

	<p>Science, Education and Innovations in the Context of Modern Problems</p> <p>Issue 12, Vol. 8, 2025</p> <p>RESEARCH ARTICLE </p> <h1>The impact of social responsibility on brand image in the Algerian market</h1>
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<b>Keywords</b>	<p>Corporate social responsibility; social dimension; environmental dimension; employee governance; corporate image; Coca-Cola; Algerian market.</p>
<b>Abstract</b>	<p>This study aimed to explore the relative impact of the dimensions of corporate social responsibility (the social, environmental, employee-related, and governance dimensions) on the multidimensional corporate image (cognitive, affective, and behavioral) implemented by Coca-Cola among the public in the Algerian market as an emerging context. The study adopted a quantitative methodology, whereby data were collected through a structured questionnaire administered to a sample of 385 respondents and analyzed using advanced statistical techniques. The results revealed a strong, positive, and statistically significant relationship between corporate social responsibility programs as a whole and the enhancement of corporate image, with these programs collectively explaining 76.3% of the variance in the dependent variable. At the level of sub-dimensions, the social dimension recorded the strongest effect (<math>\beta = 0.423</math>), followed by the environmental dimension (<math>\beta = 0.356</math>), while the employee and governance dimension showed the weakest effect (<math>\beta = 0.287</math>) and the highest level of dispersion in respondents' answers. The study also highlighted the decisive role of community initiatives that are well adapted to the local environment in building reputation, and recommends strengthening transparency and strategic communication regarding environmental practices and internal governance ethics in order to enhance credibility and maximize the benefits of social responsibility investments in building positive reputational capital in emerging markets.</p>
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## 1. Introduction

In light of the fundamental transformations witnessed in the contemporary global business environment, multinational corporations are no longer evaluated solely on the basis of profitability and economic growth. Rather, they have become accountable for their social and environmental impact and for their role as civic actors within the communities in which they operate. The concept of corporate social responsibility (CSR) has evolved into an indispensable strategic framework for reputation building, competitive advantage enhancement, and the consolidation of societal legitimacy.

Despite the abundance of research addressing the relationship between corporate social responsibility practices and brand image, most of these studies have remained confined to advanced market contexts (Western and developed Asian markets), with a clear neglect of emerging environments characterized by unique cultural, social, and political contexts. This study seeks to bridge part of this knowledge gap by focusing on the Algerian market as a model of an emerging environment with distinctive characteristics.

The global company Coca-Cola holds particular importance as a case study due to its wide presence in Algeria and because, like other beverage companies, it faces the issue of a “mixed image.” While it is recognized for its community and development investments, it is simultaneously subject to criticism related to the health implications of its products and some of its environmental impacts. This raises a central question regarding the extent to which its voluntary initiatives in the areas of community, environment, and governance are capable of improving Algerian public perceptions and shaping a comprehensive and positive corporate image.

Accordingly, this study aimed to analyze and assess the relative impact of the three main dimensions of corporate social responsibility (social, environmental, and employee-related and governance aspects) on the multidimensional corporate image (cognitive, affective, and behavioral) of Coca-Cola in the minds of Algerian consumers. Through a rigorous quantitative methodology, the study sought to provide an analytical model that reveals the nature and strength of these relationships, thereby offering a theoretical contribution by adapting established models to a different context, as well as a practical contribution by providing strategic insights that can be utilized by corporate management and similar companies to improve the effectiveness of their social investments and build a solid reputation in emerging markets.

## 2. Previous Studies

### 2.1. Study by Kim & Lee (2020):

This study addressed a specific issue by examining how corporate social responsibility programs in the beverage sector can transform consumers' mental perceptions, with a focus on Coca-Cola in the Korean market. It aimed to measure both the direct and indirect effects of these programs by testing the role of trust as a crucial mediating variable in the relationship between social responsibility and corporate image. The study adopted a rigorous quantitative methodology, using a structured questionnaire administered to a sample of 450 consumers, with data analyzed through advanced techniques such as structural equation modeling and path analysis. The results revealed a strong and statistically significant positive effect ( $\beta = 0.48$ ), confirmed the effective mediating role of trust at a rate of 35%, and highlighted the importance of the continuity of initiatives and their alignment with corporate identity in strengthening this effect.

### 2.2. Study by García & Rodríguez (2019):

This study was grounded in a fundamental question regarding the ability of environmental campaigns conducted by multinational corporations—most notably Coca-Cola in Latin America—to overcome suspicions of “greenwashing” and to build a genuine perception of brand “authenticity.” It sought to analyze the strategic depth of these campaigns and to assess the level of digital public engagement with them. The researchers adopted a qualitative case study methodology, conducting a comprehensive content analysis that included corporate reports and reactions on social media platforms (1,500 posts), in addition to in-depth interviews with consumers. The analyses showed that environmental campaigns contributed significantly to enhancing perceptions of authenticity (by 40%), with transparency and the integration of the local context into initiative design identified as the main success factors.

### 2.3. Study by Al-Majali & Al-Haddad (2021):

This study addressed a notable research gap by exploring the impact of community engagement programs within corporate social responsibility on corporate reputation in the Middle East context, focusing on Coca-Cola in Jordan and Saudi Arabia. It aimed to quantitatively measure this impact and to understand the cultural and demographic interactions shaping consumer perceptions. A field survey methodology was employed through a questionnaire distributed to a stratified sample of 300 consumers, with data analyzed using descriptive and inferential statistical methods. The findings indicated that community programs had a significant positive impact on reputation (mean score of 4.1/5), with educational initiatives proving most effective in attracting youth. The study also revealed statistically significant differences in evaluations based on gender and subcultural background.

### 2.4. Study by Smith & Brown (2022):

This study examined a strategic challenge related to measuring the long-term return on corporate social responsibility by tracking the impact of Coca-Cola's global campaign strategic communication on brand loyalty over an extended period. It aimed to monitor the evolution of corporate image and analyze the dynamic relationship between communication patterns and levels of loyalty. An innovative longitudinal research methodology was adopted, combining quantitative content analysis of thousands of digital posts with periodic survey data collected over five years. The results highlighted a strong positive relationship between communication consistency (an average of twice per month) and a 22% increase in loyalty, as well as a steady and tangible improvement in corporate image indicators. Human-centered storytelling emerged as the most effective communication approach in enhancing engagement and impact.

### 2.5. Study by Chen & Wang (2023):

This study addressed one of the most complex aspects of reputation management: the use of corporate social responsibility as a proactive mechanism and strategic response to mitigate negative image during crises, with a focus on public health crises faced by Coca-Cola. It aimed to evaluate the effectiveness of health-related initiatives and compare public responses across two different cultures (the United States and China). A multi-method cross-cultural comparative methodology was employed, including media framing analysis of thousands of news articles and extensive field surveys. The findings revealed that these initiatives successfully reduced negative image intensity by 35%, confirmed the superiority of proactive approaches over reactive ones, and highlighted profound cultural differences in evaluating corporate intentions and the credibility of its programs.

## 3. Position of the Current Study within the Research Landscape:

The current study offers a distinctive scientific contribution by addressing a clear research gap in the corporate social responsibility literature, focusing on the Algerian environment as an emerging context. It also contributes to theoretical development by designing an integrated model that measures the relative impact of the three main dimensions of corporate social responsibility (social, environmental, and employee-related and governance dimensions) on corporate image, thereby providing a more precise and detailed understanding of the nature of this relationship. Furthermore, the study delivers clear practical value for decision-makers at Coca-Cola and multinational corporations operating in similar markets by identifying the specific cultural and societal factors that govern the effectiveness of social responsibility investments and their transformation into positive reputational capital.

## 4. Research Problem:

Based on a review of previous literature and preliminary observations, the research problem emerges from the existing knowledge and practical gap concerning the impact of corporate social responsibility programs of multinational corporations on their corporate image. In a related context, despite Coca-Cola's substantial investments in diverse social and environmental initiatives, the nature of the relationship between these investments and the improvement of its corporate image remains unclear, particularly in emerging environments such as the Algerian market.

The core issue lies in reputational contradiction: Coca-Cola faces a mixed image that combines well-known community contributions with health- and environment-related criticisms. Moreover, most previous studies have focused on Western contexts, with a relative neglect of the cultural and social factors influencing Algerian public perceptions. In addition, there is a shortage of research models that explain mediating mechanisms—such as the role of trust and perceived authenticity—in transforming social activities into positive reputational capital. Accordingly, the research problem can be summarized in the following main question:

**What is the impact of the corporate social responsibility programs adopted by Coca-Cola on improving its corporate image among the target audience in the Algerian environment, and what factors determine the strength and direction of this impact?**

From this main question, three sub-questions arise as follows:

- What is the relative impact of the social dimension of corporate social responsibility programs on improving Coca-Cola's corporate image among the Algerian public?
- What is the relative impact of the environmental dimension of corporate social responsibility programs on improving Coca-Cola's corporate image among the Algerian public?
- What is the relative impact of the employee- and governance-related dimension of corporate social responsibility programs on improving Coca-Cola's corporate image among the Algerian public?

## 5. Objectives of the Study

This study seeks to achieve a number of specific objectives focused on understanding the causal and quantitative relationship between the research variables within the defined context, namely:

- To measure and estimate the magnitude of the statistical effect of each structural dimension of corporate social responsibility programs (social, environmental, and employee- and governance-related) adopted by Coca-Cola on the overall multidimensional corporate image among Algerian consumers.
- To determine the ranking of the three CSR dimensions in terms of the strength of their relative contribution to explaining variance in corporate image, in order to identify which dimension has the strongest and which has the weakest influence in shaping this image.
- To analyze the effect of each CSR dimension separately on each of the three components of corporate image (cognitive, affective, and behavioral), in order to reveal differences in the paths and nature of influence at a more detailed level.
- To test the credibility and robustness of a proposed explanatory model linking these variables in the Algerian market, and to verify its predictive power by calculating the proportion of variance in corporate image that can be explained collectively by the aforementioned dimensions.
- To provide a database and empirical findings on the relationship under study within a geographical and market context (Algeria) that remains relatively underrepresented in peer-reviewed international literature, thereby contributing to the expansion of the knowledge base.
- To offer specific, actionable, and evidence-based recommendations to the relevant management at Coca-Cola, grounded in quantitative data analysis, on how to enhance the effectiveness of current and future CSR programs in order to maximize their impact on corporate image in this market.

## 6. Significance of the Study

### 6.1. Scientific Significance (Theoretical and Academic Contributions)

- **Contribution to CSR and reputation management literature in a non-Western context:** This study constitutes a qualitative addition by testing theoretically proposed relationships within the literature in an emerging environment characterized by distinctive cultural and economic features (Algeria). This enriches academic debate regarding the universality versus contextual specificity of CSR models and frameworks.
- **Analytical deconstruction and precise measurement:** The study goes beyond treating corporate social responsibility as a single aggregated variable by decomposing it into its core dimensions and measuring the impact of each separately and rigorously. This approach allows for a deeper understanding of the internal dynamics of the concept and opens avenues for more complex research into interactions among these dimensions.
- **Theoretical development through field-based evidence:** The study's findings—particularly those related to the prioritization of dimensions and their differential effects—may lead to proposals for refining or extending existing theoretical models to better account for contextual and cultural factors when explaining the effectiveness of CSR.
- **Establishing a foundation for future comparative research:** The study provides baseline data that future researchers can rely on to conduct comparative studies between the Algerian market and other emerging markets, or across different industrial sectors within Algeria itself.

## 6.2. Practical Significance (Managerial and Strategic Value)

- **Providing a clear impact map for decision-makers:** The study delivers clear quantitative results indicating the extent and direction of influence of each category of CSR activities on brand image in the minds of Algerian consumers, thereby enabling managers to improve decision-making related to budget planning and program prioritization.
- **Enhancing efficiency in resource and investment allocation:** By identifying the most influential dimension (the social dimension), the company can direct its financial and human resources toward initiatives that generate the highest reputational return, improving the return on investment in CSR and justifying such investments to internal and external stakeholders.
- **Designing smarter and more context-aligned communication strategies:** The findings highlight areas requiring enhanced communication (such as environmental and governance dimensions) to strengthen clarity and credibility, while also demonstrating the effectiveness of community-based approaches. This guides marketing and public relations teams toward crafting messages that emphasize storytelling and tangible local impact.
- **Building and safeguarding reputational capital in a competitive market:** In a market where consumer sensitivity to corporate social roles is increasing, the study equips the company with proactive knowledge on how to build a reservoir of positive reputation that can be relied upon during crises or in response to critical campaigns, by reinforcing the CSR dimensions that resonate most positively.
- **Raising practice standards in the local market:** The insights generated by the study may contribute to enhancing awareness and practice among companies operating in the Algerian market regarding the importance of strategically linking CSR programs to reputation-building objectives, and moving from ad hoc activities toward measurement- and evaluation-based programming.

## 7. Research Hypotheses

Based on the main research problem and the central question this study seeks to answer—namely, measuring the impact of corporate social responsibility programs on improving Coca-Cola's corporate image in the Algerian market—and in light of the theoretical framework establishing a relationship between these variables, as well as prior empirical findings indicating positive effects in different contexts, the following hypotheses were formulated:

**Main Hypothesis:**

There is no statistically significant relationship between the corporate social responsibility programs (social, environmental, and employee- and governance-related) adopted by Coca-Cola and the multidimensional corporate image (cognitive, affective, and behavioral) among the Algerian public.

**Sub-Hypotheses:**

- There is no statistically significant effect of the social dimension of corporate social responsibility programs (such as local developmental, educational, and health initiatives) on improving Coca-Cola's corporate image among the Algerian public.
- There is no statistically significant effect of the environmental dimension of corporate social responsibility programs (such as initiatives related to water and energy conservation and waste management) on improving Coca-Cola's corporate image among the Algerian public.
- There is no statistically significant effect of the employee- and governance-related dimension of corporate social responsibility programs (such as fair employment practices and administrative transparency) on improving Coca-Cola's corporate image among the Algerian public.

**8. Research Methodology**

This study adopted a descriptive-analytical quantitative approach to achieve its objectives and test its hypotheses, with the aim of measuring relationships between variables and generalizing the results to the study population. The methodological procedures can be detailed as follows:

**8.1. Type of Study and Rationale for Selection:**

The quantitative approach was selected because the nature of the study's objectives requires quantitative measurement of its variables (CSR dimensions and corporate image dimensions) and statistical analysis to objectively test relationships and hypotheses in a manner that allows for generalization. This approach also enables the collection of data from a relatively large sample to explore general patterns and trends in the opinions of the study population.

**8.2. Study Population:**

The target population of the study consists of adult Algerian consumers (18 years and older) who are familiar with the Coca-Cola brand and reside in areas covered by the company's operations.

**8.3. Study Sample:**

The study relied on a simple random sampling method, whereby participants were selected from the population of adult Algerian consumers in a manner that ensures equal selection opportunities, thereby reducing the likelihood of bias and enhancing the credibility of the findings.

The minimum required sample size was calculated using Cochran's formula for large or undefined populations, which is the standard statistical formula for determining sample size in survey-based studies that employ Likert scales and aim to estimate proportions in large populations (Cochran, 1977; Taherdoost, 2017).

**Cochran's Formula:**

$$n = \frac{Z^2 \times p(1 - p)}{e^2}$$

Where:



- **(n)** = required sample size
- **(Z)** = Z-score corresponding to the desired confidence level (1.96 for a 95% confidence level)
- **(p)** = estimated proportion of the attribute in the population (0.5 to maximize sample size)
- **(e)** = allowable margin of error (0.05 or  $\pm 5\%$ )

By substitution, we obtain:

$$n = \frac{(1.96)^2 \times 0.5(1 - 0.5)}{(0.05)^2} = 384.16$$

Based on this calculation, the minimum required sample size was determined to be 385 participants. The study adhered to this criterion, as valid data for analysis were collected from a random sample of 385 respondents drawn from the population of adult Algerian consumers.

This sample size ensures sufficient statistical power of no less than 0.80, which is the accepted standard in social science research (Cohen, 1992). It also allows for the use of advanced statistical analyses, such as multiple regression analysis, while maintaining estimation accuracy. Moreover, the adopted sample size provides a margin of error not exceeding 5% at a 95% confidence level, making the results highly credible and generalizable to the target population.

## Theoretical Framework

### 9.1. Concept of Corporate Social Responsibility

The concept of corporate social responsibility (CSR) has undergone significant semantic and conceptual development, leading to the emergence of several influential definitions in academic literature, ranging from classical perspectives to contemporary strategic models.

#### 9.1.1. Foundational and Influential Definitions of Corporate Social Responsibility

Bowen (1953) defined social responsibility as the obligation of businesspeople to pursue policies, make decisions, and follow lines of action that are desirable in terms of the objectives and values of society. Davis (1960) further developed this concept through the “Iron Law of Responsibility,” which posits that corporate social power must be commensurate with corporate social responsibility.

The most widely cited structural model is attributed to Carroll (1979, 1991), through his well-known pyramid, which conceptualizes CSR as four interrelated layers: economic (fundamental), legal (required), ethical (expected), and philanthropic or discretionary (desired). Subsequent definitions moved toward operational integration, as the European Commission (2011) defined CSR as the responsibility of enterprises for their impacts on society, requiring the voluntary integration of social and environmental concerns into core business operations.

Within the modern strategic perspective, Porter and Kramer (2006, 2011) introduced the concept of “creating shared value,” which views CSR as a strategic opportunity to link economic success with social progress. On the other hand, the International Organization for Standardization (ISO, 2010), through its ISO 26000 guidelines, offered a definition centered on accountability, framing CSR as an organization’s responsibility for the impacts of its decisions and activities on society and the environment, through transparent and ethical behavior.

#### 9.1.2. Conceptual Analysis

An analysis of these definitions reveals a clear evolutionary trajectory, beginning with a focus on individual ethical commitment and culminating in the adoption of an integrated, strategic, and institutional model based on accountability toward multiple stakeholders and the creation of sustainable value.

For the present study, which examines CSR in relation to corporate image, the most appropriate model should combine several key characteristics:

- **Structural clarity:** enabling the decomposition of the concept into measurable dimensions (as in Carroll's pyramid).
- **Strategic and integrative orientation:** linking practices to their impact on reputation and competitiveness (as in Porter and Kramer's shared value concept).
- **Contextual sensitivity:** recognizing the importance of transparency and cultural relevance in shaping public perceptions within a specific environment, such as Algeria.

### 9.1.3. Researcher's Perspective

Based on the foregoing analysis, the researcher views corporate social responsibility as a governance framework and a dynamic strategic response. Accordingly, the operational definition adopted in this study is as follows:

"Corporate social responsibility is the strategic and institutional system adopted by a company to manage its impacts and fulfill its accountability toward stakeholders. This system is manifested through the adoption and implementation of voluntary, regular, and strategy-integrated practices in the social, environmental, employee, and governance domains that go beyond legal requirements. These practices aim to create sustainable and shared value, with particular emphasis on transparency, consistency, and contextual relevance, in order to shape and strengthen positive perceptions (corporate image) in the awareness of the target audience."

## 9.2. Dimensions of Corporate Social Responsibility: A Conceptual Analysis Supported by Academic References

The theoretical frameworks addressing CSR dimensions have evolved considerably in academic research. Elkington (1997) introduced the "Triple Bottom Line" framework—People, Planet, Profit—which integrates social, environmental, and economic performance. More specifically, Dahlstud (2008), in his analytical review, identified five recurring dimensions in the literature: environmental, social, human rights, stakeholder, and economic dimensions. Carroll (2016) reaffirmed, in his updated pyramid model, the importance of integrating these dimensions into business strategy.

In this study, the researcher adopted a three-dimensional framework grounded in well-established theoretical references and aligned with the practical research context of the Algerian market, encompassing the following dimensions:

### 9.2.1. Social Dimension:

This dimension refers to the company's investments and direct partnerships aimed at enhancing the welfare and development of local communities. It draws on the theory of "corporate citizenship" developed by Matten and Crane (2005), which views the firm as an active citizen bearing civic responsibilities. It is also supported by Porter and Kramer's (2011) work on "creating shared value," which considers community development a strategic opportunity. This dimension is reflected in initiatives such as supporting local infrastructure, investing in education and healthcare, and financing small enterprises. In the Algerian context, its impact can be measured through public perceptions of the company's role in local socio-economic development.

### 9.2.2. Environmental Dimension:

This dimension refers to the company's systematic commitment to protecting ecosystems and ensuring the environmental sustainability of its operations. It is strongly grounded in Hart's (1995) natural-resource-based view of the firm and is associated with the concept of "Cleaner Production" advocated by Banerjee (2002). It includes policies related to resource management (water and energy), emissions and waste reduction, and the use of recyclable materials. In Coca-Cola's case, such practices include global water resource management, as highlighted by García and Rodríguez



(2019). This dimension can be evaluated through public perceptions of the credibility of the company's environmental efforts and their impact on the local environment.

### 9.2.3. Employee and Governance Dimension:

This dimension focuses on the company's internal practices and governance mechanisms that reflect its commitment to ethical standards and organizational justice. It is rooted in stakeholder theory articulated by Freeman (1984), which imposes an ethical duty on management toward all parties affected by organizational activities. It is also linked to principles of corporate governance emphasized by Eccles and Krzus (2010) in the context of non-financial disclosure. This dimension includes fair employment and wage practices, occupational safety, training, anti-corruption measures, and administrative transparency. Kim and Lee (2020) highlighted the role of trust—partially formed through this dimension—as a critical mediating variable. It can be measured through public perceptions of the company as a fair employer and an ethically governed organization.

## 9.3. Concept of Corporate Image: A Critical and Evolutionary Analysis of an Integrated Conceptual Framework

The concept of corporate (brand) image is a cornerstone in understanding the relationship between consumers and brands and has undergone systematic semantic development since its inception. In its foundational phase, Boulding (1956) introduced the concept as a general theory of human perception, arguing that “image is subjective knowledge formed in consciousness and is what guides behavior, rather than objective reality.” In the specific marketing context, Levy (1959) defined it as “the set of meanings and perceptions attributed to a brand in the minds of consumers.”

As marketing environments became more complex, definitions grew more integrative. Kotler (2000) offered a functional definition, describing corporate image as “the set of beliefs, ideas, and impressions that a person holds about a brand,” emphasizing its role in differentiation and purchase decision-making. Keller (1993) developed a more advanced perspective by distinguishing between brand attributes (descriptive information) and benefits (perceived value), linking them to emotions and affective attitudes toward the brand, thus laying the foundation for a two-dimensional (cognitive/affective) model. Aaker (1996) went further by asserting, within his brand identity framework, that corporate image also includes emotional and relational dimensions, such as the extent to which a brand is connected to consumers' lives and personal values.

In the past two decades, research has shifted toward a dynamic and contextual perspective. Brown et al. (2006) distinguished between intended image (from the company), perceived image (from consumers), and reputation (as a social construct), arguing that corporate image results from continuous interaction among these levels. More recent work, such as Fournier's (1998) research on “consumer–brand relationships,” emphasized that corporate image does not form in a vacuum, but rather as part of an emotional and narrative relationship constructed by the consumer.

### 9.3.1. Conceptual Analysis

An analysis of the historical development of these definitions indicates several fundamental shifts:

1. **From static to dynamic:** The concept evolved from being a relatively static “set of impressions” (Levy) to a dynamic construct that changes over time and with experience (Brown et al.).
2. **From unidimensionality to multidimensionality:** It developed from a focus on the cognitive dimension (beliefs) to clearly incorporate the affective dimension (emotions) and the relational or behavioral dimension (Keller; Aaker; Fournier).
3. **From individual to social interaction:** The concept expanded to recognize that image is not formed solely through corporate messaging, but through the consumer's interaction with the social and cultural environment, becoming linked to the broader concept of “reputation.”

### 9.3.2. Researcher's Perspective

Based on the foregoing critical analysis, and in light of the research objective of measuring the impact of corporate social responsibility initiatives on the perceptions of the Algerian public, the researcher adopts the following operational definition:

**“Brand image is a composite, cognitive and affective, and dynamic perceptual construct formed in the consumer’s mind through a three-dimensional interaction:**

- **The cognitive dimension:** representing the tangible and intangible attributes, characteristics, and benefits that consumers associate with the brand (such as quality, value, authenticity, and corporate social responsibility).
- **The affective dimension:** reflecting the emotions and affective evaluations elicited by the brand (such as trust, admiration, comfort, pride, or discomfort).
- **The evaluative/behavioral dimension:** representing the overall evaluation resulting from the interaction between the cognitive and affective dimensions, which is manifested in intentions and behaviors toward the brand (such as loyalty, recommendation, or resistance).

These dimensions are generated and evolve through continuous interaction among: (1) the intended brand identity (as expressed through its communication and activities, such as CSR programs), (2) consumers’ direct and indirect personal experiences with the brand, and (3) prevailing contextual, cultural, and social influences in the environment (such as societal values and media in the Algerian context).”

#### 9.4. Dimensions of Brand Image

Contemporary literature agrees that brand image is a complex construct composed of multiple, interrelated dimensions. Analytical models have evolved from a simple two-dimensional framework (cognitive and affective) to more complex models that account for the dynamic and evaluative nature of image formation. This study adopts a three-dimensional framework that allows for comprehensive measurement and precise interpretation of how brand image is formed among Algerian consumers toward the Coca-Cola brand, with particular emphasis on the impact of corporate social responsibility programs. These main dimensions are as follows:

##### 9.4.1. Cognitive Dimension:

The cognitive dimension refers to the mental and knowledge-based components of brand image. It relates to the beliefs, information, and actual or perceived knowledge that consumers associate with a brand. This dimension answers the question: *“What does the consumer know or believe about the brand?”* It includes:

- **Tangible attributes:** such as product quality, price, and availability (Dobni & Zinkhan, 1990).
- **Intangible attributes:** such as honesty, innovation, and corporate social responsibility (Faircloth, Capella, & Alford, 2001).
- **Perceived benefits:** whether functional (product performance), experiential (enjoyment), or symbolic (enhancement of self-image) (Keller, 1993).

This dimension is formed primarily through exposure to brand-related information—via advertising, media coverage, or direct experience—and constitutes the foundation upon which subsequent evaluations are built. In the context of this study, it will be measured through Algerian consumers’ knowledge and perceptions of Coca-Cola’s programs in the social, environmental, and employee-related domains.

##### 9.4.2. Affective (Emotional) Dimension:

The affective dimension represents the feelings, emotions, and emotional responses elicited by the brand. It answers the question: *“How does the consumer feel about the brand?”* Research suggests that emotions toward a brand are often more predictive of loyalty than cognitive beliefs alone (Chaudhuri & Holbrook, 2001). This dimension includes:

- **Basic emotions:** such as happiness, trust, pride, or, conversely, disappointment and disgust (Fetscherin & Heinrich, 2015).
- **More complex emotions:** such as attachment, nostalgia, or a sense of belonging to a brand community (Fournier, 1998).

This dimension is viewed as the outcome of the interaction between cognitive inputs and individual personal values and concerns. In this study, it will be measured through the evaluation of emotions (such as approval, trust, and admiration) generated by Coca-Cola's CSR activities among the Algerian public, which may explain the ability of these activities to overcome skepticism (e.g., "greenwashing") and build an emotional bond.

#### 9.4.3. Behavioral Dimension:

This dimension reflects the consumer's propensity and readiness to act toward the brand based on the cognitive and affective components. It translates knowledge and emotions into concrete orientations and intentions and can be viewed as the final outcome of brand image. It answers the question: *"What does the consumer intend to do toward the brand?"* It is manifested in:

- **Overall evaluative attitudes:** such as general satisfaction and brand preference over competitors (Spears & Singh, 2004).
- **Behavioral intentions:** such as repurchase intention, recommendation to others (loyalty), or willingness to pay a price premium (Zeithaml & Parasuraman, 1996).
- **Resistance to negative information:** a strong indicator of the strength of a positive brand image (Ahluwalia & Unnava, 2000).

This dimension represents the ultimate goal of most image-building strategies, including CSR programs. In this study, it will be measured by examining the extent to which Algerian consumers' perceptions of Coca-Cola's CSR programs influence their loyalty, purchase intentions, and recommendations.

#### 9.4.4. Theoretical Integration and Model Relevance to the Study:

This three-dimensional model (cognitive, affective, behavioral) provides a comprehensive framework that captures the flow of influence: CSR initiatives (as inputs) first aim to shape positive beliefs (cognitive dimension), which in turn generate positive emotions (affective dimension), ultimately leading to enhanced loyalty and positive behaviors (behavioral dimension) (Keller, 2001).

The model offers excellent suitability for both quantitative and qualitative measurement and allows for testing mediating relationships, such as the role of emotions (affective dimension) in explaining the effect of knowledge (cognitive dimension) on loyalty (behavioral dimension). Moreover, it aligns well with the nature of this study, which seeks to understand the full pathway of CSR program impacts on brand image within the unique Algerian context.

### 10. Field Study

Following an exploratory examination of Coca-Cola's social and environmental initiatives in Algeria, and after conducting several exploratory interviews with a number of sample members, the researcher adopted the questionnaire as the primary data collection instrument. Data were analyzed using a five-point Likert scale, after which the results and necessary recommendations were formulated. The empirical study was divided into three main sections:

- **Section One:** Reliability testing of questionnaire items and descriptive statistics.
- **Section Two:** Testing of the study hypotheses.
- **Section Three:** Results and recommendations.

#### 10.1. Section One: Descriptive Statistics

### Reliability Testing:

Reliability testing was conducted using Cronbach's alpha coefficient for all questionnaire dimensions, as shown in the following table:

**Table (1): Results of Reliability Testing of Questionnaire Items Using Cronbach's Alpha**

Dimension	Number of Items	Cronbach's Alpha	Reliability Level
CSR Programs – Social Dimension	5	0.891	Very high reliability
CSR Programs – Environmental Dimension	5	0.876	Very high reliability
CSR Programs – Employee & Governance Dimension	5	0.868	High reliability
Brand Image – Cognitive Dimension	4	0.902	Excellent reliability
Brand Image – Affective Dimension	4	0.885	Very high reliability
Brand Image – Behavioral/Attitudinal Dimension	4	0.894	Very high reliability
Questionnaire as a Whole	28	0.943	Excellent reliability

**Source:** Prepared by the researcher based on statistical analysis outputs using SPSS software, version 28.

It is evident from Table (1) that all reliability coefficient values exceeded the minimum acceptable threshold (0.70), indicating that the questionnaire items have high reliability and are suitable for use in subsequent statistical analyses.

### Descriptive Statistics

The means, standard deviations, and variances were calculated for the main study dimensions, as shown in the following table:

**Table (2): Means, Standard Deviations, and Variances for the Study Dimensions**

Dimension	Mean	Qualitative Assessment (Likert Scale)	Standard Deviation	Variance
CSR Programs – Social Dimension (A)	4.18	Strongly agree	0.632	0.399
CSR Programs – Environmental Dimension (B)	3.76	Agree	0.714	0.510
CSR Programs – Employee & Governance Dimension (C)	3.45	Neutral to agree	0.821	0.674
Brand Image (D)	3.79	Agree	0.647	0.421

**Source:** Prepared by the researcher based on statistical analysis outputs using SPSS software, version 28.

From Table (2), the highest mean value is associated with CSR programs (social dimension), with a mean of 4.18, indicating that the study sample reported the highest level of agreement regarding the effectiveness of Coca-Cola's community initiatives in Algeria. The lowest mean value pertains to CSR programs (employee and governance dimension), with a mean of 3.45. This suggests that respondents perceive aspects related to corporate governance and employee treatment as the least visible or least influential compared to the other dimensions, which calls for greater attention from the company.

It is also observed that the CSR programs (employee and governance dimension) recorded the highest standard deviation (0.821), meaning that respondents' opinions were the most dispersed regarding this dimension. This indicates substantial variation in individuals' assessments of the effectiveness of these aspects, possibly due to insufficient information or lack of clarity about the company's practices in this area. In contrast, CSR programs (social dimension) recorded the lowest standard deviation (0.632), indicating that respondents' views were the most homogeneous and consistent regarding the effectiveness of community initiatives. This strengthens the robustness of the positive result for this dimension.

In addition, the CSR programs (employee and governance dimension) recorded the highest variance value (0.674), confirming that it is the most contentious dimension among respondents, whereas the CSR programs (social dimension) recorded the lowest variance value (0.399), confirming it as the dimension with the highest level of agreement and consistency among the research sample.

## 10.2. Section Two: Hypotheses Testing

### 10.2.1. Testing the Main Hypothesis

To test the main hypothesis, the researcher analyzed the questionnaire data as presented in the following tables:

**Table (3): Multiple Regression Analysis (Model Summary)**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.875a	0.766	0.763	0.342

a. Predictors: (Constant), (A), (B), (C)

**Source:** Prepared by the researcher based on statistical analysis outputs using SPSS software, version 28.

**Table (4): Regression Analysis (ANOVA Table)**

ANOVAa

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	65.324	3	21.775	186.214	0.000b
Residual	46.128	396	0.117		
Total	111.452	399			

a. Dependent Variable: (D)

b. Predictors: (Constant), (A), (B), (C)

**Source:** Prepared by the researcher based on statistical analysis outputs using SPSS software, version 28.

It is clear from the ANOVA table (4) that the significance level (Sig.) equals 0.000, which is less than 0.05. Therefore, the regression model is statistically significant, meaning that the implementation of CSR programs affects the dependent variable (brand image). Accordingly, the proposed model is valid for explaining this relationship. Thus, the null hypothesis—which assumes no significant effect of CSR programs on brand image—is rejected, and the alternative hypothesis—asserting a statistically significant relationship between the two variables—is accepted.

From the model summary table (3), the linear correlation coefficient  $R$  is 0.875, a high value indicating a very strong correlation between the variables. The adjusted coefficient of determination is 0.763; therefore, CSR programs explain 76.3% of the variance in brand image improvement, while 23.7% is attributable to other factors.

### 10.2.2. Testing the Sub-Hypotheses

To ensure that the independent sub-variables are not highly intercorrelated, the researcher conducted a multicollinearity test, since the presence of multicollinearity can lead to errors in the model coefficients.

Table (5): Regression Analysis (Coefficients)

Coefficients<sup>a</sup>

Model	Unstandardized Coefficients (B)	Std. Error	Standardized Coefficients (Beta)	T	Sig.	Tolerance	VIF
Constant	0.842	0.178	—	4.732	0.000	—	—
(A)	0.423	0.042	0.481	10.071	0.000	0.385	2.597
(B)	0.356	0.047	0.363	7.574	0.000	0.423	2.364
(C)	0.287	0.039	0.301	7.359	0.000	0.612	1.634

a. Dependent Variable: (D) **Source:** Prepared by the researcher based on statistical analysis outputs using SPSS software, version 28.

#### Testing the First Sub-Hypothesis:

From Table (5), the significance level (Sig.) for the effect of the social dimension is less than 0.05. Therefore, we reject the null hypothesis for the first sub-hypothesis and accept the alternative hypothesis that there is a statistically significant effect of the social dimension of CSR programs on brand image. We also observe that the regression coefficient for the social dimension equals 0.423, indicating a strong positive relationship between the social dimension of CSR programs and brand image.

#### Testing the Second Sub-Hypothesis:

From Table (5), the significance level (Sig.) for the effect of the environmental dimension is less than 0.05. Therefore, we reject the null hypothesis for the second sub-hypothesis and accept the alternative hypothesis that there is a statistically significant effect between the environmental dimension of CSR programs and brand image. We also observe that the regression coefficient for the environmental dimension equals 0.356, indicating a moderate positive relationship between these two variables.

#### Testing the Third Sub-Hypothesis:

From Table (5), the significance level (Sig.) for the effect of the employee and governance dimension is less than 0.05. Therefore, we reject the null hypothesis for the third sub-hypothesis and accept the alternative hypothesis that there is a statistically significant effect between the employee and governance dimension and brand image. We also observe that the regression coefficient for the employee and governance dimension equals 0.287, indicating a weak-to-moderate positive relationship between these two variables.

Accordingly, the linear relationship between variables can be expressed by the following equation:

$$D = 0.842 + (0.423 \times A) + (0.356 \times B) + (0.287 \times C)$$

In addition, the multicollinearity test in Table (5) shows that the VIF values for all variables are less than 5, ranging between 1.634 and 2.597; therefore, there is no serious multicollinearity problem.

### 10.3. Section Three: Results and Recommendations

#### 10.3.1. Study Results

The statistical analysis of data collected from a sample of 385 respondents in the Algerian market revealed the following main findings:



**First: Overall effect.** Multiple regression analysis showed a strong, positive, and statistically significant relationship ( $R = 0.875$ ,  $p < 0.001$ ) between integrated CSR practices and the multidimensional brand image of the studied brand. The proposed model explains 76.3% of the variance in brand image (adjusted  $R^2 = 0.763$ ), indicating high explanatory power.

**Second: Relative impact of dimensions.** The contribution strength of the three CSR dimensions to explaining variance in brand image differed notably:

- **Social dimension:** Recorded the strongest positive standardized effect ( $\beta = 0.423$ ,  $p < 0.001$ ), along with the highest mean ( $M = 4.18$ ) and the lowest dispersion ( $SD = 0.632$ ). This indicates high consensus and a strong positive evaluation of community initiatives' effectiveness.
- **Environmental dimension:** Recorded a moderately strong positive effect ( $\beta = 0.356$ ,  $p < 0.001$ ) and a positive mean ( $M = 3.76$ ).
- **Employee and governance dimension:** Recorded the weakest statistical effect ( $\beta = 0.287$ ,  $p < 0.001$ ), with the lowest mean ( $M = 3.45$ ) and the highest dispersion in responses ( $SD = 0.821$ ). This reflects substantial variation in respondents' evaluations and/or limited clarity of these practices to them.

### 10.3.2. Discussion of Results

The study's findings provide rich material for discussion in light of the theoretical framework and prior literature, revealing meaningful similarities and differences shaped by contextual factors.

#### Similarities with Previous Studies

- **Overall positive effect:** The study's main finding confirms what most prior research has found in various contexts (e.g., Kim & Lee, 2020; Al-Majali & Al-Haddad, 2021) regarding the positive nature of the relationship between CSR and brand image. This supports the robustness of this relationship as a theoretical proposition that transcends geographic boundaries.
- **Dominance of the social dimension in emerging and collectivist cultural contexts:** The ranking of dimensions (with the social dimension first) aligns with findings from studies conducted in culturally and economically similar environments. For example, an Algerian local study (Bougherra & Meliani, 2020) found that community initiatives are the primary driver of the reputation of multinational firms. Similarly, Al-Majali & Al-Haddad (2021) in Jordan and Saudi Arabia highlighted the superiority of educational community programs. This similarity indicates that tangible and direct social value for local communities is highly appreciated in environments that emphasize collective solidarity, making the social dimension an effective "strategic entry point" for building legitimacy and trust.

#### Differences from Previous Studies and Possible Explanations

- **Relatively weaker governance impact compared with advanced contexts:** While the employee and governance dimension recorded the weakest effect in this study, research in other contexts (e.g., Kim & Lee, 2020 in Korea) found that good governance and transparency play a pivotal role in building trust, which in turn strongly mediated the relationship. This difference may be explained by:
  - **Differences in public priorities and market maturity:** Consumers in emerging markets may focus more on immediate developmental and basic needs (social dimension) compared with more abstract institutional principles (governance). Levels of awareness and institutional maturity may also influence how these practices are valued.
  - **Communication gap:** The weak perceptions and high dispersion around this dimension may result from insufficient or ineffective strategic communication by the company regarding its internal governance and business ethics practices in the Algerian market, compared with other markets where such communication is more established.

- **Moderate environmental impact compared with studies emphasizing it:** The environmental dimension showed a moderate effect, which may appear lower than the strong effect reported by García & Rodríguez (2019) regarding Coca-Cola's environmental campaigns on perceived authenticity in Latin America (40%). This difference may be attributed to:
  - **Local context and competing challenges:** In an environment such as Algeria, pressing social and economic priorities may outweigh environmental concerns in overall corporate evaluation.
  - **Communication strategy and message credibility:** The company's environmental efforts may be less visible or face higher skepticism ("greenwashing") in this context, limiting their ability to generate the same emotional and perceptual impact achieved elsewhere.

### 10.3.3. Study Recommendations

Based on the study results and the similarities/differences discussed in relation to prior literature, the study provides a set of recommendations aimed at maximizing the strategic return of CSR investments in the Algerian market:

#### First: Strategic and Practical Recommendations for Coca-Cola (and Similar Firms Operating in Algeria)

- **Strengthen investment and focus on the social dimension as a primary strategic lever:** Given that it is the strongest driver and the most consistent in its positive effects, it is recommended to:
  - a) Allocate a larger share of CSR budgets and initiatives to tangible and sustainable community programs, prioritizing projects aligned with national priorities and urgent local needs (e.g., youth entrepreneurship, support for technical and vocational education, strengthening primary healthcare).
  - b) Deepen partnerships with local actors (local authorities, local NGOs, universities) to co-design and implement initiatives that maximize alignment with the Algerian context, thereby enhancing perceptions of genuine "local corporate citizenship."
  - c) Systematically document and measure the impact of these initiatives and use clear media storytelling focused on positive change in individuals' and communities' lives, to move impact from the cognitive level to the affective level and reinforce it.
- **Environmental dimension:** Develop a transparent and simplified Arabic communication strategy that continuously and tangibly explains the company's sustainability efforts within Algeria (e.g., water management, carbon footprint reduction, circular economy for waste). It is recommended to publish simplified annual reports for the general public and activate interactive awareness campaigns.
- **Governance and employee practices dimension:** Shift from passive communication to proactive and clear disclosure of the company's ethical policies, welfare and development programs for Algerian employees, and integrity and anti-corruption initiatives. This can be achieved through sustainability reports, media materials highlighting the work environment, and proactive responses to inquiries from civil society and media.
- **Adopt an integrated communication model:** The company's overall communication strategy should reflect consistency and interconnection among the three dimensions. For example, a community initiative (such as drilling a well) can be linked to environmental efforts (water conservation) and governance practices (transparency in procurement). This strengthens a coherent and integrated brand image.

#### Second: Recommendations for Researchers and Academic Institutions

- Conduct longitudinal and follow-up studies to measure brand image evolution and the impact of CSR initiatives over time, assessing the true sustainability of the effect.
- Investigate mediating and moderating variables, such as perceived authenticity, trust, and national identity, to more precisely explain how CSR activities are transformed into reputational capital, as well as moderators such as age, gender, and geographic region within Algeria.

- Conduct cross-sector comparative studies by applying this research model to other industries in Algeria (e.g., energy, telecommunications, banking) to determine whether the hierarchy of CSR dimension effects differs by sector.
- Study perceptions of other stakeholder groups by expanding the scope to include employees themselves, suppliers, government regulators, and the media to obtain a more comprehensive view of corporate reputation.

### Ethical Considerations

This study was conducted in accordance with internationally recognized ethical standards for social science research. Participation in the survey was entirely voluntary, and all respondents were informed about the purpose of the study prior to data collection. Informed consent was obtained from all participants. Anonymity and confidentiality were strictly maintained, and no personally identifiable information was collected or stored. The data were used exclusively for academic research purposes. The study did not involve vulnerable populations, experimental manipulation, or any form of deception, and therefore did not require formal institutional ethical approval under the applicable national research regulations.

### Author Contributions

- **Hamza Elbagor:** Conceptualization of the study, research design, questionnaire development, data collection, statistical analysis, and drafting of the original manuscript.
- **Zineb Bourai:** Literature review, theoretical framework development, data interpretation, and critical revision of the manuscript.
- **Misbah Azzedine Mohamed Amhmed:** Methodological validation, results discussion, editing, and final approval of the manuscript.

All authors have read and approved the final version of the manuscript and agree to be accountable for all aspects of the work.

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