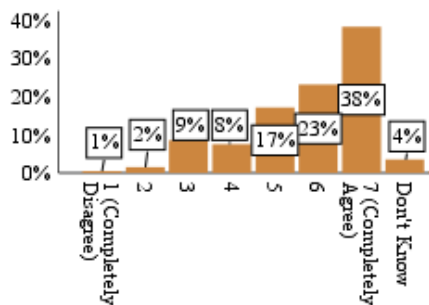


Figure 31- Level of agreement with the sentence "I would stop buying a product if I knew that the company that sells it showed unethical behaviours towards their employees"

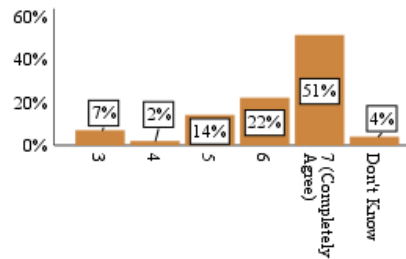


Figure 32- Generation X: "I would stop buying a product if I knew that the company that sells it showed unethical behaviours towards their employees"

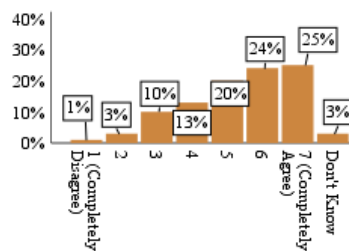


Figure 33- Millennials: "I would stop buying a product if I knew that the company that sells it showed unethical behaviours towards their employees"

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Lastly, when asked the level of agreement with the sentence “I would stop buying a product if I knew that the company that sells it showed unethical behaviours towards the society”, 79% of the respondents showed levels of agreement (figure 34). Once again, the highest levels of agreement derive from Generation X, with 77% of respondents approving and 72% of Millennials also agreeing (figures 35 and 36).

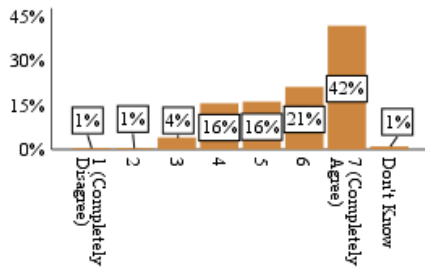


Figure 34- Levels of agreement with the sentence "I would stop buying a product if I knew that the company that sells it showed unethical behaviours towards the society"

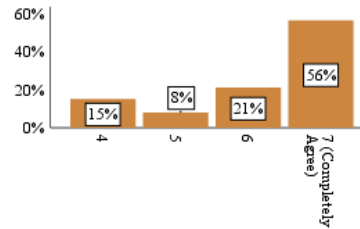


Figure 35- Generation X: "I would stop buying a product if I knew that the company that sells it showed unethical behaviours towards the society"

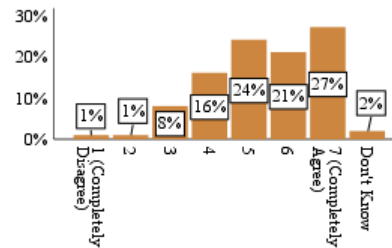


Figure 36- Millennials: "I would stop buying a product if I knew that the company that sells it showed unethical behaviours towards the society"

In conclusion, companies should not look only at the effect of purposeful ethical actions on their consumers’ perceptions, but also at the impact of perceived unethical behaviours: for both samples, a large percentage indicated they would be willing to punish companies by not buying their products if they knew those companies had unethical behaviours towards customers (X’ers- 88%; Millennials-72%), employees (X’ers- 75%; Millennials-96%), society (X’ers-77%; Millennials-72%) and also, although in a lower percentage, shareholders (X’ers-55%; Millennials-40%).

## 4.2. Reliability Analysis

As mentioned previously, the data collected was mainly based on multidimensional concepts, meaning that it combines multiple singular constructs to compose a new one and only by combining multiple questions that measure related singular concepts, this multidimensional concept can be described. Prior to the author using the multidimensional concepts, their internal reliability was tested by the Cronbach's Alpha, which varies between 0 and 1, and it usually is considered 0,7 as the minimum threshold for a good level of internal level of reliability (Laureano & Botelho, 2012).

The composition of each scale proposed, and its level of internal consistency can be observed in table 8. As it can be detected, every scale showed levels superior to 0,7.

*Table 8- Internal reliability of the scales*

<b>Measure</b>	<b>Number of Items</b>	<b>Alpha</b>
CSR – Customers: SONAE MC	5	0,754
CSR – Shareholders: SONAE MC	4	0,706
CSR – Employees: SONAE MC	5	0,771
CSR – Society: SONAE MC	6	0,847
CSR – Ethics: SONAE MC	2	0,701
CSR – Customers: JERÓNIMO MARTINS	5	0,871
CSR – Shareholders: JERÓNIMO MARTINS	4	0,764
CSR – Employees: JERÓNIMO MARTINS	5	0,871
CSR – Society: JERÓNIMO MARTINS	6	0,901
CSR – Ethics: JERÓNIMO MARTINS	2	0,721
Brand Trust – Reliability: SONAE MC	4	0,935
Brand Trust – Intentions: SONAE MC	4	0,783
Brand Trust – Reliability: JERÓNIMO MARTINS	4	0,946
Brand Trust – Intentions: JERÓNIMO MARTINS	4	0,898
Brand Trust – Reliability: PEQUENO SABOR A	4	0,933
Brand Trust – Intentions: PEQUENO SABOR A	4	0,934

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Brand Trust – Reliability: PEQUENO SABOR B	4	0,778
Brand Trust – Intentions: PEQUENO SABOR B	4	0,819
Brand Trust – SONAE MC	8	0,832
Brand Trust - JERÓNIMO MARTINS	8	0,942
Brand Trust – PEQUENO SABOR A	8	0,948
Brand Trust - PEQUENO SABOR B	8	0,886

### 4.3. Data analysis of research questions

The next sections are divided by the three research questions and the experimental research, the results are presented firstly under a general umbrella, comprehending the complete sample (n=200), and secondly exploring the differences between Generation X (n=100) and Millennials (n=100). At the end of each subchapter a summary of the findings is presented.

#### 4.3.1-Research Question 1

To analyse the first research question, namely “To what extent are Millennials and generation X aware of Portuguese food retail companies’ CSR activities?”, three indicators were used: “General Awareness of CSR Initiatives”, “Specific Verbal CSR Recall” and “Specific Graphical CSR recall”.

Regarding the General Awareness of CSR Initiatives, 53% of X’ers and 52% of Millennials considered that they were familiar with, at least, some CSR initiatives from SONAE MC and/or Jerónimo Martins (tables 9 and 10).

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Table 9- General awareness of CSR Initiatives

<b>General Awareness</b>			
<i>Are you familiar with any initiative from the companies SONAE MC and/or Jerónimo Martins that have as an objective to improve social or environmental conditions?</i>	Yes	No	Non Responses
	<b>52,5%</b>	46,5%	1%

Table 10- X'ers vs. Millennials: General awareness of CSR Initiatives

<b>General Awareness</b>			
<i>Are you familiar with any initiative from the companies SONAE MC and/or Jerónimo Martins that have as an objective to improve social or environmental conditions?</i>	Yes	No	Non Responses
Generation X	<b>53%</b>	46%	1%
Millennials	<b>52%</b>	47%	1%

On the Specific verbal and graphical CSR recall, a list of six social/environmental initiatives (three from SONAE MC and three from Jerónimo Martins), namely, “Waste to Energy”, “Transformar.te” and “Supermercados Go Natural” from SONAE MC and “Revista Sabe bem”, “Prémios de literatura infantil” and “Campanha Juntos fazemos da mesa um lugar melhor” from Jerónimo Martins were considered.

First, in the initiative “Waste to Energy” there were high percentages of non-awareness from both the whole sample and the two generations in verbal and graphical recall (X'ers don't know levels: verbal-78%; graphical-60%. Millennials don't know levels: verbal-74%; graphical-54%), although with a graphical recall, a higher percentage of X'ers (+6%) were able to associate the initiative to the respective company, with Millennials the trend was the contrary- when an image was associated, they concluded that the initiative belonged to the rival of SONAE MC (+21%) (tables 11 and 12).

Table 11- "Waste to Energy" verbal and graphical recall

<b>Waste to Energy</b>			
<i>Awareness</i>	SONAE MC	Jerónimo Martins	Don't Know
Verbal	16,5%	7,5%	<b>76%</b>
Graphical	19%	24%	<b>57%</b>

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Table 12- X'ers vs. Millennials: "Waste to Energy" verbal and graphical recall

<b>Waste to Energy</b>				
<i>Generation</i>	<i>Awareness</i>	SONAE MC	Jerónimo Martins	Don't Know
X	Verbal	17%	5%	<b>78%</b>
	Graphical	23%	17%	<b>60%</b>
Millennials	Verbal	16%	10%	<b>74%</b>
	Graphical	15%	31%	<b>54%</b>

Second, with the initiative “Transformar.te” in both the general sample and the two generations showed low percentages of recall in the verbal segment (General- 71,5%; X’ers- 74%; Millennials- 69%). Although, when an image of the initiative was associated, a higher percentage on both generations concluded rightly on the company responsible for the initiative (General- 64,5%; X’ers- 52%; Millennials- 77%) (tables 13 and 14).

Table 13- "Transformar.te" verbal and graphical recall

<b>Transformar.te</b>			
<i>Awareness</i>	SONAE MC	Jerónimo Martins	Don't Know
Verbal	17,5%	11%	<b>71,5%</b>
Graphical	<b>64,5%</b>	7,5%	28%

Table 14- X'ers vs. Millennials: "Transformar.te" verbal and graphical recall

<b>Transformar.te</b>				
<i>Generation</i>	<i>Awareness</i>	SONAE MC	Jerónimo Martins	Don't Know
Generation X	Verbal	11%	15%	<b>74%</b>
	Graphical	<b>52%</b>	7%	41%
Millennials	Verbal	24%	7%	<b>69%</b>
	Graphical	<b>77%</b>	8%	15%

Third, the initiative “Supermercados Go Natural” showed overall high percentages of verbal and graphical recall. Nevertheless, Millennials showed to be the generation with the highest percentage of recall on both levels (Verbal: X’ers- 63%; Millennials-69%; Graphical: X’ers- 69%; Millennials: 72%) (tables 15 and 16).



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Table 15- "Supermercados Go Natural" verbal and graphical recall

<b>Supermercados Go Natural</b>			
<i>Awareness</i>	SONAE MC	Jerónimo Martins	Don't Know
Verbal	<b>66%</b>	7%	27%
Graphical	<b>67%</b>	10,5%	22,5%

Table 16- X'ers vs. Millennials: "Supermercados Go Natural" verbal and graphical recall

<b>Go Natural</b>				
<i>Generation</i>	<i>Awareness</i>	SONAE MC	Jerónimo Martins	Don't Know
Generation X	Verbal	<b>63%</b>	6%	31%
	Graphical	<b>62%</b>	11%	27%
Millennials	Verbal	<b>69%</b>	8%	23%
	Graphical	<b>72%</b>	10%	18%

Regarding Jerónimo Martins, the initiative “Revista Sabe bem”, showed high percentages of both verbal and graphical recall. Once again, it was the Millennials who showed the highest percentage in comparison to Generation X (Verbal: X’ers-41%; Millennials: 61%; Graphical: X’ers-61%; Millennials- 62%). It can be noticed that when an image was associate, a high percentage of X’ers were able to correctly identify the responsible for the initiative in comparison to the verbal recall (+16%) (tables 17 and 18).

Table 17- "Revista Sabe bem" verbal and graphical recall

<b>Revista “Sabe bem”</b>			
<i>Awareness</i>	SONAE MC	Jerónimo Martins	Don't Know
Verbal	23%	<b>51%</b>	26%
Graphical	29,5%	<b>59,5%</b>	11%

Table 18- X'ers vs. Millennials: "Revista Sabe bem" verbal and graphical recall

<b>Revista “Sabe bem”</b>				
<i>Generation</i>	<i>Awareness</i>	SONAE MC	Jerónimo Martins	Don't Know
Generation X	Verbal	23%	<b>41%</b>	36%

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	Graphical	25%	<b>57%</b>	18%
Millennials	Verbal	23%	<b>61%</b>	16%
	Graphical	34%	<b>62%</b>	4%

Fifth, with the initiative “Prémios de Literatura Infantil” considering the entire sample, a higher percentage of verbal recall of 39,5% in comparison to the graphical recall, where 59% of the sample responded “Don’t Know” is observed. The lowest percentages of recall come from Generation X in both verbal and graphical segments, 66% and 47% respectively. Although when an image was associated, a high percentage of X’ers was able to associate to the right company (+11%). Millennials showed a high percentage of recall on both verbal and graphical, 47% and 53%, respectively (tables 19 and 20).

Table 19- "Prémios de Literatura Infantil" verbal and graphical recall

<b>“Prémios de literatura infantil”</b>			
<i>Awareness</i>	SONAE MC	Jerónimo Martins	Don’t Know
Verbal	24,5%	<b>39,5%</b>	36%
Graphical	18,5%	<b>22,5%</b>	<b>59%</b>

Table 20- X'ers vs. Millennials: "Prémios de Literatura Infantil" verbal and graphical recall

<b>Prémios de literatura infantil</b>				
<i>Generation</i>	<i>Awareness</i>	SONAE MC	Jerónimo Martins	Don’t Know
Generation X	Verbal	8%	<b>26%</b>	<b>66%</b>
	Graphical	16%	<b>37%</b>	<b>47%</b>
Millennials	Verbal	18%	<b>47%</b>	35%
	Graphical	11%	<b>53%</b>	36%

Lastly, in the initiative “Campanha Juntos fazemos da mesa um lugar melhor”, the sample divided once more with distinct levels of verbal (50,5%- Don’t Know) and graphical (45%- JM) recall. The Generation X showed once more low percentages of recall on both verbal and graphical segments, 41% and 68% respectively. In this particular case, when an image was showed, the levels of graphical recall decreased, and the same trend can be observed with Millennials - higher percentages of recall were associated with the verbal segment 40%, and a low level of recall when an image was associated, 50% of “Don’t Know” (tables 21 and 22).

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Table 21- "Campanha Juntos fazemos da mesa um lugar melhor" verbal and graphical recall

Campanha "Juntos fazemos da mesa um lugar melhor"			
Awareness	SONAE MC	Jerónimo Martins	Don't Know
Verbal	13%	36,5%	<b>50,5%</b>
Graphical	13,5%	<b>45%</b>	41,5%

Table 22- X'ers vs. Millennials: "Campanha Juntos fazemos da mesa um lugar melhor" verbal and graphical recall

Campanha "Juntos fazemos da mesa um lugar melhor"				
Generation	Awareness	SONAE MC	Jerónimo Martins	Don't Know
Generation X	Verbal	20%	39%	<b>41%</b>
	Graphical	15%	17%	<b>68%</b>
Millennials	Verbal	29%	<b>40%</b>	31%
	Graphical	22%	28%	<b>50%</b>

**In conclusion**, although both generations consider that they are equally aware of CSR activities from both SONAE MC and Jerónimo Martins, it is possible to distinguish between the most and least know initiatives from each company. The **least known activity from SONAE MC is "Waste to energy"** which is an initiative associated with environment, and the **most well-known activity is "Supermercados Go Natural"**, which can result from the fact that it is their most recent and recently advertised initiative. In addition, customers directly interact with this initiative, whereas waste to energy has a more internal focus. The least known activity from **Jerónimo Martins is the campaign "Juntos fazemos da mesa um lugar melhor"**, although probably because it was a highly advertised initiative, the respondents seem to find it difficult to distinguish between which of the two companies were responsible for it. The most **well-known activity from JM is the magazine "Sabe bem"**, which is present in every "Pingo Doce" store.

Overall, in the present study **images/logos of the initiatives did not help with the recall**, (except for the initiative "Transformar.te" from SONAE MC), in fact, with the initiative "Juntos fazemos da mesa um lugar melhor", images associated led to a higher percentage of respondents who did not know which company it belonged to, thus concluding

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that JM should work on a better image identity of their CSR activities. Nevertheless, **the Millennials showed overall higher percentages of awareness of activities.**

3.3.2- Research Question 2

To analyse the second research question, namely, “What is the Millennials and generation X’s perception of Portuguese food retail companies' CSR activities?”, a descriptive analysis to understand the differences in perceptions of CSR dimensions and two independent sample t-tests (to analyze differences between Generation X and Millennials in perceptions of CSR dimensions) were performed to understand and compare the level of perception of both the general sample and differences amongst generations, divided by the two companies: SONAE MC and Jerónimo Martins. The normality assumption held for both samples resorting to the Central Limit Theorem ( $n=200$ ;  $n_{X'ers}=100>30$ ;  $n_{Millennials}=100>30$ ) thus the analysis could proceed.

In table 23, the overall perception of the sample regarding the CSR from SONAE MC and Jerónimo Martins, measured on a scale from 1 (completely disagree) to 7 (completely agree) can be observed. The results show that the sample perceives both companies’ levels of CSR activities to be above the mid-point of the scale.

*Table 23- Means of the perceptions of CSR Dimensions – SONAE MC & Jerónimo Martins*

Perceptions of CSR Dimensions		Mean	Overall CSR Mean
SONAE MC	Customers	5,35	5,59
	Shareholders	<b>6,51</b>	
	Employees	5,04	
	Society	<b>5,66</b>	
	Ethics	5,41	
Jerónimo Martins	Customers	5,60	<b>5,94</b>
	Shareholders	<b>6,63</b>	
	Employees	5,72	
	Society	<b>5,99</b>	

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	Ethics	5,76	
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In table 24, the comparison of the distributions of the perceptions of CSR dimensions can be found for both SONAE MC and Jerónimo Martins, and measured on a scale of 1 (completely disagree) to 7 (completely agree) between Generation X and Millennials.

The results show that only in SONAE MC there was a statistically significant difference, namely in the “Employees” and “Society” CSR dimensions ( $p\text{-value} < 0,05$ ). On the remaining CSR dimensions, no statistical significant differences between the generations were found. Overall, in both samples the perceptions of CSR were above the mid-point of the scale. Nevertheless, it can also be concluded that is the Generation X that has, on average, the higher perception in every CSR dimension of both SONAE MC and Jerónimo Martins (table 26).

When looking closely at each company, it can be found that CSR activities, on average, are perceived to be lowest in what pertains to SONAE’s relationship with its customers ( $\mu_{\text{Gen X}}=5,59$ ;  $\mu_{\text{Millennials}}=5,12$ ) and employees’ ( $\mu_{\text{Gen X}}=5,19$ ;  $\mu_{\text{Millennials}}=4,89$ ). Participants perceived the company’s CSR concern to be highest with respect to its shareholders ( $\mu_{\text{Gen X}}=6,68$ ;  $\mu_{\text{Millennials}}=6,35$ ) and society ( $\mu_{\text{Gen X}}=5,88$ ;  $\mu_{\text{Millennials}}=5,45$ ).

Concerning Jerónimo Martins, it can be found that the perception of CSR, in average, is lowest in what refers to customers ( $\mu_{\text{Gen X}}= 5,85$ ;  $\mu_{\text{Millennials}}=5,35$ ) and employees ( $\mu_{\text{Gen X}}=5,83$ ;  $\mu_{\text{Millennials}}=5,61$ ). Participants perceived the company’s CSR concern to be highest with respect to its shareholders ( $\mu_{\text{Gen X}}=6,84$ ;  $\mu_{\text{Millennials}}=6,42$ ) and society ( $\mu_{\text{Gen X}}=6,15$ ;  $\mu_{\text{Millennials}}=5,83$ ).

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Table 24-Independent sample t-test for differences in perceptions of CSR Dimensions between Generation X and Millennials

Perceptions of CSR Dimensions – Generation X vs. Millennials		t	P-value	Mean	Mean Difference	Overall Generations Mean
SONAE MC	Customers	2,850	0,167	Generation X- <b>5,59</b> Millennials- 5,12	0,462	Generation X- <b>5,77</b>  Millennials- 5,41
	Shareholders	2,570	0,085	Generation X- <b>6,68</b> Millennials- 6,35	0,322	
	Employees	1,259	<b>0,000*</b>	Generation X- <b>5,19</b> Millennials- 4,89	0,300	
	Society	2,113	<b>0,005*</b>	Generation X- <b>5,88</b> Millennials-5,45	0,431	
	Ethics	1,062	0,339	Generation X- <b>5,54</b> Millennials- 5,28	0,255	
Jerónimo Martins	Customers	2,530	0,220	Generation X- <b>5,85</b> Millennials- 5,35	0,494	Generation X- <b>6,10</b>  Millennials- 5,77
	Shareholders	2,978	0,088	Generation X- <b>6,84</b> Millennials- 6,42	0,427	
	Employees	0,871	0,379	Generation X- <b>5,83</b> Millennials- 5,61	0,222	
	Society	1,395	0,565	Generation X- <b>6,15</b> Millennials- 5,83	0,325	
	Ethics	0,895	0,085	Generation X- <b>5,87</b> Millennials- 5,65	0,215	

**In conclusion**, in both generations the perceptions of CSR were above the mid-point of the scale regarding both companies, nonetheless, **overall Generation X shows the highest CSR perceptions**, meaning that they believe the companies carry out CSR activities (SONAE MC-  $\mu$ 'ers=5,77;  $\mu$ Millennials=5,41; Jerónimo Martins-  $\mu$ 'ers=6,1;  $\mu$ Millennials=5,77). The CSR dimensions from **SONAE MC** that show the **highest perception** are “Shareholders” and “Society”. On the other hand, the **lowest perception of CSR** of the company belong to the dimension “Employees”. From **Jerónimo Martins**

**the highest CSR perceptions** are related to the **dimensions “Shareholders” and “Society”**, in contrast, **the lowest perceptions are connected to the dimension “Customers”**.

Overall, **Jerónimo Martins shows the highest CSR dimension perceptions from both generations**. Besides, it can also be concluded that the respondents seem to perceive that **both companies care more about shareholders than any other stakeholder**.

### 3.3.3- Research Question 3

To analyse the third research question, “To what extent does CSR impact Millennials and generation X’s level of trust in Food retail companies’ own brands?”, initially, a descriptive analysis of Brand Trust in Continente and Pingo Doce was pursued, followed by an independent sample t-test to analyze the differences between the generations regarding brand trust in Continente and Pingo Doce, concluding with an independent sample t-test to understand and compare the levels of brand trust, between the two companies and respective own brands.

Second, six multiple regression analyses were performed to understand if the participants’ perceptions of the companies’ CSR activities had an effect on their trust in the companies’ own brands (Continente and Pingo Doce).

These analyses were conducted with the purpose of testing the hypotheses formulated, regarding the expectations that the higher the positive perceptions of the CSR Dimensions, the higher the levels of Brand Trust.

The normality assumption held for the three samples in analysis (the entire sample, Millennials and X’ers), resorting to the Central Limit Theorem ( $n = 200$ ;  $n_{x'ers} = 100 > 30$ ;  $n_{Millennials} = 100 > 30$ ).

Table 25 shows the overall perception of the sample regarding the trust in the brands Continente and Pingo Doce, measured on a scale from 1 (completely disagree) to 7 (completely agree). The results show that the sample associates high percentages of trust to both brands, while Pingo Doce is the brand with the highest percentages of trust.

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Table 25- One sample t-test for perceptions of Brand Trust in Continente and Pingo Doce

Brand Trust		Mean
Continente (SONAE MC)	Brand Trust	4,90
	Brand Trust - Reliability	4,63
	Brand Trust - Intentions	5,17
Pingo Doce (Jerónimo Martins)	Brand Trust	5,20
	Brand Trust - Reliability	5,10
	Brand Trust - Intentions	5,31

Table 26 shows the comparison of Brand Trust and the two brand trust indicators- intentions and reliability-, divided by SONAE MC and Jerónimo Martins, measured on a scale from 1 (completely disagree) to 7 (completely agree) between Generation X and Millennials. The results show a statistically significant difference between X'ers and Millennials trust in Continente's own brand, in their trust of Continente brand intentions and Pingo Doce's reliability ( $p\text{-value} < 0,05$ ). No other statistically significant differences between the generations were found.

When looking more closely at each brand, it can be found that, on average, both generations have higher levels of trust in the brand Pingo Doce ( $\mu_{X'ers} = 5,44$ ;  $\mu_{Millennials} = 4,97$ ) when comparing to the brand Continente ( $\mu_{X'ers} = 5,23$ ;  $\mu_{Millennials} = 4,57$ ). This tendency repeats itself in the Reliability of the brand, meaning that both generations consider that Pingo Doce is more able and willing to maintain its promises and satisfying consumers' needs. On the other hand, Generation X considers that Continente has a higher percentage of good intentions in relation to the consumers' interests ( $\mu_{X'ers} = 5,77$ ) in comparison to Pingo Doce ( $\mu_{X'ers} = 5,57$ ), a contrary judgement from Millennials that attribute higher levels of good intentions to Pingo Doce ( $\mu_{millennial} = 5,05$ ) when comparing to Continente ( $\mu_{millennial} = 4,56$ ) (table 26).



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Table 26- Independent sample t-test for differences in perceptions of Brand Trust between Generation X and Millennials

Brand Trust - Generation X vs. Millennials		t	P-value	Mean	Mean Difference
Contigente (SONAE MC)	Brand Trust	3,870	<b>0,000*</b>	Generation X- <b>5,23</b> Millennials- 4,57	0,661
	Brand Trust - Reliability	0,551	0,226	Generation X- <b>4,69</b> Millennials- 4,57	0,117
	Brand Trust - Intentions	5,847	<b>0,000*</b>	Generation X- <b>5,77</b> Millennials- 4,56	1,205
Pingo Doce (Jerónimo Martins)	Brand Trust	2,339	0,092	Generation X- <b>5,44</b> Millennials- 4,97	0,476
	Brand Trust - Reliability	2,103	<b>0,004*</b>	Generation X- <b>5,31</b> Millennials- 4,89	0,425
	Brand Trust - Intentions	2,290	0,418	Generation X- <b>5,57</b> Millennials- 5,05	0,527

Aiming to evaluate the influence of CSR dimensions, on the brand trust of Contigente and Pingo Doce, also measured on a scale from 1 to 7, six multiple linear regressions were used. Thus, the assumptions needed to be tested for all the analysis. First, the linear correlation between all variables was confirmed with a Pearson correlation coefficient ( $>0,7$ ), except for Contigente's brand trust not being correlated to "Ethics" with Generation X (Pearson=0,09), having thus been retrieved from the analysis. Second, the independence of random residual variables was tested using Durbin-Watson values, concluding that the estimated errors are not correlated ( $d \approx 2$ ) (Laureano & Botelho, 2012). Third, the mean of the residuals is 0,000 confirming the adequacy of the models for further analysis.

The null hypothesis assumed that the linear model was not adequate ( $H_0: \rho = 0$ ), meaning that there is no relationship between the variables in analysis.

In table 27, it can be observed that 41,7% of brand trust in Contigente is explained by CSR dimensions ( $R^2= 0,417$ ;  $F_{(5,194)}=27,75$ ;  $p=0,000$ ). It was possible to conclude that the variables "CSR Dimension-Customers" ( $p=0,000$ ) and "CSR Dimension-Employees" (0,033) explain the variation in brand trust in Contigente. It is also possible to conclude that these variables present positive values ("CSR Dimension-Customers,  $B=0,422$  and CSR

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Dimension-Employees,  $B=0,166$ ) in other words, the higher the value of B, if everything else remains constant, the higher the trust in the brand Contiente.

The remaining variables “CSR Dimension-Shareholders” ( $p=0,789$ ), “CSR Dimension-Society” ( $p=0,106$ ) and “CSR Dimension-Ethics” ( $p= 0,783$ ) were not statistically significant, and this did not explain the variation in brand trust.

Table 27- Determinant variables of Brand Trust in Contiente (SONAE MC)

Variables – Contiente	P-Value	Beta Values
CSR Dimension – Customers	<b>0,000</b>	0,422
CSR Dimension – Shareholders	0,789	0,017
CSR Dimension – Employees	<b>0,033</b>	0,166
CSR Dimension -Society	0,106	0,106
CSR Dimension -Ethics	0,783	0,022
R <sup>2</sup>		0,417
P-value		<b>0,000</b>

Narrowing to the generational differences, table 28 shows that 33,1% of Generation X's brand trust in Contiente can be explained by the CSR Dimensions ( $R^2= 0,331$ ;  $F_{(5,94)}=11,465$ ;  $p=0,000$ ). The variables “CSR Dimension-Customers” ( $p=0,000$ ) and “CSR Dimension-Society” ( $p=0,003$ ) are statistically significant and thus explain the variance in Generations X's trust in the Contiente brand. These variables present positive values (CSR Dimension-Customers,  $B=0,411$  and CSR Dimension-Society,  $B=0,309$ ) in other words, the higher the value, if everything else remains constant, the higher the trust in the brand Contiente by Generation X.

The variables “CSR Dimension-Shareholders” ( $p=0,144$ ) and “CSR Dimension-Employees” ( $p=0,288$ ) did not explain the variance of X'ers brand trust of Contiente.

Table 28- Determinant variables of Brand Trust in Contiente (SONAE MC) - Generation X (Multiple Regression)

Variables	P-Value	Beta Values
CSR Dimension – Customers	<b>0,000*</b>	0,411
CSR Dimension – Shareholders	0,144	0,138
CSR Dimension – Employees	0,288	-0,121
CSR Dimension -Society	<b>0,003*</b>	0,309

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CSR Dimension -Ethics	(retrieved from analysis – linear relation not assumed. Pearson=0,09)
R <sup>2</sup>	0,331
P-value	<b>0,000*</b>

In Table 29 a closer analysis of the Millennials generation can be seen. It is possible to conclude that 49,9% of Millennials' brand trust in Continente is explained by CSR Dimensions ( $R^2= 0,449$ ;  $F_{(5,94)}=18,034$ ;  $p=0,000$ ). The variables “CSR Dimension-Customers” ( $p=0,000$ ) and “CSR Dimension-Employees” ( $p=0,002$ ) explain the variance in brand trust in Continente in positive values, thus, if everything else remains constant, the higher the value the higher the trust in the brand Continente by Millennials.

However, the variables “CSR Dimension-Shareholders” ( $p=0,617$ ), “CSR Dimensions-Society” ( $p=0,530$ ) and “CSR Dimensions-Ethics” ( $p=0,131$ ) did not explain the variance of brand trust in Continente according to Millennials.

*Table 29- Determinant variables of Brand Trust in Continente (SONAE MC) - Millennials (Multiple Regression)*

<b>Variables – Continente Millennials</b>	<b>P-Value</b>	<b>Beta Values</b>
CSR Dimension – Customers	<b>0,000*</b>	0,425
CSR Dimension – Shareholders	0,617	-0,043
CSR Dimension – Employees	<b>0,022*</b>	0,257
CSR Dimension - Society	0,530	-0,073
CSR Dimension - Ethics	0,131	0,183
R <sup>2</sup>		0,490
P-value		<b>0,000*</b>

According to the values presented in table 30, 56,1% of the brand trust in Pingo Doce can be explained by CSR Dimensions ( $R^2= 0,561$ ;  $F_{(5,194)}=49,63$ ;  $p=0,000$ ). The variables “CSR Dimension-Customers” ( $p=0,000$ ;  $B=0,490$ ) and “CSR Dimension-Ethics” ( $p=0,000$ ;  $B=0,299$ ) are statistically significant and thus explain the variance in brand trust of Pingo Doce in positive values, meaning that the higher the value of B, if everything else remains constant, the higher the trust in the brand Pingo Doce.

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The variables “CSR Dimension-Shareholders” (p=0,591), “CSR Dimension-Employees” (p=0,703), “CSR Dimension-Society (p=0,921) do not explain the variance in the brand trust of Pingo Doce.

Table 30- Determinant variables of Brand Trust in Pingo Doce (Jerónimo Martins)

<b>Variables – Pingo Doce</b>	<b>P-Value</b>	<b>Beta Values</b>
CSR Dimension – Customers	<b>0,000</b>	0,490
CSR Dimension – Shareholders	0,591	0,031
CSR Dimension – Employees	0,703	0,023
CSR Dimension -Society	0,921	-0,008
CSR Dimension -Ethics	<b>0,000</b>	0,299
R <sup>2</sup>		0,561
P-value		<b>0,000</b>

In a closer look at the generational differences, table 31 shows that 60% of the brand trust in Pingo Doce of Generation X can be explained by CSR Dimensions (R<sup>2</sup>= 0,331; F<sub>(5,94)</sub>=28,289; p=0,000). The variables “CSR Dimension-Customers” (p=0,010; B=0,451) and “CSR Dimension-Ethics” (p=0,000; B=0,507) are statistically significant and thus explain the variance in Generation X’s brand trust of Pingo Doce and these variables present positive values, therefore the higher the value, if everything else remains constant, the higher the trust in the brand Pingo Doce by Generation X.

The variables “CSR Dimension-Shareholders” (p=0,307), “CSR Dimension-Employees” (p=0,214) and “CSR Dimensions-Society” (p=0,153) did not explain the variance of X’ers’ brand trust of Pingo Doce.

Table 31- Determinant variables of Brand Trust in Pingo Doce (Jerónimo Martins) - Generation X (Multiple Regression)

<b>Variables – Pingo Doce Generation X</b>	<b>P-Value</b>	<b>Beta Values</b>
CSR Dimension – Customers	<b>0,010*</b>	0,451
CSR Dimension – Shareholders	0,307	-0,095
CSR Dimension – Employees	0,214	0,110
CSR Dimension - Society	0,153	-0,200

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CSR Dimension - Ethics	<b>0,000*</b>	0,577
R <sup>2</sup>		0,600
P-value		<b>0,000*</b>

In Table 32 a closer analysis of Millennials can be perceived. It is possible to conclude that 56,2% of the Millennials' brand trust in Pingo Doce is explained by CSR Dimensions ( $R^2= 0,562$ ;  $F_{(5,94)}=24,131$ ;  $p=0,000$ ). The variables “CSR Dimension-Customers” ( $p=0,000$ ;  $B=0,588$ ) and “CSR Dimension-Society” ( $p=0,040$ ;  $B=0,101$ ) explain the variance in brand trust in Pingo Doce in positive values, thus, if everything else remains constant, the higher the Millennials' trust in the brand Pingo Doce.

The variables “CSR Dimension-Shareholders” ( $p=0,760$ ), “CSR Dimension-Employees” ( $p=0,760$ ) and “CSR Dimensions-Ethics” ( $p=0,376$ ) did not explain the variance of Millennials' brand trust in Pingo Doce.

*Table 32- Determinant variables of Brand Trust in Pingo Doce (Jerónimo Martins) - Millennials (Multiple Regression)*

<b>Variables – Pingo Doce Millennials</b>	<b>P-Value</b>	<b>Beta Values</b>
CSR Dimension – Customers	<b>0,000*</b>	0,588
CSR Dimension – Shareholders	0,760	0,024
CSR Dimension – Employees	0,767	0,028
CSR Dimension - Society	<b>0,040*</b>	0,101
CSR Dimension - Ethics	0,376	0,087
R <sup>2</sup>		0,562
P-value		<b>0,000*</b>

In conclusion, **both generations show high levels of brand trust in both Continente and Pingo Doce**. Furthermore, **both generations consider that Pingo Doce is the brand that is most willing to maintain its promises and satisfy consumers' needs**. Nevertheless, **Millennials consider that Continente has a higher level of good intentions in relation to consumers' interests** when compared to Pingo Doce.

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Overall, **CSR dimensions do contribute to explain variation in brand trust for both generations-** Pingo Doce's brand trust variation is explained in 56,1% by CSR dimensions and Continente's brand trust variation in explain in 41,7% by CSR dimensions.

For **X'ers** the variables that determine **brand trust in Continente** are **“Customers” and “Society”** and to determine trust **in Pingo Doce** the variables are **“Customers” and “Employees”**. For **Millennials** the variables that establish **brand trust in Continente** are **“Customers” and “Employees”** and to establish **trust in Pingo Doce** the variables are **“Customers” and “Society”**.

Thus, it is possible to conclude that although differences between the generations can be found in regard to what determines brand trust in food retail, a similarity can also be found: **both generations want CSR mostly were it refers directly to them as customers.** Table 33 summarises the hypotheses and the results of the test.

Table 33- Summary of the hypothesis analysed 1

Hypothesis	SONAE MC - Continente		Jerónimo Martins – Pingo Doce	
	Generation X:	Millennials:	Generation X:	Millennials:
H1a- It is expected that the higher the positive perceptions of the <b>CSR Dimension “Customers”</b> , the higher the levels of <b>Brand Trust</b> .	<b>Validated</b>	<b>Validated</b>	<b>Validated</b>	<b>Validated</b>
H1b- It is expected that the higher the positive perceptions of the <b>CSR Dimension “Shareholders</b> , the higher the levels of <b>Brand Trust</b> .	Not Validated	Not Validated	Not Validated	Not Validated
H1c- It is expected that the higher the positive perceptions of the <b>CSR Dimension “Employees”</b> , the higher the levels of <b>Brand Trust</b> .	Not Validated	<b>Validated</b>	Not Validated	Not Validated
H1d- It is expected that the higher the positive perceptions of the <b>CSR Dimension “Society”</b> , the higher the levels of <b>Brand Trust</b> .	<b>Validated</b>	Not Validated	Not Validated	<b>Validated</b>

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H1e- It is expected that the higher the positive perceptions of the <b>CSR Dimension "Ethics"</b> , the higher the levels of <b>Brand Trust</b> .	Generation X:	Millennials:	Generation X:	Millennials:
	Not Validated	Not Validated	<b>Validated</b>	Not Validated

#### 4.4. Experimental results

Considering that both brands used in the survey are well-known, an experimental study was conducted to analyze the impact of CSR perceptions on brand trust in the absence of pre-conceived ideas: two scenarios were originated to directly compare brands with high socially responsible policies and low socially responsible policies. Two fictitious food retail companies based in Portugal with the name "Puro Sabor" and the same brand name "Pequeno Sabor" were used to compare consumers' brand trust: "Puro Sabor A", associated with low socially responsible policies vs. "Puro Sabor B" associated with high socially responsible policies". A descriptive analysis of the brand trust in both brands and two independent sample t-test were performed: the first to understand and compare the levels of brand trust in both "Puro Sabor A" and "Puro Sabor B" in both the whole population and divided by generations and the second to observe if the generations expected different prices from each brand.

In table 34, we can observe the overall brand trust in "Pequeno Sabor A" and "Pequeno Sabor B", measured on a scale from 1 (completely disagree) to 7 (completely agree).

Table 34 - Means of Brand Trust in "Pequeno Sabor" A and B

Brand Trust		Mean
Pequeno Sabor A (low social responsibility policies)	Brand Trust	4,44
	Brand Trust - Reliability	4,28
	Brand Trust - Intentions	4,60

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Pequeno Sabor B (high social responsibility policies)	Brand Trust	5,73
	Brand Trust - Reliability	<b>5,77</b>
	Brand Trust – Intentions	5,68

When looking closely at each company, it can be found that the highest levels in the company with high social responsibility policies belong to Generation X on “Brand Trust” ( $\mu=5,87$ ). Conversely, the lowest levels of perception of the company with high social responsibility policies come from Millennials, with “Brand Trust-Intentions” ( $\mu=5,05$ ) (table 37). Conversely, the highest levels of trust regarding the company with the low social responsibility policies belong to Millennials regarding “Brand Trust” ( $\mu=4,63$ ) although Generation X considers that the brand has higher “Brand Trust-Intentions” ( $\mu=5,77$ ).

Table 35 - Independent sample t-test for differences in perceptions of Brand Trust between Generation X and Millennials

Brand Trust - Generation X vs. Millennials		t	P-value	Mean	Mean Difference
Pequeno Sabor A (low social responsible policies)	Brand Trust	-0,976	<b>0,04*</b>	Generation X- 4,24 Millennials- <b>4,63</b>	-0,387
	Brand Trust - Reliability	-1,351	<b>0,01*</b>	Generation X- 4,02 Millennials- <b>4,54</b>	-0,519
	Brand Trust - Intentions	5,847	<b>0,00*</b>	Generation X- <b>5,77</b> Millennials- 4,56	1,205
Pequeno Sabor B (high social responsible policies)	Brand Trust	1,124	<b>0,01*</b>	Generation X- <b>5,87</b> Millennials- 5,59	0,279
	Brand Trust - Reliability	0,619	0,145	Generation X- <b>5,85</b> Millennials- 5,69	0,154
	Brand Trust - Intentions	2,290	0,418	Generation X- <b>5,57</b> Millennials- 5,05	0,527

Furthermore, when asked about the prices expected from each brand, it is possible to find a significant discrepancy between the “Low social responsible brand” and the “High



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social responsible brand”. In both the general sample and generations division, higher prices are expected from the “High social responsible brand”. The Millennials are the ones who expect higher prices from the “High CSR” brand when compared to Generation X (table 36).

Table 36- Independent sample t-test for differences in prices expected by “Pequeno Sabor A” and “Pequeno Sabor B”

<b>Prices Expected – Generation X vs. Millennials</b>	<b>t</b>	<b>P-Value</b>	<b>Mean</b>	<b>Mean Difference</b>
Pequeno Sabor A ( <b>low</b> social responsible policies)	-0,150	0,135	Generation X- 5,00 Millennials- <b>4,93</b>	-0,062
Pequeno Sabor B ( <b>high</b> social responsible policies)	-1,391	<b>0,009</b>	Generation X- 6,25 Millennials- <b>5,86</b>	-0,389

Table 37- Summary of the hypothesis analysed 2

H2- I The higher the association of a brand with “high social responsibility policies” the higher the level of trust when compared to a brand associated with “low social responsibility policies”.	Generation X: <b>Validated</b>	Millennials: <b>Validated</b>
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In conclusion, the brand associated **with high social responsibility policies has the highest percentage of brand trust**, mainly in **their ability to maintain its promises and satisfying consumers’ needs**.

Although, **Generation X attributes a higher level of good intentions in relation to consumers’ interests** to the company with the **low social responsibility policies**. This result can be associated with the **high prices expected by X’ers from the brand with high social responsible policies**.

## 5. DISCUSSION

Evaluating the relevance of CSR to brand trust in the food retail industry was the driver for this research which proposed to be materialized through the research questions: Are Millennials and generation X aware of Portuguese food retail companies' CSR activities? What is the perception of Millennials and generation X of Portuguese food retail companies' CSR activities? Does CSR have an effect on Millennials and generation X's level of trust in Food retail companies' own brands?

The study was applied to two known Portuguese food retail companies and their respective brands – SONAE MC (Continente) and Jerónimo Martins (Pingo Doce). The choice of both companies proved to be effective, since the majority of the sample indicated that they usually visit both stores (63%), while a smaller percentage of the sample indicated they only visit Continente (24%), likely a reflection of its higher market share and greater number of stores in Portugal.

**Both generations considered that it was important for companies to care about their social and environmental impact** (Generation X-65%; Millennials-72%) and also reflected to be willing to pay a higher price for a sustainable product (Generation X-69%; Millennials-56%), showing to be in line with the results from Nielsen (2015), where 41% of consumers considered that commitment to the environment had the power to sway product purchase, also commitment to social value and community were important (45% and 43% respectively).

Companies should not look only at the effect of purposeful ethical actions on their consumers' perceptions, but **also look at the impact of perceived unethical behaviours**: for both samples, a large percentage indicated they would be willing to punish companies by not buying their products when they perceived unethical company behaviours towards customers (X'ers- 88%; Millennials-72%), employees (X'ers- 75%; Millennials-96%), society (X'ers-77%; Millennials-72%) and also, although in a lower percentage, shareholders (X'ers-55%; Millennials-40%). This is in accordance with the findings of Steinman and

Wolfrom (2012), that unethical brand behaviors have an immediate effect on consumer brand evaluations.

While both generations consider that they are generally aware of the CSR activities of both SONAE MC and Jerónimo Martins, it is possible to distinguish between the most and least known initiatives from each company. The **least know activities are related to environmental initiatives (“Waste to Energy”)** while the most recalled are the **actively advertised activities (Supermercados “Go Natural”)** and the **initiatives present in the stores (Revista “Sabe bem” and “Transformar.te”)**, with which customers can have direct contact.

Overall, **CSR dimensions do contribute to explain variation in brand trust for both generations**, with **Pingo Doce being the brand that reaps more benefits from CSR**. In the overall sample, **56,1% of the variation in Pingo Doce’s brand trust was explained by CSR dimensions**. For Continente, in the overall sample, **41,7% of the variation in brand trust was explained by CSR dimensions**. These results are reinforced with the experimental part- the brand associated **with high social responsibility policies had the highest levels of brand trust**, mainly in **their ability to maintain promises and satisfy consumers’ needs**. The results are in accordance to the findings of Melo and Galan (2010), concluding that brand value is sensitive to CSR which has a positive impact in it.

Several distinctions on the impact of CSR dimensions in brand trust in the eyes of different generations can be made: For **Generation X, CSR explains 60% of the variation of brand trust in Pingo Doce** (significant dimensions: “Customers” and “Ethics”) **and explains 33,1% of the brand trust in Continente** (significant dimensions: “Customers” and “Society”). For **Millennials, CSR explains 56,2% of the variation in Pingo Doce** (significant dimensions: “Customers”, “Society”) **and 49% in Continente** (significant dimensions: “Customers”, “Employees”). Although differences between the generations can be found with regard to what determines brand trust in food retail, two similarities can also be found: **both generations want CSR mostly were it refers directly to them as customers** and they perceive that **both companies care more about shareholders than any other stakeholder**.

Overall, **Millennials showed to be the generation with higher percentages of awareness of activities.** These results come in accordance with Delloite (2016), 87% of Millennials are more attentive to the companies CSR actions, because they believe that the success of a business should be measured in terms more than just its financial performance. **Generation X**, on the other hand, **showed the highest levels of CSR perceptions and brand trust** in both companies, thus reflecting the results from De los Salmones (2005) that the perception of CSR can strengthen the brand since it transmits character, respect for the customer and concern to serve them correctly. On the other hand, the fact that **Millennials are more aware of CSR activities, but Generation X has higher levels of CSR perception**, also contradicts the results from, Sen et al. (2006), that consumer beliefs are influenced by CSR activities, but only if consumers are aware of them.

Both generations **have positive perceptions of CSR dimensions and brand trust** of both companies and respective brands, although, overall, **Jerónimo Martins shows the highest levels of CSR dimensions perceptions and brand trust from both generations:** both consider that **Pingo Doce is the brand that is most willing to maintain its promises and satisfy consumers' needs.** This reinforces previous ideas from the literature, that a necessary condition for trusting an actor is the belief that the actor will continue to honor promises even when nobody looks or forces these actions (Bhattacharya et al.1998).

Also, **Millennials considered that the dimension "Employees" is determinant to brand trust in Continente, and at the same time this dimension has the lowest level of perception regarding SONAE MC** (Millennials-  $\mu=4,89$ ). **Both Generation X and Millennials consider the dimension "Customers" to be determinant to brand trust in Pingo Doce, and this dimension has the lowest perception regarding Jerónimo Martins** (X'ers-  $\mu=5,85$ ; Millennials-  $\mu=5,35$ ). Thus, to increase brand trust, Continente's managers should focus on increasing their clients' perceptions regarding how they treat, offer safety conditions, offer pleasant work environment and career opportunities for their employees. Jerónimo Martins' managers should concentrate on increasing their customers' perceptions on how they treat them and attempt to know customers' needs, using customer satisfaction as an indicator to improve.

## **6. CONTRIBUTIONS, LIMITATIONS & RECOMMENDATIONS**

### **6.1. Scientific contributions**

First, the present study confirmed reliability of scales previously used in the literature regarding CSR, brand awareness and brand trust in a different culture. Also, this study confirmed generational differences as a significant variable to be taken into account, more specifically in what regards to generation X and Millennials.

By relating CSR and brand trust it increased the body of empirical evidence in a relatively unexplored area. The study of these constructs associated with food retail and generational differentiation in particular, was, to the best of our knowledge, a pioneer contribution. Thus, it was an innovative study applied in the Portuguese market, concerning a comparative analysis of two brands, complemented by an experimental study with the aim of controlling and confirming the results.

### **6.2. Management contributions**

In what regards the practical contribution of the present study, first and foremost, it positively confirms the last decade tendency of managers to bring higher focus to CSR – results show that CSR contributes to higher brand trust, and so potentially also to higher brand loyalty.

Second, companies should look to protect themselves from possible activities consumers' may find unethical, considering that both generations considered they would be willing to punish the companies that complied with those sort of activities, by not buying their products.

Third, when assembling CSR strategies management should segment their communication according to the different generations, since it was confirmed that Generation X's CSR concerns are distinct from Millennials'. Also, companies should bring more focus

of CSR activities to what regards customers directly since it would contribute to higher perceptions of CSR and subsequently to brand trust, according to both generations.

Fourth, direct conclusions to CSR management of SONAE MC and Jerónimo Martins were made in order to increase brand trust: 1- Continente's managers should focus on increasing the perceptions of their clients regarding how they treat, offer safety conditions, offer pleasant work environment and career opportunities for their employees; 2- Jerónimo Martins' managers should concentrate on increasing their customers' perceptions on how they treat them and attempt to know customers' needs, using customer satisfaction as an indicator to improve.

### **6.3. Limitations & Recommendations for future research**

The methods selected carried some limitations. First, with a nonrandom sample, randomness is not used to ensure representation of the sample, this meaning that there is no guarantee that the sample will be representative of its population (Ruel et al.2016); second, with the use of a convenience sample, the sample may be subjected to some sort of bias (Ruel et al.2016); third, with quota sample, it does not guarantee that the sample will indeed reflect any variations in in population. Future studies would beneficiate from resorting to a probabilistic sampling method; fourth, by collecting data through a self-administered questionnaire distributed *online*, the study was mostly focused on the author's network, in following studies a more disperse distribution of the survey would be beneficial. Nevertheless, considering the high number of respondents and the careful selection of critical variables to select each quota and the rationale behind them (Ruel et al.2016), these disadvantages were mitigated.

Time constraints and with the aim of ensuring participation (by developing a shorter survey), the study was only focused on two food retail companies in Portugal. In the future, it would provide a more complete analysis of the Portuguese food retail market if more than two companies in the industry were analyzed.

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CSR has been highly discussed in both the scientific and management world, still no real consensus on the definition of CSR represents was found, thus there are still points of discussion as disagreement to research in the future.

The combination of CSR and brand trust still carries opportunities for future research such as: a longitudinal study on the relationship of CSR and brand trust in food retail, and observe how the perceptions of generations changes throughout time; in a few years Generation Z will represent an interesting parcel of the Portuguese market, thus being interesting to also understand they stance in the relationship of CSR and brand trust; understand if consumers' are more willing to "forgive" companies for possible unethical behaviors depending on the level of brand trust consumers carry about such brand; to look besides perceptions and understand the impact of CSR and consequent brand trust in purchase intentions and behaviors.

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**APPENDICES**

**1. Generational Tables**

1- Generational differences in attitude and history (Lancaster and Stillman, 2002)

<b>Factor</b>	<b>Baby Boomers</b>	<b>Generation X</b>	<b>Millennials</b>
Attitude	Optimist	Sceptic	Realist
Description	Influenced by Martin Luther King and The Beatles and places like the Woodstock. The television changed their world in a significant matter. This is the generation that believes that everything was possible, and they could change the world.	This group was influenced by Bill Gates and Dennis Rodman. Their vision of the world was formulated with the fall of the Soviet Union and by the internet. In fact, this generation is the most defined by the impact of media and technology. This group trust more in themselves than any other institution.	This group has references prince William, Marilyn Manson, Venus and Serena Williams, Britney Spears. They also lived through the Columbine massacre and the September 11 <sup>th</sup> terrorist attack. They are described as realistic, confident and pragmatic.

2- Generations differences in events and music context (Zemke et al.1999)

<b>Generation</b>	<b>Baby Boomers</b>	<b>Generation X</b>	<b>Millennials</b>
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Defining events and trends	Prosperity Children in the spotlight Television Vietnam Civil Rights Movement Cold War Women's Liberation The Space Race	Watergate Stagflation Single Parents Homes MTV AIDS Internet Fall of the Berlin Wall Persian Gulf	Social Media and Facebook Mobile Computing End of Apartheid Reality TV Multiculturalism Occupy Wall Street Tsunami in South Asia
Music of their early years	Rock 'n' roll Acid Rock Elvis The Beatles Rolling Stones Beach Boys Jimi Hendrix Janis Joplin Bob Dylan Supremes	Disco Punk Reggae Elvis Costello Bee Gees ABBA Bon Jovi Michael Jackson Guns N'Roses U2 Prince	Alternative RAP Remix Puff Daddy Alanis Morissette Will Smith Spice Girls Backstreet Boys Coldplay Katy Perry Lil Wayne Rihanna Britney Spears



## 2. Survey

### 2.1. Survey Flow

Block: Intro (1 Question)

Block Randomizer: 1 - Evenly Present Elements

Block: Experimental - Puro Sabor B (2 Questions)

Block: Experimental - Puro Sabor A (2 Questions)

CSR Awareness - General & Verbal (2 Questions)

CSR Awareness - Graphical (1 Question)

CSR activities' perception - Sonae (1 Question)

CSR activities' perception - Jerónimo Martins (1 Question)

Brand trust - Continente (1 Question)

Brand Trust - Pingo Doce (1 Question)

Sociodemographic (6 Questions)

### 2.2. Survey Applied

Start of Block: Intro

O presente inquérito realizado no âmbito da tese de mestrado em Gestão de Empresas pela ISCTE Business School, tem como objecto de estudo a percepção dos consumidores sobre o mercado do retalho alimentar em Portugal.

O questionário não levará mais do que **7 minutos** a ser respondido.

Não existem respostas certas ou erradas - **queremos apenas saber a sua opinião**. As respostas são **totalmente confidenciais**, sendo apenas alvo de tratamento estatístico.

**Agradeço desde já a sua disponibilidade e participação.**

End of Block: Intro

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Start of Block: Experimental - Puro Sabor B

Abaixo encontra-se o *press release* relativo a um **novo concorrente** que entrou recentemente no mercado do retalho alimentar em Portugal.

Por favor, leia atentamente a informação e responda às questões que se seguem.

*A “Puro Sabor” é de origem portuguesa e vende produtos alimentares. Os seus produtos são elaborados com diversos ingredientes e os materiais utilizados nas suas embalagens são plástico ou papel. Esta empresa possui uma marca própria a “Pequeno Sabor” que oferece produtos alimentares de alta qualidade que provêm, pelo menos, 80% de variados fornecedores internacionais e a marca não requer qualquer tipo de certificação sustentável para os seus produtos. A “Puro Sabor” é também reconhecida pelo seu grande investimento em testes e no*

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controlo da cadeia de fornecimento para garantir que todos os seus produtos alimentares são seguros.

End of Block: Experimental - Puro Sabor B

Start of Block: Experimental - Puro Sabor A

Abaixo encontra-se o *press release* relativo a um **novo concorrente** que entrou recentemente no mercado do retalho alimentar em Portugal. Por favor, leia atentamente a informação e responda às questões que se seguem.

*A “Puro Sabor” é de origem portuguesa e vende produtos alimentares. Todos os seus produtos são livres de organismos geneticamente modificados e todas as suas embalagens seguem uma política restrita de produtos recicláveis. Esta empresa possui uma marca própria a “Pequeno Sabor” cujos produtos são, pelo menos, 80% de produção local e todas as comodidades oferecidas (café, chocolate, arroz, bananas, açúcar, chá, peixe, produtos com óleo de palma) provêm de fornecedores com certificados de sustentabilidade. A “Puro Sabor” é também reconhecida pelos seus colaboradores altamente treinados para que possam responder corretamente a todas as perguntas dos seus consumidores.*

1- Relativamente à sua percepção sobre a marca "Pequeno Sabor" por favor, assinale qual o seu grau de concordância com as seguintes frases numa escala de 1 (Discordo Totalmente) a 7 (Concordo Totalmente).

	1 (Discordo Totalmente)	2	3	4	5	6	7 (Concordo Totalmente)	Não Sei	Não Respondo
Esta é uma marca que satisfaria as minhas expectativas. (1)									
Eu confiaria nesta marca. (2)									
Esta marca nunca me decepcionaria. (3)									
Esta marca garantiria a minha satisfação. (4)									
Esta marca seria honesta ao endereçar os meus receios. (5)									
Eu confiaria nesta marca para resolver um problema. (6)									
Esta marca faria qualquer esforço para satisfazer as minhas necessidades. (7)									

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Esta marca recompensaria-me-ia se encontrasse qualquer tipo de problema com um dos seus serviços/problemas. (8)									
Os produtos desta marca têm, em média, um preço superior aos da maioria das outras marcas de produtos alimentares em Portugal. (9)									

End of Block: Experimental - Puro Sabor A

Start of Block: CSR Awareness - General & Verbal

2- Está familiarizado com alguma das iniciativas das empresas SONAE MC e/ou Jerónimo Martins que tenham como objectivo melhorar as condições sociais ou ambientais?

- Sim (1)
- Não (2)
- Não Respondo (3)

3- Por favor, arraste cada uma das actividades à empresa que considera ser responsável pelo seu desenvolvimento. Se não reconhecer alguma das actividades, coloque-a na caixa "Não Sei".

- |   |
|---|
| <ul style="list-style-type: none"> <li>1. Waste to Energy</li> <li>2. Transformar.te</li> <li>3. Supermercados “GO Natural”</li> <li>4. Revista Sabe Bem</li> <li>5. Campanha “Juntos fazemos da mesa um lugar melhor</li> <li>6. Prémios de literatura infantil</li> </ul> |
|---|

SONAE MC (Continente)	Jerónimo Martins (Pingo Doce)	Não Sei

End of Block: CSR Awareness - General & Verbal

Start of Block: CSR Awareness - Graphical

EFFECTS OF CORPORATE SOCIAL RESPONSIBILITY IN FOOD RETAIL OWN BRANDS' TRUST  
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4- Por favor, arraste cada uma das imagens à empresa que considera ser responsável pelo seu desenvolvimento. Se não reconhecer alguma das actividades, coloque-a na caixa "Não Sei".



SONAE MC (Continente)	Jerónimo Martins (Pingo Doce)	Não Sei

End of Block: CSR Awareness - Graphical

Start of Block: CSR activities' perception - Sonae

5- Por favor seleccione o seu nível de concordância com cada uma das frases abaixo, de acordo com a sua **percepção** da empresa SONAE MC à qual pertence a marca própria "Continente", numa

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escala de 1 (Discordo Totalmente) a 7 (Concordo Totalmente).

	1 (Discordo Totalmente)	2	3	4	5	6	7 (Concordo Totalmente)	Não Sei	Não Respondo
Estabelece procedimentos para dar resposta a reclamações de consumidores. (1)									
Trata os seus consumidores de forma honesta. (2)									
Os seus trabalhadores concedem informações sobre os seus serviços e produtos aos consumidores. (3)									
Utiliza a satisfação do consumidor como indicador para melhorar os seus serviços/produtos. (4)									
Esforça-se para conhecer as necessidades dos seus consumidores. (5)									
Tenta maximizar os seus lucros. (6)									
Mantém um controlo restrito sobre os seus custos. (7)									
Esforça-se para garantir sucesso a longo prazo. (8)									
Informa honestamente os seus accionistas sobre a situação económica da empresa. (9)									
Paga salários justos aos seus trabalhadores. (10)									
Oferece condições de segurança a todos os seus trabalhadores. (11)									
Trata os seus trabalhadores de forma justa. (12)									
Oferece oportunidades de formação e de crescimento									

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profissional aos seus trabalhadores. (13)									
Oferece um ambiente de trabalho agradável. (14)									
Ajuda a resolver problemas sociais. (15)									
Usa parte do seu orçamento para doações e projectos sociais com o objectivo de melhorar as condições de grupos desprivilegiados na sociedade. (16)									
Contribui monetariamente para eventos sociais e culturais. (17)									
Detém um papel na sociedade que vai para além dos seus próprios benefícios económicos. (18)									
Preocupa-se com o bem-estar e o desenvolvimento da sociedade. (19)									
Procura respeitar e proteger o ambiente. (20)									
Respeita os direitos dos consumidores para além do definido por lei. (21)									
Providencia informação completa e precisa sobre os seus produtos aos seus consumidores. (22)									

End of Block: CSR activities' perception - Sonae

Start of Block: CSR activities' perception - Jerónimo Martins

6- Por favor seleccione o seu nível de concordância com cada uma das frases abaixo, de acordo com a sua percepção da empresa Jerónimo Martins à qual pertence a marca própria "Pingo Doce", numa

EFFECTS OF CORPORATE SOCIAL RESPONSIBILITY IN FOOD RETAIL OWN BRANDS' TRUST  
MILLENNIALS VS. GENERATION X PERCEPTIONS

escala de 1 (Discordo Totalmente) a 7 (Concordo Totalmente).

	1 (Discordo Totalmente)	2	3	4	5	6	7 (Concordo Totalmente)	Não Sei	Não Respondo
Estabelece procedimentos para dar resposta a reclamações de consumidores. (1)									
Trata os seus consumidores de forma honesta. (2)									
Os seus trabalhadores concedem informações sobre os seus serviços e produtos aos consumidores. (3)									
Utiliza a satisfação do consumidor como indicador para melhorar os seus serviços/produtos. (4)									
Esforça-se para conhecer as necessidades dos seus consumidores. (5)									
Tenta maximizar os seus lucros. (6)									
Mantém um controlo restrito sobre os seus custos. (7)									
Esforça-se para garantir sucesso a longo prazo. (8)									
Informa honestamente os seus accionistas sobre a situação económica da empresa. (9)									
Paga salários justos aos seus trabalhadores. (10)									
Oferece condições de segurança a todos os seus trabalhadores. (11)									
Trata os seus trabalhadores de forma justa. (12)									
Oferece oportunidades de formação e de crescimento									

EFFECTS OF CORPORATE SOCIAL RESPONSIBILITY IN FOOD RETAIL OWN BRANDS' TRUST  
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profissional aos seus trabalhadores. (13)									
Oferece um ambiente de trabalho agradável. (14)									
Ajuda a resolver problemas sociais. (15)									
Usa parte do seu orçamento para doações e projectos sociais com o objectivo de melhorar as condições de grupos desprivilegiados na sociedade. (16)									
Contribui monetariamente para eventos sociais e culturais. (17)									
Detém um papel na sociedade que vai para além dos seus próprios benefícios económicos. (18)									
Preocupa-se com o bem-estar e o desenvolvimento da sociedade. (19)									
Procura respeitar e proteger o ambiente. (20)									
Respeita os direitos dos consumidores para além do definido por lei. (21)									
Providencia informação completa e precisa sobre os seus produtos aos seus consumidores. (22)									

End of Block: CSR activities' perception - Jerónimo Martins

Start of Block: Brand trust - Continente



EFFECTS OF CORPORATE SOCIAL RESPONSIBILITY IN FOOD RETAIL OWN BRANDS' TRUST  
MILLENNIALS VS. GENERATION X PERCEPTIONS

7- Por favor seleccione o seu nível de concordância com cada uma das frases abaixo, de acordo com a sua relação com a marca "Continente", numa escala de 1 (Discordo Totalmente) a 7 (Concordo Totalmente).

Se não conhecer os produtos/serviços da marca referida, indique-o na opção "Não Sei".

	1 (Discordo Totalmente)	2	3	4	5	6	7 (Concordo Totalmente)	Não Sei	Não Respondo
Esta é uma marca que satisfaria as minhas expectativas. (1)									
Eu confiaria nesta marca. (2)									
Esta marca nunca me decepcionaria. (3)									
Esta marca garantiria a minha satisfação. (4)									
Esta marca seria honesta ao endereçar os meus receios. (5)									
Eu confiaria nesta marca para resolver um problema. (6)									
Esta marca faria qualquer esforço para satisfazer as minhas necessidades. (7)									
Esta marca recompensaria-me-ia se encontrasse qualquer tipo de problema com um dos seus serviços/problemas. (8)									

End of Block: Brand trust - Continente

Start of Block: Brand Trust - Pingo Doce

8- Por favor seleccione o seu nível de concordância com cada uma das frases abaixo, de acordo com a sua relação com a marca "Pingo Doce", numa escala de 1 (Discordo Totalmente) a 7 (Concordo

EFFECTS OF CORPORATE SOCIAL RESPONSIBILITY IN FOOD RETAIL OWN BRANDS' TRUST  
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Totalmente).

Se não conhecer os produtos/serviços da marca referida, indique-o na opção "Não Sei".

	1 (Discordo Totalmente)	2	3	4	5	6	7 (Concordo Totalmente)	Não Sei	Não Respondo
Esta é uma marca que satisfaria as minhas expectativas. (1)									
Eu confiaria nesta marca. (2)									
Esta marca nunca me decepcionaria. (3)									
Esta marca garantiria a minha satisfação. (4)									
Esta marca seria honesta ao endereçar os meus receios. (5)									
Eu confiaria nesta marca para resolver um problema. (6)									
Esta marca faria qualquer esforço para satisfazer as minhas necessidades. (7)									
Esta marca recompensaria-me-ia se encontrasse qualquer tipo de problema com um dos seus serviços/problemas. (8)									

End of Block: Brand Trust - Pingo Doce

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Start of Block: Sociodemographic

9- Por favor, indique qual o seu género.

- Masculino (1)
- Feminino (2)

10- Por favor, indique a sua data de nascimento.

▼ <1964 (516) ... Não Respondo (554)

11- Qual o nível de habilitação académica mais elevado que possui?

- Nenhum (1)
- Primário (2)
- Secundário (4)
- Licenciatura (5)
- Pós-Graduação (6)
- Mestrado (7)
- Doutoramento (8)

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

- 1001€-1500€ (3)
- 1501-2000€ (4)
- 2001€-2500€ (5)
- 2501€> (6)

13- Considerando as lojas "Continente" e "Pingo Doce", por favor, indique quais visita para fazer as suas compras.

- Continente (30)
- Pingo Doce (31)
- Ambas (32)
- Nenhuma (33)

14- Por favor, assinale qual o seu grau de concordância com as seguintes frases numa escala de 1 (Discordo Totalmente) a 7 (Concordo Totalmente).

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	1 (Discordo Totalmente)	2	3	4	5	6	7 (Concordo Totalmente)	Não Sei	Não Respondo
Considero importante que as empresas se preocupem com o seu impacto na sociedade e ambiente. (1)									
Deixaria de comprar um produto se soubesse que a empresa que o vende demonstrava comportamentos pouco éticos em relação aos seus clientes. (4)									
Deixaria de comprar um produto se soubesse que a empresa que o vende demonstrava comportamentos pouco éticos em relação aos seus accionistas. (3)									
Deixaria de comprar um produto se soubesse que a empresa que o vende demonstrava comportamentos pouco éticos em relação aos seus empregados. (5)									
Deixaria de comprar um produto se soubesse que a empresa que o vende demonstrava comportamentos pouco éticos em relação ao seu comportamento perante a sociedade. (6)									
Pagaria um preço mais elevado por um produto com certificação sustentável/ética mesmo tendo como alternativa um produto de preço mais baixo. (7)									

End of Block: Sociodemographic

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**3. Data Analysis-SPSS**

**3.1 Sample Characterization**

**3.1.1. Gender**

Gender					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	53	26,5	26,5	26,5
	Female	147	73,5	73,5	100,0
	Total	200	100,0	100,0	

Gender <sup>a</sup>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	28	28,0	28,0	28,0
	Female	72	72,0	72,0	100,0
	Total	100	100,0	100,0	

a. Date of Birth = Generation X

Gender <sup>a</sup>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	25	25,0	25,0	25,0
	Female	75	75,0	75,0	100,0
	Total	100	100,0	100,0	

a. Date of birth = Millennials

**3.1.2. Educational Background**

Educational Background					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Primary	5	2,5	2,5	2,5
	Secondary	55	27,5	27,5	30,0
	Bachelors	66	33,0	33,0	63,0
	Postgraduate	27	13,5	13,5	76,5
	Masters	43	21,5	21,5	98,0
	Doctorate	4	2,0	2,0	100,0
	Total	200	100,0	100,0	

Educational Background <sup>a</sup>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Primary	5	5,0	5,0	5,0
	Secondary	39	39,0	39,0	44,0
	Bachelors	23	23,0	23,0	67,0
	Postgraduate	10	10,0	10,0	77,0
	Masters	19	19,0	19,0	96,0
	Doctorate	4	4,0	4,0	100,0
	Total	100	100,0	100,0	

a. Date of birth = Generation X

Educational Background <sup>a</sup>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Secondary	16	16,0	16,0	16,0
	Bachelors	43	43,0	43,0	59,0
	Postgraduate	17	17,0	17,0	76,0
	Masters	24	24,0	24,0	100,0
	Total	100	100,0	100,0	

a. Date of birth = Millennials

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3.1.3. House Income

Rendimento Agregado					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	<1000€	27	13,5	13,6	13,6
	1001€-1500€	55	27,5	27,8	41,4
	1501-2000€	47	23,5	23,7	65,2
	2001€-2500€	39	19,5	19,7	84,8
	2501€>	30	15,0	15,2	100,0
	Total	198	99,0	100,0	
Missing	System	2	1,0		
Total		200	100,0		

Rendimento Agregado <sup>a</sup>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	<1000€	11	11,0	11,1	11,1
	1001€-1500€	27	27,0	27,3	38,4
	1501-2000€	28	28,0	28,3	66,7
	2001€-2500€	22	22,0	22,2	88,9
	2501€>	11	11,0	11,1	100,0
	Total	99	99,0	100,0	
Missing	System	1	1,0		
Total		100	100,0		

a. Data Nascimento = Generation X

Rendimento Agregado <sup>a</sup>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	<1000€	16	16,0	16,2	16,2
	1001€-1500€	28	28,0	28,3	44,4
	1501-2000€	19	19,0	19,2	63,6
	2001€-2500€	17	17,0	17,2	80,8
	2501€>	19	19,0	19,2	100,0
	Total	99	99,0	100,0	
Missing	System	1	1,0		
Total		100	100,0		

a. Data Nascimento = Millennials

3.1.4. Stores Visited

Lojas que visita					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Continente	48	24,0	24,0	24,0
	Pingo Doce	25	12,5	12,5	36,5
	Ambas	126	63,0	63,0	99,5
	Nenhuma	1	,5	,5	100,0
	Total	200	100,0	100,0	

Lojas que visita <sup>a</sup>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Continente	31	31,0	31,0	31,0
	Pingo Doce	15	15,0	15,0	46,0
	Ambas	54	54,0	54,0	100,0
	Total	100	100,0	100,0	

a. Data Nascimento = Generation X

Lojas que visita <sup>a</sup>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Continente	17	17,0	17,0	17,0
	Pingo Doce	10	10,0	10,0	27,0
	Ambas	72	72,0	72,0	99,0
	Nenhuma	1	1,0	1,0	100,0
	Total	100	100,0	100,0	

a. Data Nascimento = Millennials

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3.1.5. Importance of companies to care about their impact in the society and environment

<b>I consider important that companies care about their impact in the society and environment</b>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3	6	3,0	3,0	3,0
	4	10	5,0	5,0	8,0
	5	12	6,0	6,0	14,0
	6	34	17,0	17,0	31,0
	7 (Completely Agree)	137	68,5	68,5	99,5
	Don't Know	1	,5	,5	100,0

<b>I consider important that companies care about their impact in the society and environment<sup>a</sup></b>				
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3	5	5,0	5,0
	4	3	3,0	8,0
	5	8	8,0	16,0
	6	19	19,0	35,0
	7 (Completely Agree)	65	65,0	100,0
Total	100	100,0	100,0	

a. Date of birth = Generation X

<b>I consider important that companies care about their impact in the society and environment<sup>a</sup></b>				
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3	1	1,0	1,0
	4	7	7,0	8,0
	5	4	4,0	12,0
	6	15	15,0	27,0
	7 (Completely Agree)	72	72,0	99,0
	Don't Know	1	1,0	100,0
Total	100	100,0	100,0	

a. Date of Birth = Millennials

3.1.6. Respondents willing to stop buying a product that showed unethical behaviours towards clients

<b>I would stop buying a product if I knew that the company that sells it showed unethical behaviours with their clients</b>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 (Completely Disagree)	2	1,0	1,0	1,0
	2	1	,5	,5	1,5
	3	9	4,5	4,5	6,0
	4	25	12,5	12,5	18,5
	5	22	11,0	11,0	29,5
	6	26	13,0	13,0	42,5
	7 (Completely Agree)	112	56,0	56,0	98,5
	Don't Know	3	1,5	1,5	100,0
Total		200	100,0	100,0	

<b>I would stop buying a product if I knew that the company that sells it showed unethical behaviours with their clients<sup>a</sup></b>				
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3	5	5,0	5,0
	4	7	7,0	12,0
	6	5	5,0	17,0
	7 (Completely Agree)	83	83,0	100,0
Total	100	100,0	100,0	

a. Date of birth = Generation X

<b>I would stop buying a product if I knew that the company that sells it showed unethical behaviours with their clients<sup>a</sup></b>				
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 (Completely Disagree)	2	2,0	2,0
	2	1	1,0	3,0
	3	4	4,0	7,0
	4	18	18,0	25,0
	5	22	22,0	47,0
	6	21	21,0	68,0
	7 (Completely Agree)	29	29,0	97,0
	Don't Know	3	3,0	100,0
Total	100	100,0	100,0	

a. Date of birth = Millennials

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3.1.7. Respondents willing to stop buying a product that showed unethical behaviours towards shareholders

**I would stop buying a product if I knew that the company that sells it showed unethical behaviours towards their shareholders**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 (Completely Disagree)	12	6,0	6,0	6,0
	2	12	6,0	6,0	12,0
	3	29	14,5	14,5	26,5
	4	28	14,0	14,0	40,5
	5	21	10,5	10,5	51,0
	6	34	17,0	17,0	68,0
	7 (Completely Agree)	37	18,5	18,5	86,5
	Don't Know	27	13,5	13,5	100,0
	Total	200	100,0	100,0	

**I would stop buying a product if I knew that the company that sells it showed unethical behaviours towards their shareholders<sup>a</sup>**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 (Completely Disagree)	7	7,0	7,0	7,0
	3	7	7,0	7,0	14,0
	4	7	7,0	7,0	21,0
	5	6	6,0	6,0	27,0
	6	22	22,0	22,0	49,0
	7 (Completely Agree)	33	33,0	33,0	82,0
	Don't Know	18	18,0	18,0	100,0
	Total	100	100,0	100,0	

a. Date of Birth= Generation X

**I would stop buying a product if I knew that the company that sells it showed unethical behaviours towards their shareholders<sup>a</sup>**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 (Completely Disagree)	5	5,0	5,0	5,0
	2	12	12,0	12,0	17,0
	3	22	22,0	22,0	39,0
	4	21	21,0	21,0	60,0
	5	15	15,0	15,0	75,0
	6	12	12,0	12,0	87,0
	7 (Completely Agree)	4	4,0	4,0	91,0
	Don't Know	9	9,0	9,0	100,0
	Total	100	100,0	100,0	

a. Date of Birth = Millennials

3.1.8. Respondents willing to stop buying a product that showed unethical behaviours towards employees

**I would stop buying a product if I knew that the company that sells it showed unethical behaviours towards their employees.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 (Completely Disagree)	1	,5	,5	,5
	2	3	1,5	1,5	2,0
	3	17	8,5	8,5	10,5
	4	15	7,5	7,5	18,0
	5	34	17,0	17,0	35,0
	6	46	23,0	23,0	58,0
	7 (Completely Agree)	76	38,0	38,0	96,0
	Don't Know	7	3,5	3,5	99,5
	Não Respondo	1	,5	,5	100,0
	Total	200	100,0	100,0	

I would stop buying a p

lowed unethical

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3	7	7,0	7,0	7,0
	4	2	2,0	2,0	9,0
	5	14	14,0	14,0	23,0
	6	22	22,0	22,0	45,0
	7 (Completely Agree)	51	51,0	51,0	96,0
	Don't Know	4	4,0	4,0	100,0
	Total	100	100,0	100,0	

a. Date of Birth= Generation X

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 (Completely Disagree)	1	1,0	1,0	1,0
	2	3	3,0	3,0	4,0
	3	10	10,0	10,0	14,0
	4	13	13,0	13,0	27,0
	5	20	20,0	20,0	47,0
	6	24	24,0	24,0	71,0
	7 (Completely Agree)	25	25,0	25,0	96,0
	Don't Know	3	3,0	3,0	99,0
	Não Respondo	1	1,0	1,0	100,0
	Total	100	100,0	100,0	

a. Date of Birth = Millennials



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**I would stop buying a product if I knew that the company that sells it showed unethical behaviours towards society.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 (Completely Disagree)	1	,5	,5	,5
	2	1	,5	,5	1,0
	3	8	4,0	4,0	5,0
	4	31	15,5	15,5	20,5
	5	32	16,0	16,0	36,5
	6	42	21,0	21,0	57,5
	7 (Completely Agree)	83	41,5	41,5	99,0
	Don't Know	2	1,0	1,0	100,0
	Total	200	100,0	100,0	

3.1.9. Respondents willing to stop buying a product that showed unethical behaviours towards society

**I would stop buying a product if I knew that the company that sells it showed unethical behaviours towards society<sup>a</sup>**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	4	15	15,0	15,0	15,0
	5	8	8,0	8,0	23,0
	6	21	21,0	21,0	44,0
	7 (Completely Agree)	56	56,0	56,0	100,0
	Total	100	100,0	100,0	

a. Date of Birth = Generation X

**I would stop buying a product if I knew that the company that sells it showed unethical behaviours towards society<sup>a</sup>**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 (Completely Disagree)	1	1,0	1,0	1,0
	2	1	1,0	1,0	2,0
	3	8	8,0	8,0	10,0
	4	16	16,0	16,0	26,0
	5	24	24,0	24,0	50,0
	6	21	21,0	21,0	71,0
	7 (Completely Agree)	27	27,0	27,0	98,0
	Don't Know	2	2,0	2,0	100,0
	Total	100	100,0	100,0	

a. Date of Birth= Millennials

3.1.10. Respondents willing to pay a higher price for a sustainable product

**I would pay a higher price for a product with sustainable certification even if I had as an alternative a lower price product.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 (Completely Disagree)	2	1,0	1,0	1,0
	2	4	2,0	2,0	3,0
	3	16	8,0	8,0	11,0
	4	36	18,0	18,0	29,0
	5	45	22,5	22,5	51,5
	6	31	15,5	15,5	67,0
	7 (Completely Agree)	49	24,5	24,5	91,5
	Don't Know	16	8,0	8,0	99,5
	Não Respondo	1	,5	,5	100,0
	Total	200	100,0	100,0	

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I would pay a higher price for a product with sustainable certification even if I had as an alternative a lower price product.<sup>a</sup>

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 3	6	6,0	6,0	6,0
4	16	16,0	16,0	22,0
5	28	28,0	28,0	50,0
6	15	15,0	15,0	65,0
7 (Completely Agree)	26	26,0	26,0	91,0
Don't Know	9	9,0	9,0	100,0
Total	100	100,0	100,0	

a. Date of Birth = Generation X

I would pay a higher price for a product with sustainable certification even if I had as an alternative a lower price product.<sup>a</sup>

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1 (Completely Disagree)	2	2,0	2,0	2,0
2	4	4,0	4,0	6,0
3	10	10,0	10,0	16,0
4	20	20,0	20,0	36,0
5	17	17,0	17,0	53,0
6	16	16,0	16,0	69,0
7 (Completely Agree)	23	23,0	23,0	92,0
Don't Know	7	7,0	7,0	99,0
Não Respondo	1	1,0	1,0	100,0
Total	100	100,0	100,0	

a. Date of Birth= Millennials

### 3.2. Reliability Analysis

#### 3.2.1. CSR – Customers: SONAE MC

##### Case Processing Summary

		N	%
Cases	Valid	200	100,0
	Excluded <sup>a</sup>	0	,0
	Total	200	100,0

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

##### Reliability Statistics

Cronbach's	
Alpha	N of Items
,754	5

#### 3.2.3. CSR – Shareholders: SONAE MC

##### Case Processing Summary

		N	%
Cases	Valid	200	100,0
	Excluded <sup>a</sup>	0	,0
	Total	200	100,0

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

##### Reliability Statistics

Cronbach's	
Alpha	N of Items
,706	4

#### 3.2.4. CSR – Employees: SONAE MC

##### Case Processing Summary

		N	%
Cases	Valid	200	100,0
	Excluded <sup>a</sup>	0	,0
	Total	200	100,0

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

##### Reliability Statistics

Cronbach's	
Alpha	N of Items
,771	5

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3.2.5. CSR – Society: SONAE MC

**Case Processing Summary**

		N	%
Cases	Valid	200	100,0
	Excluded <sup>a</sup>	0	,0
	Total	200	100,0

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

**Reliability Statistics**

Cronbach's	
Alpha	N of Items
,847	6

3.2.5. CSR – Ethics: SONAE MC

**Case Processing Summary**

		N	%
Cases	Valid	200	100,0
	Excluded <sup>a</sup>	0	,0
	Total	200	100,0

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

**Reliability Statistics**

Cronbach's	
Alpha	N of Items
,701	2

3.2.6. CSR – Customers: JERÓNIMO MARTINS

**Case Processing Summary**

		N	%
Cases	Valid	200	100,0
	Excluded <sup>a</sup>	0	,0
	Total	200	100,0

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

**Reliability Statistics**

Cronbach's	
Alpha	N of Items
,871	5

3.2.7. CSR – Shareholders: JERÓNIMO MARTINS

**Case Processing Summary**

		N	%
Cases	Valid	200	100,0
	Excluded <sup>a</sup>	0	,0
	Total	200	100,0

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

**Reliability Statistics**

Cronbach's	
Alpha	N of Items
,764	4

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3.2.8. CSR – Employees: JERÓNIMO MARTINS

**Case Processing Summary**

		N	%
Cases	Valid	200	100,0
	Excluded <sup>a</sup>	0	,0
	Total	200	100,0

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

**Reliability Statistics**

Cronbach's Alpha	N of Items
,871	5

3.2.9. CSR – Society: JERÓNIMO MARTINS

**Case Processing Summary**

		N	%
Cases	Valid	199	99,5
	Excluded <sup>a</sup>	1	,5
	Total	200	100,0

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

**Reliability Statistics**

Cronbach's Alpha	N of Items
,901	6

3.2.10. CSR – Ethics: JERÓNIMO MARTINS

**Case Processing Summary**

		N	%
Cases	Valid	200	100,0
	Excluded <sup>a</sup>	0	,0
	Total	200	100,0

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

**Reliability Statistics**

Cronbach's Alpha	N of Items
,721	2

3.2.11. Brand Trust – Reliability: SONAE MC

**Case Processing Summary**

		N	%
Cases	Valid	200	100,0
	Excluded <sup>a</sup>	0	,0
	Total	200	100,0

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

**Reliability Statistics**

Cronbach's Alpha	N of Items
,935	4

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3.2.12 Brand Trust – Intentions: SONAE MC

**Case Processing Summary**

		N	%
Cases	Valid	200	100,0
	Excluded <sup>a</sup>	0	,0
	Total	200	100,0

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

**Reliability Statistics**

Cronbach's Alpha	N of Items
,783	4

3.2.13. Brand Trust – Reliability: JERÓNIMO MARTINS

**Case Processing Summary**

		N	%
Cases	Valid	200	100,0
	Excluded <sup>a</sup>	0	,0
	Total	200	100,0

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

**Reliability Statistics**

Cronbach's Alpha	N of Items
,946	4

3.2.14. Brand Trust – Intentions: JERÓNIMO MARTINS

**Case Processing Summary**

		N	%
Cases	Valid	200	100,0
	Excluded <sup>a</sup>	0	,0
	Total	200	100,0

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

**Reliability Statistics**

Cronbach's Alpha	N of Items
,898	4

3.2.15. Brand Trust – Reliability: PEQUENO SABOR A

**Case Processing Summary**

		N	%
Cases	Valid	97	48,5
	Excluded <sup>a</sup>	103	51,5
	Total	200	100,0

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

**Reliability Statistics**

Cronbach's Alpha	N of Items
,934	4

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3.2.16. Brand Trust – Intentions: PEQUENO SABOR A

**Case Processing Summary**

		N	%
Cases	Valid	97	48,5
	Excluded <sup>a</sup>	103	51,5
	Total	200	100,0

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

**Reliability Statistics**

Cronbach's	
Alpha	N of Items
,778	4

3.2.17. Brand Trust – Reliability: PEQUENO SABOR B

**Case Processing Summary**

		N	%
Cases	Valid	103	51,5
	Excluded <sup>a</sup>	97	48,5
	Total	200	100,0

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

**Reliability Statistics**

Cronbach's	
Alpha	N of Items
,819	4

3.2.18. Brand Trust – Intentions: PEQUENO SABOR B

**Case Processing Summary**

		N	%
Cases	Valid	103	51,5
	Excluded <sup>a</sup>	97	48,5
	Total	200	100,0

**Reliability Statistics**

Cronbach's	
Alpha	N of Items
,933	4

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3.2.19. Brand Trust – SONAE MC

**Case Processing Summary**

		N	%
Cases	Valid	200	100,0
	Excluded <sup>a</sup>	0	,0
	Total	200	100,0

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

**Reliability Statistics**

Cronbach's Alpha	N of Items
,832	8

3.2.20. Brand Trust - JERÓNIMO MARTINS

**Case Processing Summary**

		N	%
Cases	Valid	200	100,0
	Excluded <sup>a</sup>	0	,0
	Total	200	100,0

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

**Reliability Statistics**

Cronbach's Alpha	N of Items
,942	8

3.2.21. Brand Trust – PEQUENO SABOR A

**Case Processing Summary**

		N	%
Cases	Valid	97	48,5
	Excluded <sup>a</sup>	103	51,5
	Total	200	100,0

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

**Reliability Statistics**

Cronbach's Alpha	N of Items
,948	8

3.2.22. Brand Trust - PEQUENO SABOR B

**Case Processing Summary**

		N	%
Cases	Valid	103	51,5
	Excluded <sup>a</sup>	97	48,5
	Total	200	100,0

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

**Reliability Statistics**

Cronbach's Alpha	N of Items
,886	8

EFFECTS OF CORPORATE SOCIAL RESPONSIBILITY IN FOOD RETAIL OWN BRANDS' TRUST  
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### 3.3. Research Question 1

#### 3.3.1. Waste to Energy awareness frequencies- Verbal

**Ve.SONAE- Waste to Energy**

Data Nascimento			Frequency	Percent	Valid Percent	Cumulative Percent
Generation X	Valid	Waste to Energy	17	17,0	100,0	100,0
	Missing	System	83	83,0		
	Total		100	100,0		
Millennials	Valid	Waste to Energy	16	16,0	100,0	100,0
	Missing	System	84	84,0		
	Total		100	100,0		

**Ve.JM- Waste to Energy**

Data Nascimento			Frequency	Percent	Valid Percent	Cumulative Percent
Generation X	Valid	Waste to Energy	5	5,0	100,0	100,0
	Missing	System	95	95,0		
	Total		100	100,0		
Millennials	Valid	Waste to Energy	10	10,0	100,0	100,0
	Missing	System	90	90,0		
	Total		100	100,0		

**Ve.NS- Waste to Energy**

Data Nascimento			Frequency	Percent	Valid Percent	Cumulative Percent
Generation X	Valid	Waste to Energy	78	78,0	100,0	100,0
	Missing	System	22	22,0		
	Total		100	100,0		
Millennials	Valid	Waste to Energy	74	74,0	100,0	100,0
	Missing	System	26	26,0		
	Total		100	100,0		

#### 3.3.2. Waste to Energy awareness frequencies- Graphical

**Gr.SONAE- Waste to Energy**

Data Nascimento			Frequency	Percent	Valid Percent	Cumulative Percent
Generation X	Valid	Waste to Energy	23	23,0	100,0	100,0
	Missing	System	77	77,0		
	Total		100	100,0		
Millennials	Valid	Waste to Energy	15	15,0	100,0	100,0
	Missing	System	85	85,0		
	Total		100	100,0		



EFFECTS OF CORPORATE SOCIAL RESPONSIBILITY IN FOOD RETAIL OWN BRANDS' TRUST  
MILLENNIALS VS. GENERATION X PERCEPTIONS

**Gr.JM- Waste to Energy**

Data Nascimento			Frequency	Percent	Valid Percent	Cumulative Percent
Generation X	Valid	Waste to Energy	17	17,0	100,0	100,0
	Missing	System	83	83,0		
	Total		100	100,0		
Millennials	Valid	Waste to Energy	31	31,0	100,0	100,0
	Missing	System	69	69,0		
	Total		100	100,0		

**Gr.NS- Waste to Energy**

Data Nascimento			Frequency	Percent	Valid Percent	Cumulative Percent
Generation X	Valid	Waste to Energy	60	60,0	100,0	100,0
	Missing	System	40	40,0		
	Total		100	100,0		
Millennials	Valid	Waste to Energy	54	54,0	100,0	100,0
	Missing	System	46	46,0		
	Total		100	100,0		

3.3.3. Transformar.te awareness frequencies- Verbal

**Ve.SONAE- Transformar.te**

Data Nascimento			Frequency	Percent	Valid Percent	Cumulative Percent
Generation X	Valid	Transformar.te	11	11,0	100,0	100,0
	Missing	System	89	89,0		
	Total		100	100,0		
Millennials	Valid	Transformar.te	24	24,0	100,0	100,0
	Missing	System	76	76,0		
	Total		100	100,0		

**Ve.JM- Transformar.te**

Data Nascimento			Frequency	Percent	Valid Percent	Cumulative Percent
Generation X	Valid	Transformar.te	15	15,0	100,0	100,0
	Missing	System	85	85,0		
	Total		100	100,0		
Millennials	Valid	Transformar.te	7	7,0	100,0	100,0
	Missing	System	93	93,0		
	Total		100	100,0		

EFFECTS OF CORPORATE SOCIAL RESPONSIBILITY IN FOOD RETAIL OWN BRANDS' TRUST  
MILLENNIALS VS. GENERATION X PERCEPTIONS

**Ve.NS- Transformar.te**

Data Nascimento			Frequency	Percent	Valid Percent	Cumulative Percent
Generation X	Valid	Transformar.te	74	74,0	100,0	100,0
	Missing	System	26	26,0		
	Total		100	100,0		
Millennials	Valid	Transformar.te	69	69,0	100,0	100,0
	Missing	System	31	31,0		
	Total		100	100,0		

3.3.4. Transformar.te awareness frequencies- Graphical

**Gr.SONAE- Transformar.te**

Data Nascimento			Frequency	Percent	Valid Percent	Cumulative Percent
Generation X	Valid	Waste to Energy	52	52,0	100,0	100,0
	Missing	System	48	48,0		
	Total		100	100,0		
Millennials	Valid	Waste to Energy	77	77,0	100,0	100,0
	Missing	System	23	23,0		
	Total		100	100,0		

**Gr.JM- Transformar.te**

Data Nascimento			Frequency	Percent	Valid Percent	Cumulative Percent
Generation X	Valid	Transformar.te	7	7,0	100,0	100,0
	Missing	System	93	93,0		
	Total		100	100,0		
Millennials	Valid	Transformar.te	8	8,0	100,0	100,0
	Missing	System	92	92,0		
	Total		100	100,0		

**Gr.NS- Transformar.te**

Data Nascimento			Frequency	Percent	Valid Percent	Cumulative Percent
Generation X	Valid	Transformar.te	41	41,0	100,0	100,0
	Missing	System	59	59,0		
	Total		100	100,0		
Millennials	Valid	Transformar.te	15	15,0	100,0	100,0
	Missing	System	85	85,0		
	Total		100	100,0		

EFFECTS OF CORPORATE SOCIAL RESPONSIBILITY IN FOOD RETAIL OWN BRANDS' TRUST  
MILLENNIALS VS. GENERATION X PERCEPTIONS

3.3.5. Go Natural awareness frequencies- Verbal

**Ve.SONAE- Go Natural**

Data Nascimento			Frequency	Percent	Valid Percent	Cumulative Percent
Generation X	Valid	Supermercados "Go Natural"	63	63,0	100,0	100,0
	Missing	System	37	37,0		
	Total		100	100,0		
Millennials	Valid	Supermercados "Go Natural"	69	69,0	100,0	100,0
	Missing	System	31	31,0		
	Total		100	100,0		

**Ve.JM- Go Natural**

Data Nascimento			Frequency	Percent	Valid Percent	Cumulative Percent
Generation X	Valid	Supermercados "Go Natural"	6	6,0	100,0	100,0
	Missing	System	94	94,0		
	Total		100	100,0		
Millennials	Valid	Supermercados "Go Natural"	8	8,0	100,0	100,0
	Missing	System	92	92,0		
	Total		100	100,0		

**Ve.NS- Go Natural**

Data Nascimento			Frequency	Percent	Valid Percent	Cumulative Percent
Generation X	Valid	Supermercados "Go Natural"	31	31,0	100,0	100,0
	Missing	System	69	69,0		
	Total		100	100,0		
Millennials	Valid	Supermercados "Go Natural"	23	23,0	100,0	100,0
	Missing	System	77	77,0		
	Total		100	100,0		

EFFECTS OF CORPORATE SOCIAL RESPONSIBILITY IN FOOD RETAIL OWN BRANDS' TRUST  
MILLENNIALS VS. GENERATION X PERCEPTIONS

3.3.6. Go natural awareness frequencies- Graphical

**Gr.SONAE- Go Natural**

Data Nascimento			Frequency	Percent	Valid Percent	Cumulative Percent
Generation X	Valid	Supermercados "Go Natural"	62	62,0	100,0	100,0
	Missing	System	38	38,0		
	Total		100	100,0		
Millennials	Valid	Supermercados "Go Natural"	72	72,0	100,0	100,0
	Missing	System	28	28,0		
	Total		100	100,0		

**Gr.JM- Go Natural**

Data Nascimento			Frequency	Percent	Valid Percent	Cumulative Percent
Generation X	Valid	Supermercados "Go Natural"	11	11,0	100,0	100,0
	Missing	System	89	89,0		
	Total		100	100,0		
Millennials	Valid	Supermercados "Go Natural"	10	10,0	100,0	100,0
	Missing	System	90	90,0		
	Total		100	100,0		

**Gr.NS- Go Natural**

Data Nascimento			Frequency	Percent	Valid Percent	Cumulative Percent
Generation X	Valid	Supermercados "Go Natural"	27	27,0	100,0	100,0
	Missing	System	73	73,0		
	Total		100	100,0		
Millennials	Valid	Supermercados "Go Natural"	18	18,0	100,0	100,0
	Missing	System	82	82,0		
	Total		100	100,0		

EFFECTS OF CORPORATE SOCIAL RESPONSIBILITY IN FOOD RETAIL OWN BRANDS' TRUST  
MILLENNIALS VS. GENERATION X PERCEPTIONS

3.3.7. Revista sabe bem awareness frequencies- Verbal

**Ve.SONAE- Sabe Bem**

Data Nascimento			Frequency	Percent	Valid Percent	Cumulative Percent
Generation X	Valid	Revista "Sabe Bem"	23	23,0	100,0	100,0
	Missing	System	77	77,0		
	Total		100	100,0		
Millennials	Valid	Revista "Sabe Bem"	23	23,0	100,0	100,0
	Missing	System	77	77,0		
	Total		100	100,0		

**Ve.JM- Sabe Bem**

Data Nascimento			Frequency	Percent	Valid Percent	Cumulative Percent
Generation X	Valid	Revista "Sabe Bem"	41	41,0	100,0	100,0
	Missing	System	59	59,0		
	Total		100	100,0		
Millennials	Valid	Revista "Sabe Bem"	61	61,0	100,0	100,0
	Missing	System	39	39,0		
	Total		100	100,0		

**Ve.NS- Sabe Bem**

Data Nascimento			Frequency	Percent	Valid Percent	Cumulative Percent
Generation X	Valid	Revista "Sabe Bem"	36	36,0	100,0	100,0
	Missing	System	64	64,0		
	Total		100	100,0		
Millennials	Valid	Revista "Sabe Bem"	16	16,0	100,0	100,0
	Missing	System	84	84,0		
	Total		100	100,0		

EFFECTS OF CORPORATE SOCIAL RESPONSIBILITY IN FOOD RETAIL OWN BRANDS' TRUST  
MILLENNIALS VS. GENERATION X PERCEPTIONS

3.3.8. Revista Sabe bem awareness frequencies- Graphical

**Gr.SONAE- Sabe Bem**

Data Nascimento			Frequency	Percent	Valid Percent	Cumulative Percent
Generation X	Valid	Revista "Sabe Bem"	25	25,0	100,0	100,0
	Missing	System	75	75,0		
	Total		100	100,0		
Millennials	Valid	Revista "Sabe Bem"	34	34,0	100,0	100,0
	Missing	System	66	66,0		
	Total		100	100,0		

**Gr.JM- Sabe Bem**

Data Nascimento			Frequency	Percent	Valid Percent	Cumulative Percent
Generation X	Valid	Revista "Sabe Bem"	57	57,0	100,0	100,0
	Missing	System	43	43,0		
	Total		100	100,0		
Millennials	Valid	Revista "Sabe Bem"	62	62,0	100,0	100,0
	Missing	System	38	38,0		
	Total		100	100,0		

**Gr.NS- Sabe Bem**

Data Nascimento			Frequency	Percent	Valid Percent	Cumulative Percent
Generation X	Valid	Revista "Sabe Bem"	18	18,0	100,0	100,0
	Missing	System	82	82,0		
	Total		100	100,0		
Millennials	Valid	Revista "Sabe Bem"	4	4,0	100,0	100,0
	Missing	System	96	96,0		
	Total		100	100,0		

3.3.9. Campanha Juntos fazemos da mesa um lugar melhor awareness frequencies- Verbal

**Ve.SONAE- Campanha**

Data Nascimento			Frequency	Percent	Valid Percent	Cumulative Percent
Generation X	Valid	Campanha "Juntos Fazemos da Mesa um Lugar Melhor"	20	20,0	100,0	100,0
	Missing	System	80	80,0		
	Total		100	100,0		
Millennials	Valid	Campanha "Juntos Fazemos da Mesa um Lugar Melhor"	29	29,0	100,0	100,0
	Missing	System	71	71,0		
	Total		100	100,0		

EFFECTS OF CORPORATE SOCIAL RESPONSIBILITY IN FOOD RETAIL OWN BRANDS' TRUST  
MILLENNIALS VS. GENERATION X PERCEPTIONS

**Ve.JM- Campanha**

Data Nascimento			Frequency	Percent	Valid Percent	Cumulative Percent
Generation X	Valid	Campanha "Juntos Fazemos da Mesa um Lugar Melhor"	39	39,0	100,0	100,0
	Missing	System	61	61,0		
	Total		100	100,0		
Millennials	Valid	Campanha "Juntos Fazemos da Mesa um Lugar Melhor"	40	40,0	100,0	100,0
	Missing	System	60	60,0		
	Total		100	100,0		

**Ve.NS- Campanha**

Data Nascimento			Frequency	Percent	Valid Percent	Cumulative Percent
Generation X	Valid	Campanha "Juntos Fazemos da Mesa um Lugar Melhor"	41	41,0	100,0	100,0
	Missing	System	59	59,0		
	Total		100	100,0		
Millennials	Valid	Campanha "Juntos Fazemos da Mesa um Lugar Melhor"	31	31,0	100,0	100,0
	Missing	System	69	69,0		
	Total		100	100,0		

3.3.10. Campanha Juntos fazemos da mesa um lugar melhor awareness frequencies–  
Graphical

**Gr.SONAE- Campanha**

Data Nascimento			Frequency	Percent	Valid Percent	Cumulative Percent
Generation X	Valid	Campanha "Juntos Fazemos da Mesa um Lugar Melhor"	15	15,0	100,0	100,0
	Missing	System	85	85,0		
	Total		100	100,0		
Millennials	Valid	Campanha "Juntos Fazemos da Mesa um Lugar Melhor"	22	22,0	100,0	100,0
	Missing	System	78	78,0		
	Total		100	100,0		

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**Gr.JM- Campanha**

Data Nascimento			Frequency	Percent	Valid Percent	Cumulative Percent
Generation X	Valid	Campanha "Juntos Fazemos da Mesa um Lugar Melhor"	17	17,0	100,0	100,0
	Missing	System	83	83,0		
	Total		100	100,0		
Millennials	Valid	Campanha "Juntos Fazemos da Mesa um Lugar Melhor"	28	28,0	100,0	100,0
	Missing	System	72	72,0		
	Total		100	100,0		

**Gr.NS- Campanha**

Data Nascimento			Frequency	Percent	Valid Percent	Cumulative Percent
Generation X	Valid	Campanha "Juntos Fazemos da Mesa um Lugar Melhor"	68	68,0	100,0	100,0
	Missing	System	32	32,0		
	Total		100	100,0		
Millennials	Valid	Campanha "Juntos Fazemos da Mesa um Lugar Melhor"	50	50,0	100,0	100,0
	Missing	System	50	50,0		
	Total		100	100,0		

3.3.11. Prémios de literatura infantil awareness frequencies- Verbal

**Ve.JM- Literatura Infantil**

Data Nascimento			Frequency	Percent	Valid Percent	Cumulative Percent
Generation X	Valid	Prémios de Literatura Infantil	26	26,0	100,0	100,0
	Missing	System	74	74,0		
	Total		100	100,0		
Millennials	Valid	Prémios de Literatura Infantil	47	47,0	100,0	100,0
	Missing	System	53	53,0		
	Total		100	100,0		

**Ve.SONAE- Literatura Infantil**

Data Nascimento			Frequency	Percent	Valid Percent	Cumulative Percent
Generation X	Valid	Prémios de Literatura Infantil	8	8,0	100,0	100,0
	Missing	System	92	92,0		
	Total		100	100,0		
Millennials	Valid	Prémios de Literatura Infantil	18	18,0	100,0	100,0
	Missing	System	82	82,0		
	Total		100	100,0		



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**Ve.NS- Literatura Infantil**

Data Nascimento			Frequency	Percent	Valid Percent	Cumulative Percent
Generation X	Valid	Prémios de Literatura Infantil	66	66,0	100,0	100,0
	Missing	System	34	34,0		
	Total		100	100,0		
Millennials	Valid	Prémios de Literatura Infantil	35	35,0	100,0	100,0
	Missing	System	65	65,0		
	Total		100	100,0		

3.3.12. Prémios de literatura infantil awareness frequencies- Graphical

**Gr.SONAE- Literatura Infantil**

Data Nascimento			Frequency	Percent	Valid Percent	Cumulative Percent
Generation X	Valid	Prémios de Literatura Infantil	16	16,0	100,0	100,0
	Missing	System	84	84,0		
	Total		100	100,0		
Millennials	Valid	Prémios de Literatura Infantil	11	11,0	100,0	100,0
	Missing	System	89	89,0		
	Total		100	100,0		

**Gr.JM- Literatura Infantil**

Data Nascimento			Frequency	Percent	Valid Percent	Cumulative Percent
Generation X	Valid	Prémios de Literatura Infantil	37	37,0	100,0	100,0
	Missing	System	63	63,0		
	Total		100	100,0		
Millennials	Valid	Prémios de Literatura Infantil	53	53,0	100,0	100,0
	Missing	System	47	47,0		
	Total		100	100,0		

**Gr.NS- Literatura Infantil**

Data Nascimento			Frequency	Percent	Valid Percent	Cumulative Percent
Generation X	Valid	Prémios de Literatura Infantil	47	47,0	100,0	100,0
	Missing	System	53	53,0		
	Total		100	100,0		
Millennials	Valid	Prémios de Literatura Infantil	36	36,0	100,0	100,0
	Missing	System	64	64,0		
	Total		100	100,0		

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3.3.13. "Are you familiar with any CSR activity from SONAE MC/Jerónimo Martins?"

**Familiarizado Iniciativas SONAEMC/JERONIMO**

Data Nascimento			Frequency	Percent	Valid Percent	Cumulative Percent
Generation X	Valid	Sim	53	53,0	53,0	53,0
		Não	46	46,0	46,0	99,0
		Não Respondo	1	1,0	1,0	100,0
		Total	100	100,0	100,0	
Millennials	Valid	Sim	52	52,0	52,0	52,0
		Não	47	47,0	47,0	99,0
		Não Respondo	1	1,0	1,0	100,0
		Total	100	100,0	100,0	

**3.4. Research Question 2**

3.4.1. Independent sample t-test – Perceptions of CSR dimension "Customers"

**Group Statistics**

	Data Nascimento	N	Mean	Std. Deviation	Std. Error Mean
csr_employees_sonae	Generation X	100	5,1980	1,33227	,13323
	Millennials	100	4,8980	1,97510	,19751
csr_employees_jm	Generation X	100	5,8380	1,70814	,17081
	Millennials	100	5,6160	1,89111	,18911

**Independent Samples Test**

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
csr_employees_sonae	Equal variances assumed	20,541	,000	1,259	198	,209	,30000	,23824	-,16982	,76982
	Equal variances not assumed			1,259	173,638	,210	,30000	,23824	-,17022	,77022
csr_employees_jm	Equal variances assumed	,776	,379	,871	198	,385	,22200	,25483	-,28054	,72454
	Equal variances not assumed			,871	195,984	,385	,22200	,25483	-,28057	,72457

3.4.2. Independent sample t-test – Perceptions of CSR dimension "Shareholders"

**Group Statistics**

	Data Nascimento	N	Mean	Std. Deviation	Std. Error Mean
csr_shareholders_sonae	Generation X	100	6,6800	,82502	,08250
	Millennials	100	6,3575	,94565	,09457
csr_shareholders_jm	Generation X	100	6,8475	,90306	,09031
	Millennials	100	6,4200	1,11571	,11157

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**Independent Samples Test**

		Levene's Test for Equality of Variances		t-test for Equality of Means					95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
csr_shareholders_sonae	Equal variances assumed	2,992	,085	2,570	198	,011	,32250	,12550	,07502	,56998
	Equal variances not assumed			2,570	194,424	,011	,32250	,12550	,07499	,57001
csr_shareholders_jm	Equal variances assumed	2,938	,088	2,978	198	,003	,42750	,14354	,14444	,71056
	Equal variances not assumed			2,978	189,762	,003	,42750	,14354	,14436	,71064

3.4.3. Independent sample t-test – Perceptions of CSR dimension “Employees”

**Group Statistics**

	Data Nascimento	N	Mean	Std. Deviation	Std. Error Mean
csr_employees_sonae	Generation X	100	5,1980	1,33227	,13323
	Millennials	100	4,8980	1,97510	,19751
csr_employees_jm	Generation X	100	5,8380	1,70814	,17081
	Millennials	100	5,6160	1,89111	,18911

**Independent Samples Test**

		Levene's Test for Equality of Variances		t-test for Equality of Means					95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
csr_employees_sonae	Equal variances assumed	20,541	,000	1,259	198	,209	,30000	,23824	-,16982	,76982
	Equal variances not assumed			1,259	173,638	,210	,30000	,23824	-,17022	,77022
csr_employees_jm	Equal variances assumed	,776	,379	,871	198	,385	,22200	,25483	-,28054	,72454
	Equal variances not assumed			,871	195,984	,385	,22200	,25483	-,28057	,72457

3.4.4. Independent sample t-test – Perceptions of CSR dimension “Society”

**Group Statistics**

	Data Nascimento	N	Mean	Std. Deviation	Std. Error Mean
csr_society_sonae	Generation X	100	5,8850	1,22008	,12201
	Millennials	100	5,4533	1,63901	,16390
csr_society_jm	Generation X	100	6,1583	1,57231	,15723
	Millennials	100	5,8330	1,72332	,17233

**Independent Samples Test**

		Levene's Test for Equality of Variances		t-test for Equality of Means					95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
csr_society_sonae	Equal variances assumed	8,008	,005	2,113	198	,036	,43167	,20433	,02873	,83460
	Equal variances not assumed			2,113	182,943	,036	,43167	,20433	,02853	,83481
csr_society_jm	Equal variances assumed	,332	,565	1,395	198	,165	,32533	,23328	-,13470	,78537
	Equal variances not assumed			1,395	196,358	,165	,32533	,23328	-,13472	,78539

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3.4.5. Independent sample t-test – Perceptions of CSR dimension “Ethics”

**Group Statistics**

	Data Nascimento	N	Mean	Std. Deviation	Std. Error Mean
csr_ethics_sonae	Generation X	100	5,5400	1,60756	,16076
	Millennials	100	5,2850	1,78413	,17841
csr_ethics_jm	Generation X	100	5,8700	1,70059	,17006
	Millennials	100	5,6550	1,69625	,16962

**Independent Samples Test**

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
								Lower		Upper
csr_ethics_sonae	Equal variances assumed	,918	,339	1,062	198	,290	,25500	,24015	-,21859	,72859
	Equal variances not assumed			1,062	195,888	,290	,25500	,24015	-,21862	,72862
csr_ethics_jm	Equal variances assumed	2,996	,085	,895	198	,372	,21500	,24019	-,25866	,68866
	Equal variances not assumed			,895	197,999	,372	,21500	,24019	-,25866	,68866

**3.5. Research Question 3**

3.5.1. Independent sample t-test – Brand trust

**Group Statistics**

	Data Nascimento	N	Mean	Std. Deviation	Std. Error Mean
brandtrust_sonaemc	Generation X	100	5,2338	,94242	,09424
	Millennials	100	4,5725	1,42546	,14255
brandtrust_jm	Generation X	100	5,4475	1,49190	,14919
	Millennials	100	4,9713	1,38510	,13851

**Independent Samples Test**

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
								Lower		Upper
brandtrust_sonaemc	Equal variances assumed	16,067	,000	3,870	198	,000	,66125	,17088	,32427	,99823
	Equal variances not assumed			3,870	171,662	,000	,66125	,17088	,32395	,99855
brandtrust_jm	Equal variances assumed	2,873	,092	2,339	198	,020	,47625	,20357	,07480	,87770
	Equal variances not assumed			2,339	196,918	,020	,47625	,20357	,07478	,87772

3.5.2. Independent sample t-test- Brand trust reliability

**Group Statistics**

	Data Nascimento	N	Mean	Std. Deviation	Std. Error Mean
brandtrust_reliability_sonae	Generation X	100	4,6950	1,61143	,16114
	Millennials	100	4,5775	1,39384	,13938
brandtrust_reliability_jm	Generation X	100	5,3175	1,57307	,15731
	Millennials	100	4,8925	1,26793	,12679

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		Independent Samples Test									
		Levene's Test for Equality of Variances					t-test for Equality of Means			95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper	
brandtrust_reliability_sonae	Equal variances assumed	1,476	,226	,551	198	,582	,11750	,21306	-,30266	,53766	
	Equal variances not assumed			,551	193,975	,582	,11750	,21306	-,30271	,53771	
brandtrust_reliability_jm	Equal variances assumed	8,602	,004	2,103	198	,037	,42500	,20204	,02656	,82344	
	Equal variances not assumed			2,103	189,456	,037	,42500	,20204	,02645	,82355	

3.5.3. Independent sample t-test- Brand trust intentions

Group Statistics					
	Data Nascimento	N	Mean	Std. Deviation	Std. Error Mean
brandtrust_intentions_sonae	Generation X	100	5,7725	,95947	,09595
	Millennials	100	4,5675	1,82396	,18240
brandtrust_intentions_jm	Generation X	100	5,5775	1,50491	,15049
	Millennials	100	5,0500	1,74368	,17437

		Independent Samples Test									
		Levene's Test for Equality of Variances					t-test for Equality of Means			95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper	
brandtrust_intentions_sonae	Equal variances assumed	49,577	,000	5,847	198	,000	1,20500	,20609	,79858	1,61142	
	Equal variances not assumed			5,847	149,892	,000	1,20500	,20609	,79778	1,61222	
brandtrust_intentions_jm	Equal variances assumed	,659	,418	2,290	198	,023	,52750	,23033	,07329	,98171	
	Equal variances not assumed			2,290	193,856	,023	,52750	,23033	,07323	,98177	

3.5.4. Linear Regression – SONAE MC Brand trust and CSR dimensions: Generation X

Descriptive Statistics <sup>a</sup>			
	Mean	Std. Deviation	N
brandtrust_sonaemc	5,2338	,94242	100
csr_customers_sonae	5,5900	1,07285	100
csr_shareholders_sonae	6,6800	,82502	100
csr_employees_sonae	5,1980	1,33227	100
csr_society_sonae	5,8850	1,22008	100

a. Data Nascimento = Generation X

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Correlations<sup>a</sup>

		brandtrust_sonaemc	csr_customer_s_sonae	csr_shareholders_sonae	csr_employees_sonae	csr_society_sonae
Pearson Correlation	brandtrust_sonaemc	1,000	,492	,319	,304	,395
	csr_customers_sonae	,492	1,000	,367	,481	,286
	csr_shareholders_sonae	,319	,367	1,000	,402	,254
	csr_employees_sonae	,304	,481	,402	1,000	,555
	csr_society_sonae	,395	,286	,254	,555	1,000
Sig. (1-tailed)	brandtrust_sonaemc	.	,000	,001	,001	,000
	csr_customers_sonae	,000	.	,000	,000	,002
	csr_shareholders_sonae	,001	,000	.	,000	,005
	csr_employees_sonae	,001	,000	,000	.	,000
	csr_society_sonae	,000	,002	,005	,000	.
N	brandtrust_sonaemc	100	100	100	100	100
	csr_customers_sonae	100	100	100	100	100
	csr_shareholders_sonae	100	100	100	100	100
	csr_employees_sonae	100	100	100	100	100
	csr_society_sonae	100	100	100	100	100

a. Data Nascimento = Generation X

Model Summary<sup>a,c</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,576 <sup>b</sup>	,331	,303	,78673	1,347

a. Data Nascimento = Generation X

b. Predictors: (Constant), csr\_society\_sonae, csr\_shareholders\_sonae, csr\_customers\_sonae, csr\_employees\_sonae

c. Dependent Variable: brandtrust\_sonaemc

ANOVA<sup>a,d</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	29,127	4	7,282	11,765	,000 <sup>c</sup>
	Residual	58,799	95	,619		
	Total	87,927	99			

a. Data Nascimento = Generation X

b. Dependent Variable: brandtrust\_sonaemc

c. Predictors: (Constant), csr\_society\_sonae, csr\_shareholders\_sonae, csr\_customers\_sonae, csr\_employees\_sonae

Coefficients<sup>a,b</sup>

Model		Unstandardized Coefficients		Standardized Coefficients		t	Sig.	Correlations			Collinearity Statistics	
		B	Std. Error	Beta				Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	1,201	,710			1,691	,094					
	csr_customers_sonae	,361	,086	,411		4,189	,000	,492	,395	,351	,733	1,365
	csr_shareholders_sonae	,158	,107	,138		1,472	,144	,319	,149	,123	,798	1,253
	csr_employees_sonae	-,086	,080	-,121		-1,068	,288	,304	-,109	-,090	,549	1,822
	csr_society_sonae	,239	,078	,309		3,064	,003	,395	,300	,257	,690	1,448

a. Data Nascimento = Generation X

b. Dependent Variable: brandtrust\_sonaemc

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**Collinearity Diagnostics<sup>a,b</sup>**

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions				
				(Constant)	csr_customer_s_sonae	csr_shareholders_sonae	csr_employees_sonae	csr_society_sonae
1	1	4,913	1,000	,00	,00	,00	,00	,00
	2	,037	11,469	,07	,03	,04	,48	,07
	3	,026	13,742	,02	,36	,00	,13	,54
	4	,017	17,111	,05	,61	,13	,29	,34
	5	,007	26,675	,87	,00	,82	,10	,06

a. Data Nascimento = Generation X

b. Dependent Variable: brandtrust\_sonaemc

**Residuals Statistics<sup>a,b</sup>**

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	3,8891	6,5772	5,2338	,54242	100
Residual	-1,69351	1,76927	,00000	,77067	100
Std. Predicted Value	-2,479	2,477	,000	1,000	100
Std. Residual	-2,153	2,249	,000	,980	100

a. Data Nascimento = Generation X

b. Dependent Variable: brandtrust\_sonaemc

3.5.4. Linear Regression – SONAE MC Brand trust and CSR dimensions: Millennials

**Descriptive Statistics<sup>a</sup>**

	Mean	Std. Deviation	N
brandtrust_sonaemc	4,5725	1,42546	100
csr_customers_sonae	5,1280	1,21523	100
csr_shareholders_sonae	6,3575	,94565	100
csr_employees_sonae	4,8980	1,97510	100
csr_society_sonae	5,4533	1,63901	100

a. Data Nascimento = Millennials

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Correlations<sup>a</sup>

		brandtrust_sonaemc	csr_customers_sonae	csr_shareholders_sonae	csr_employees_sonae	csr_society_sonae
Pearson Correlation	brandtrust_sonaemc	1,000	,646	,266	,603	,474
	csr_customers_sonae	,646	1,000	,489	,656	,615
	csr_shareholders_sonae	,266	,489	1,000	,309	,320
	csr_employees_sonae	,603	,656	,309	1,000	,626
	csr_society_sonae	,474	,615	,320	,626	1,000
Sig. (1-tailed)	brandtrust_sonaemc	.	,000	,004	,000	,000
	csr_customers_sonae	,000	.	,000	,000	,000
	csr_shareholders_sonae	,004	,000	.	,001	,001
	csr_employees_sonae	,000	,000	,001	.	,000
	csr_society_sonae	,000	,000	,001	,000	.
N	brandtrust_sonaemc	100	100	100	100	100
	csr_customers_sonae	100	100	100	100	100
	csr_shareholders_sonae	100	100	100	100	100
	csr_employees_sonae	100	100	100	100	100
	csr_society_sonae	100	100	100	100	100

a. Data Nascimento = Millennials

Model Summary<sup>a,c</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,691 <sup>b</sup>	,477	,455	1,05233	1,976

a. Data Nascimento = Millennials

b. Predictors: (Constant), csr\_society\_sonae, csr\_shareholders\_sonae, csr\_employees\_sonae, csr\_customers\_sonae

c. Dependent Variable: brandtrust\_sonaemc

ANOVA<sup>a,b</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	95,958	4	23,990	21,663	,000 <sup>c</sup>
	Residual	105,204	95	1,107		
	Total	201,162	99			

a. Data Nascimento = Millennials

b. Dependent Variable: brandtrust\_sonaemc

c. Predictors: (Constant), csr\_society\_sonae, csr\_shareholders\_sonae, csr\_employees\_sonae, csr\_customers\_sonae

Coefficients<sup>a,b</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	1,207	,735		1,641	,104					
	csr_customers_sonae	,546	,132	,466	4,132	,000	,646	,390	,307	,433	2,308
	csr_shareholders_sonae	-,093	,128	-,062	-,726	,470	,266	-,074	-,054	,760	1,317
	csr_employees_sonae	,222	,077	,307	2,896	,005	,603	,285	,215	,489	2,046
	csr_society_sonae	,013	,088	,015	,145	,885	,474	,015	,011	,534	1,872

a. Data Nascimento = Millennials

b. Dependent Variable: brandtrust\_sonaemc



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**Collinearity Diagnostics<sup>a,b</sup>**

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions				
				(Constant)	csr_customer_s_sonae	csr_shareholders_sonae	csr_employees_sonae	csr_society_sonae
1	1	4,845	1,000	,00	,00	,00	,00	,00
	2	,090	7,332	,05	,00	,03	,42	,02
	3	,035	11,693	,02	,00	,02	,37	,91
	4	,019	15,889	,18	,89	,00	,21	,06
	5	,010	22,011	,75	,11	,95	,00	,01

a. Data Nascimento = Millennials

b. Dependent Variable: brandtrust\_sonaemc

**Residuals Statistics<sup>a,b</sup>**

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2,2231	6,6931	4,5725	,98452	100
Residual	-2,67820	2,87009	,00000	1,03086	100
Std. Predicted Value	-2,386	2,154	,000	1,000	100
Std. Residual	-2,545	2,727	,000	,980	100

a. Data Nascimento = Millennials

b. Dependent Variable: brandtrust\_sonaemc

3.5.4. Linear Regression – Jerónimo Martins Brand trust and CSR dimensions: Generation X

**Descriptive Statistics<sup>a</sup>**

	Mean	Std. Deviation	N
brandtrust_jm	5,4475	1,49190	100
csr_customers_jm	5,8500	1,44736	100
csr_shareholders_jm	6,8475	,90306	100
csr_employees_jm	5,8380	1,70814	100
csr_society_jm	6,1583	1,57231	100
csr_ethics_jm	5,8700	1,70059	100

a. Data Nascimento = Generation X

EFFECTS OF CORPORATE SOCIAL RESPONSIBILITY IN FOOD RETAIL OWN BRANDS' TRUST  
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Correlations<sup>a</sup>

	brandtrust_jm	csr_customer_s_jm	csr_shareholders_jm	csr_employees_jm	csr_society_jm	csr_ethics_jm
Pearson Correlation	brandtrust_jm	1,000	,677	,440	,358	,607
	csr_customers_jm	,677	1,000	,570	,488	,844
	csr_shareholders_jm	,440	,570	1,000	,573	,532
	csr_employees_jm	,358	,488	,573	1,000	,549
	csr_society_jm	,607	,844	,532	,549	1,000
	csr_ethics_jm	,726	,685	,556	,333	,722
Sig. (1-tailed)	brandtrust_jm	.	,000	,000	,000	,000
	csr_customers_jm	,000	.	,000	,000	,000
	csr_shareholders_jm	,000	,000	.	,000	,000
	csr_employees_jm	,000	,000	,000	.	,000
	csr_society_jm	,000	,000	,000	,000	.
	csr_ethics_jm	,000	,000	,000	,000	.
N	brandtrust_jm	100	100	100	100	100
	csr_customers_jm	100	100	100	100	100
	csr_shareholders_jm	100	100	100	100	100
	csr_employees_jm	100	100	100	100	100
	csr_society_jm	100	100	100	100	100
	csr_ethics_jm	100	100	100	100	100

a. Data Nascimento = Generation X

Model Summary<sup>a,c</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,775 <sup>b</sup>	,601	,580	,96741	1,663

a. Data Nascimento = Generation X

b. Predictors: (Constant), csr\_ethics\_jm, csr\_employees\_jm, csr\_shareholders\_jm, csr\_customers\_jm, csr\_society\_jm

c. Dependent Variable: brandtrust\_jm

ANOVA<sup>a,b</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	132,376	5	26,475	28,289	,000 <sup>c</sup>
	Residual	87,974	94	,936		
	Total	220,349	99			

a. Data Nascimento = Generation X

b. Dependent Variable: brandtrust\_jm

c. Predictors: (Constant), csr\_ethics\_jm, csr\_employees\_jm, csr\_shareholders\_jm, csr\_customers\_jm, csr\_society\_jm

Coefficients<sup>a,p</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	1,436	,765		1,878	,064					
	csr_customers_jm	,465	,131	,451	3,542	,001	,677	,343	,231	,262	3,823
	csr_shareholders_jm	-,157	,152	-,095	-1,028	,307	,440	-,105	-,067	,500	2,002
	csr_employees_jm	,096	,077	,110	1,251	,214	,358	,128	,082	,549	1,820
	csr_society_jm	-,190	,132	-,200	-1,440	,153	,607	-,147	-,094	,219	4,562
	csr_ethics_jm	,507	,090	,577	5,620	,000	,726	,501	,366	,402	2,485

a. Data Nascimento = Generation X

b. Dependent Variable: brandtrust\_jm

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**Collinearity Diagnostics<sup>a,b</sup>**

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions						
				(Constant)	csr_customer_s_jm	csr_shareholders_jm	csr_employees_jm	csr_society_jm	csr_ethics_jm	
1	1	5,863	1,000	,00	,00	,00	,00	,00	,00	,00
	2	,057	10,143	,03	,02	,01	,28	,02	,19	
	3	,044	11,525	,16	,01	,02	,36	,02	,00	
	4	,021	16,585	,01	,22	,00	,14	,09	,65	
	5	,009	25,190	,12	,60	,07	,00	,68	,00	
	6	,005	32,761	,69	,15	,89	,22	,19	,15	

a. Data Nascimento = Generation X

b. Dependent Variable: brandtrust\_jm

**Residuals Statistics<sup>a,b</sup>**

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	3,6348	7,2035	5,4475	1,15634	100
Residual	-2,40708	2,01474	,00000	,94267	100
Std. Predicted Value	-1,568	1,519	,000	1,000	100
Std. Residual	-2,488	2,083	,000	,974	100

a. Data Nascimento = Generation X

b. Dependent Variable: brandtrust\_jm

3.5.5. Linear Regression – Jerónimo Martins Brand trust and CSR dimensions: Millennials

**Descriptive Statistics<sup>a</sup>**

	Mean	Std. Deviation	N
brandtrust_jm	4,9713	1,38510	100
csr_customers_jm	5,3560	1,31028	100
csr_shareholders_jm	6,4200	1,11571	100
csr_employees_jm	5,6160	1,89111	100
csr_society_jm	5,8330	1,72332	100
csr_ethics_jm	5,6550	1,69625	100

a. Data Nascimento = Millennials

EFFECTS OF CORPORATE SOCIAL RESPONSIBILITY IN FOOD RETAIL OWN BRANDS' TRUST  
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**Correlations<sup>a</sup>**

		brandtrust_jm	csr_customer_s_jm	csr_shareholders_jm	csr_employees_jm	csr_society_jm	csr_ethics_jm
Pearson Correlation	brandtrust_jm	1,000	,739	,378	,529	,550	,555
	csr_customers_jm	,739	1,000	,482	,669	,630	,649
	csr_shareholders_jm	,378	,482	1,000	,345	,352	,289
	csr_employees_jm	,529	,669	,345	1,000	,529	,532
	csr_society_jm	,550	,630	,352	,529	1,000	,635
	csr_ethics_jm	,555	,649	,289	,532	,635	1,000
Sig. (1-tailed)	brandtrust_jm	.	,000	,000	,000	,000	,000
	csr_customers_jm	,000	.	,000	,000	,000	,000
	csr_shareholders_jm	,000	,000	.	,000	,000	,002
	csr_employees_jm	,000	,000	,000	.	,000	,000
	csr_society_jm	,000	,000	,000	,000	.	,000
	csr_ethics_jm	,000	,000	,002	,000	,000	.
N	brandtrust_jm	100	100	100	100	100	100
	csr_customers_jm	100	100	100	100	100	100
	csr_shareholders_jm	100	100	100	100	100	100
	csr_employees_jm	100	100	100	100	100	100
	csr_society_jm	100	100	100	100	100	100
	csr_ethics_jm	100	100	100	100	100	100

a. Data Nascimento = Millennials

**Model Summary<sup>a,c</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,750 <sup>b</sup>	,562	,539	,94066	2,008

a. Data Nascimento = Millennials

b. Predictors: (Constant), csr\_ethics\_jm, csr\_shareholders\_jm, csr\_employees\_jm, csr\_society\_jm, csr\_customers\_jm

c. Dependent Variable: brandtrust\_jm

**ANOVA<sup>a,b</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	106,758	5	21,352	24,131	,000 <sup>c</sup>
	Residual	83,175	94	,885		
	Total	189,933	99			

a. Data Nascimento = Millennials

b. Dependent Variable: brandtrust\_jm

c. Predictors: (Constant), csr\_ethics\_jm, csr\_shareholders\_jm, csr\_employees\_jm, csr\_society\_jm, csr\_customers\_jm

**EFFECTS OF CORPORATE SOCIAL RESPONSIBILITY IN FOOD RETAIL OWN BRANDS' TRUST  
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**Coefficients<sup>a,b</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	,460	,580		,793	,430					
	csr_customers_jm	,622	,120	,588	5,185	,000	,739	,472	,354	,362	2,762
	csr_shareholders_jm	,030	,097	,024	,307	,760	,378	,032	,021	,759	1,317
	csr_employees_jm	,020	,069	,028	,297	,767	,529	,031	,020	,526	1,901
	csr_society_jm	,081	,077	,101	1,047	,040	,550	,107	,071	,502	1,994
	csr_ethics_jm	,071	,080	,087	,889	,376	,555	,091	,061	,485	2,060

a. Data Nascimento = Millennials

b. Dependent Variable: brandtrust\_jm

**Collinearity Diagnostics<sup>a,b</sup>**

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions						
				(Constant)	csr_customer_s_jm	csr_shareholders_jm	csr_employees_jm	csr_society_jm	csr_ethics_jm	
1	1	5,826	1,000	,00	,00	,00	,00	,00	,00	,00
	2	,066	9,394	,13	,00	,09	,22	,03	,05	,05
	3	,047	11,153	,00	,00	,01	,55	,19	,22	,22
	4	,030	14,048	,01	,00	,00	,00	,75	,59	,59
	5	,018	17,874	,31	,69	,06	,20	,04	,05	,05
	6	,013	21,101	,55	,30	,84	,02	,00	,09	,09

a. Data Nascimento = Millennials

b. Dependent Variable: brandtrust\_jm

**Residuals Statistics<sup>a,b</sup>**

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	1,7985	7,0670	4,9712	1,03844	100
Residual	-3,20383	1,85634	,00000	,91660	100
Std. Predicted Value	-3,055	2,018	,000	1,000	100
Std. Residual	-3,406	1,973	,000	,974	100

a. Data Nascimento = Millennials

b. Dependent Variable: brandtrust\_jm

**3.5.6. Independent sample t-test- Experimental study: Brand trust**

**Group Statistics**

	Data Nascimento	N	Mean	Std. Deviation	Std. Error Mean
brandtrust_psa	Generation X	48	4,2474	2,20274	,31794
	Millennials	49	4,6352	1,68012	,24002
brandtrust_psb	Generation X	52	5,8702	1,38177	,19162
	Millennials	51	5,5907	1,12669	,15777

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		Independent Samples Test									
		Levene's Test for Equality of Variances			t-test for Equality of Means					95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper	
brandtrust_psa	Equal variances assumed	8,580	,004	-,976	95	,331	-,38781	,39727	-1,17648	,40087	
	Equal variances not assumed			-,974	87,886	,333	-,38781	,39836	-1,17948	,40387	
brandtrust_psb	Equal variances assumed	6,780	,011	1,124	101	,264	,27951	,24870	-,21385	,77286	
	Equal variances not assumed			1,126	97,759	,263	,27951	,24821	-,21307	,77208	

3.5.6. Independent sample t-test- Experimental study: Brand trust- reliability

Group Statistics					
	Data Nascimento	N	Mean	Std. Deviation	Std. Error Mean
brandtrust_reliability_psa	Generation X	48	4,0208	2,12184	,30626
	Millennials	49	4,5408	1,64360	,23480
brandtrust_reliability_psb	Generation X	52	5,8510	1,36506	,18930
	Millennials	51	5,6961	1,16331	,16290

		Independent Samples Test									
		Levene's Test for Equality of Variances			t-test for Equality of Means					95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper	
brandtrust_reliability_psa	Equal variances assumed	6,222	,014	-1,351	95	,180	-,51998	,38491	-1,28412	,24415	
	Equal variances not assumed			-1,347	88,538	,181	-,51998	,38591	-1,28684	,24687	
brandtrust_reliability_psb	Equal variances assumed	2,159	,145	,619	101	,537	,15488	,25013	-,34130	,65107	
	Equal variances not assumed			,620	99,080	,537	,15488	,24974	-,34065	,65041	

3.5.7. Independent sample t-test- Experimental study: Brand trust- intentions

Group Statistics					
	Data Nascimento	N	Mean	Std. Deviation	Std. Error Mean
brandtrust_intentions_sonae	Generation X	100	5,7725	,95947	,09595
	Millennials	100	4,5675	1,82396	,18240
brandtrust_intentions_jm	Generation X	100	5,5775	1,50491	,15049
	Millennials	100	5,0500	1,74368	,17437

		Independent Samples Test									
		Levene's Test for Equality of Variances			t-test for Equality of Means					95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper	
brandtrust_intentions_sonae	Equal variances assumed	49,577	,000	5,847	198	,000	1,20500	,20609	,79858	1,61142	
	Equal variances not assumed			5,847	149,892	,000	1,20500	,20609	,79778	1,61222	
brandtrust_intentions_jm	Equal variances assumed	,659	,418	2,290	198	,023	,52750	,23033	,07329	,98171	
	Equal variances not assumed			2,290	193,856	,023	,52750	,23033	,07323	,98177	

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3.5.8. Independent sample t-test- Experimental study: Prices Expected – Generation X and Millennials

**Group Statistics**

	Data Nascimento	N	Mean	Std. Deviation	Std. Error Mean
A- Preço Superior	Generation X	48	4,9375	2,21606	,31986
	Millennials	49	5,0000	1,85966	,26567

**Independent Samples Test**

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
A- Preço Superior	Equal variances assumed	2,270	,135	-1,392	95	,881	-,06250	,41505	-,88647	,76147
	Equal variances not assumed			-,150	91,552	,881	-,06250	,41580	-,88837	,76337

**Group Statistics**

	Data Nascimento	N	Mean	Std. Deviation	Std. Error Mean
B- Preço Superior	Generation X	52	5,8654	1,72671	,23945
	Millennials	51	6,2549	1,01672	,14237

**Independent Samples Test**

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
B- Preço Superior	Equal variances assumed	6,993	,009	-,063	101	,167	-,38952	,27991	-,94478	,16574
	Equal variances not assumed			-1,398	82,868	,166	-,38952	,27858	-,94361	,16458