

**CORPORATE SOCIAL RESPONSIBILITY AND PUBLIC IMAGE OF EAST
AFRICAN BREWERIES LIMITED**

BY

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**A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILLMENT OF
REQUIREMENTS FOR THE AWARD OF DEGREE OF MASTER OF BUSINESS
ADMINISTRATION, SCHOOL OF BUSINESS, UNIVERSITY OF NAIROBI**

NOVEMBER, 2018

DECLARATION

I declare this research project as my original work which has never been submitted for the award of any degree or diploma in this or any other university.

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D61/72342/2011

This research project has been submitted for examination with my approval as the university supervisor.

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ACKNOWLEDGEMENTS

I am grateful to the almighty God for bringing me this far and the excessive provision and wisdom throughout my studies. I am also thankful to my supervisor Prof. Martin Ogutu for the patience, guidance and understanding in the course of the project.

I greatly appreciate the encouragement and support that I received from my husband, my daughter, my mom, my family, fellow students in the MBA program and my friends. Thank you all though I may not fully express my utmost gratitude to all of you, but the least I can say is, may God reward you in his own special ways.

To the respondents (EABL management) I appreciate you for making time to give feedback on the interview which went a long way in ensuing the research project was insightful upon completion.

DEDICATION

I dedicate this project to my late dad Mutembei, the fountain of my inspiration. To my Loving mother Teresia, you sacrificed everything to see me come this far. To my Loving husband James and Daughter Tiffanie, you are the key to my success. To my sister Dorine and Brother Vincent am grateful for your encouragement and support.

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ACRONYMS & ABBREVIATIONS

CSR Corporate Social Responsibility

EABL East African Breweries limited

PI Public Image

PR Public Relations

ABSTRACT

The research used EABL as an example to establish whether their participation in various CSR activities impacts on its public image. Many multinationals simply make one-off donations to needy institutions, have their CSR published and later claim to be socially accountable through their websites and advertising materials. The objective of the study will be to determine what impact does Corporate Social Responsibility have on the public image of EABL. The study focused on various activities that East African Breweries undertakes as part of their CSR which include Education, Environmental, Agriculture and Water sponsorship. This research adopted the case study type of design. The study employed primary qualitative data which was collected using interview guides. Data was analysed using content analysis where data was organised and reported according to common themes. The study found that participation in water access activities helped the firm's brand to be recognized better, it helped to improve the company's reputation and it helped in increase of sales and customer loyalty. The study also found that CSR funding in scholarships for students helped the firm to achieve specific marketing objectives through tailored marketing activities to applicants and the wider student's audience. The study further found that the company's funding in academic research institutions stimulated the company's internal research and development programs. The study concludes that CSR on environmental protection had a great impact on the firm's image. The study also concludes that CSR had a great positive impact on Education Sponsorship on the firm's image as CRS funding in scholarships for students helped the firm to achieve specific marketing objectives through tailored marketing activities to applicants and the wider student's audience. The study finally concluded that CSR on Agriculture sponsorship had a great impact on the firm's image. The study concludes that CSR on environmental protection had a great impact on the firm's image. The study also concludes that CSR had an impact on Education Sponsorship on the firm's image. The study finally concluded that Corporate Social Responsibility on Agriculture sponsorship had a great impact on the firm's image. The study recommends that the EABL should make changes in their product materials, ingredients and packaging. It further recommends that the EABL should engage more in educational sponsorship so as to position the company as a company that cares about education, training and development of future generations and to bring positive effects to the society and thus have potential to enhance business and develop society.

CHAPTER ONE:INTRODUCTION

1.1 Background of the study

The 21st Century has seen the current tendency of multinationals being more concerned with social responsibility in order to improve their public image to their target customers and beyond (Nickels, 2010). Globally, many companies have increased their contributions towards corporate social responsibility (CSR) in order to improve their public image (European Commission, 2010). In the present environment marked by stiff competition, CSR represents high- profile notion with importance strategically aimed to improve the public image. More than 90% of the 500 companies under review have explicit CSR activities nowadays according to the Fortune magazine (Manakkalathil and Rudolf, 2005). Well strategized CSR activities usually lead to loyal partners and satisfied customers thus enhancing productivity while nurturing sustainable affiliations between the organizations concerned and donor partners both at the corporate or individual levels (Ngige, 2010).

This study will be anchored on two theories namely; the Environmental dependency theory and The Stakeholder's theory. Environmental dependency theory states that any business is fully dependent upon its environment for survival and growth. (Pfeiffer, 2003). Further, the stakeholder theory states that the main purpose why businesses exist is to maximize the benefits for the stakeholders. These may include; shareholders, customers, employees, suppliers, and communities. (Freeman, 1984). These two theories look at how businesses integrate social demands into their activities so to ensure their existence, growth and continuity. The environment the company operates in and its stakeholders will determine the company's decision to offer CSR or not.

The Kenyan Beer industry started in 1922 when two brothers from England, George and Charles Hurst of the Dodd family started beer brewing in Kenya. They registered a private company called Kenya Breweries Ltd (KBL). KBL later in 1935 bought off Tanganyika Breweries. By 1936 these two companies were amalgamated together into the East African Breweries Limited (EABL). This new business grew locally and opened more branches such as the Mombasa brewery.

East African Breweries Limited (EABL) has been on the forefront in offering CSR to the less privileged in the society. The company faces a number of challenges with regard to its public image which include vulnerability through weak relationships with communities and customers who view EABL CSR participation as surplus profits gotten from alcoholic products not meant for the good of society. Furthermore, some people divert CSR funds for personal gain thereby not reaching the target beneficiaries. The Christian community which is very influential in society often does not want to associate with any of the EABL activities as they are seen to be selling a product detrimental to good moral values. However, these challenges require CSR activities to help in enhancing the company image (Aaker, 1994) and change public perception. CSR has increased both investor and customer bases as they would want to be associated with businesses like EABL which advocate social responsibility. Such bonding encourages the positive evaluation of company products thus helping to add value through; advocacy, word-of-mouth, customer loyalty and resilience that may arise from negative brand information (Sen et al., 2006). EABL usually partners with individuals, corporates, and sometimes foreigners in CSR activities and set aside money for those activities. EABL announced an end of year pre-tax profit of KShs 15 billion for the period ended 30 June 2017 (EABL, 2017).

1.1.1 Corporate Social Responsibility

This entails the ability of a Business entity to consider issues and its respond to them beyond its technical, economic and legal requirements. It is the duty of a business to evaluate the effects its decisions have on external systems in ways that bring social benefits alongside profits. This concept started being used in the early in the twentieth century. Today, this concept gets a big boost from the writings in the book “The social responsibility of business men” by Teng (2007).

In the book, Teng suggests that business actors should bear in mind the implication of their decisions on the society. Modern society having been awakened by the urgency of the problems facing it wants both the managers and owners of business to socially responsible where they do their business. This is so given the negative social effects of their businesses to society which include air pollution, noise pollution, water and solid waste disposal to mention but a few (Zampetakis, 2011).

However, there has been a few scholars who are against CSR by corporates that include; Spann et al., (2008) an economist was always against doing anything that prohibits profit maximization. Friedman (1970) states that if cost of CSR increases the profits are reduced hence reducing value to its shareholders. On the other hand, when CSR initiatives are undertaken appropriately eventually the business is able to reduce its operations cost by increasing their sales hence increasing the financial benefits as depicted by Porter and Kramer (2011). For example, by reducing the business risk associated with the business reputation which according to Porter and Kramer (2011) may negatively impact the business profitability; the organisation is able to get loyal customers. Thus SCR initiatives may be a present cost, but eventually when good firm image is achieved it brings financial performance and growth.

The main reason of studying social prosperity is because it affects the prosperity of organizations positively. CSR is considered a key contributor to sustainable development which is development in accordance with present needs without necessarily jeopardising the ability of future generations to meet their own needs. Rionda (2002) stated that all companies prosper when the society they do business in prospers and are thus better off when social responsibility a key part of every decision making process. Peredo & McLean (2006) suggest that being socially responsible at the local level is a major concern which supports the idea that businesses will do better in a thriving society than a declining one. Businesses will thrive since CSR is an effective tool for marketing in organizations. Firms have the freedom to choose which activities they would want to undertake outside their normal business so as to bring positive changes in society. They can focus on supporting sectors such as Education, Environment, Culture, economy, and many others.

1.1.2 Public Image

Public image is a composition of corporate design and logos, corporate communications and public relations, corporate values and norms (MacMillan, Block and Narasimha, 2012). Corporate image encompasses the reputation, how the company organizes its activities and how it conducts its business as well as the personal attitude of employees and the way they respond to customers (Moon, 2004). The reputation of a company includes; community building, a corporate culture, policy formulation, job creation, and responsible citizenship.

The public seeks to answer the question, “Is this firm the good guys or the bad guys?” Every organization has a corporate image reflected in its commitment to quality and excellence to its stakeholders. Corporate’s public image is the overall perception of a company in the hearts and minds of stakeholders and their view on the company. Corporate image plays a key role as to how internal and external stakeholders perceive the company.

Companies do invest immense resources so as to be recognised as the best in a certain industry by adopting best practices and communicating to the public their commitment and desire to meet their customer needs. Companies are concerned with ensuring loyalty, creating culture, shared values and a clear sense of direction for their organizations (Nadezhda, 2007). That is why mission statements have become more fashionable and emphatic in bringing the message home to their employees and customers. The mission statements of most companies tend to send a clear message that they are fast, energetic and responsive and dedicated to the public.

Through diversification, a company’s image is enhanced and if that image is explicitly controlled it can be the single most powerful influence on the corporate culture. Corporate public image is concerned with four major areas which include; product or services through what they make or sell., environment where they make or sell their products, Information that the company communicates to the public on what they do and the last one is behaviour. This is whether people within the organization believe in each other and in the public. All these communicate ideas about the company. Organization image is important for the survival and growth of business in competitive environments like Kenya (Orlitzky, 2010). Firms spend huge resources to build their image so as to attract and retain their customers.

1.1.3 East Africa Breweries Limited

The East Africa Breweries Limited (EABL) is the number one manufacturer of branded beer in the East African region. Formerly, the company was called the Kenya Breweries Ltd. The company was established back in 1922 by two white settlers, Charles Hurst and George (EABL, 2017). It was owned by the Dodd family in Kenya and by 1990 had most of its shareholders being local Kenyans. Its main business is producing, packaging and marketing both alcoholic and non-alcoholic drinks. The company's products include beer, spirits and non-alcoholic drinks.

East African Breweries Limited does own 80% Kenya Breweries, 100% Kenya Malting's, 100% Central Glass, 98.2% Uganda Breweries together with 46% United Distillers and Vintners (Kenya) Limited. It also owns 100% East African Malting's, 100% EABL International (responsible for exports), 100% EABL Foundation, 100% Universal Distillers Uganda and 51% Serengeti Breweries limited (EABL, 2017). EABL with an estimated annual turnover of 35 Billion Kenya shillings commands the largest market Share of beer sales in East Africa. The company employs more than one thousand workers across east Africa. EABL has won the award of being the "Most Respected Company in East Africa", for five consecutive years from year (2000, to 2004) and was 2nd runners up in year 2009 in a study by Price water house Coopers and the Nation Media Group. The Company has steadily continued to develop its core business and maintain its leading position in the market by also engaging in CSR activities annually (EABL, 2017).

The company faces a number of challenges with regard to its public image which include vulnerability through weak relationships with communities and customers who view EABL CSR participation as surplus profits gotten from alcoholic products not meant for the good of society. Furthermore, some people divert CSR funds for personal gain thereby not reaching the target beneficiaries. The Christian community which is very influential in society often does not want to associate with any of the EABL activities since they are seen to be selling a product detrimental to good moral values. They also face legal challenges in that they are restricted from advertising their products and activities freely.

1.2 Research Problem

The 21st Century has seen the current tendency of corporates being more concerned with social responsibility in order to improve their public image to their target customers and beyond (Nickels, 2010). Globally, many companies have increased their contributions towards corporate social responsibility (CSR) in order to improve their public image (European Commission, 2010). In the present environment marked by stiff competition, CSR therefore represents high- profile notion with importance strategically aimed to improve the public image. More than 90% of the 500 companies under review have explicit CSR activities nowadays according to the Fortune magazine (Manakkalathil and Rudolf, 2005).

Well strategized CSR activities usually lead to loyal partners and satisfied customers thus enhancing productivity while nurturing sustainable affiliations between the organizations concerned and donor partners both at the corporate or individual levels (Ngige, 2010).The research will use EABL as an example establish whether their participation in various CSR activities impacts on its public image.

Mitigoa (2006) asserts that it is fashionable nowadays, for multinationals to highlight their involvement in CSR. However, there is little empirical data to show the effects of CSR projects on the public image of the multinationals. Many multinationals simply make one off donations to needy institutions, have their CSR published and later claim to be socially accountable through their websites and advertising materials. Margolis and Walsh (2007) argue CSR is being used as a form of PR (public relations) exercise and advertising citing 'Philip Morris' a tobacco company which spent \$75 million on their contribution to charity in 1999 and subsequently launched \$100 million on advertising campaign for their own publicity. This raises the question whether the intention and action by such a company is aimed at the practice of CSR. It is crucial to find the impact of CSR on the EABL public image since EABL is one of the multinationals investing heavily on CSR projects.

There is inadequate empirical literature on CSR locally. Ominde (2006), did a study focused on correlation between Corporate strategy and Social Responsibility by listed companies in the Nairobi Stock Exchange. Mitigoa (2006), did research on Corporate Social Responsibility as means to stakeholder management by big organisations in Kenya. Auka (2006) did study on managing the perception of Corporate Social Responsibility at the Kenya Revenue Authority. Kamundia (2008) did research on the effects of Corporate Social Responsibility on performance by an organization with focus on commercial banks. Karindi (2010) carried out research on Corporate Social Responsibility with focus on SMEs while Mbugua (2010) carried out research on the strategies used to implement Corporate Social Responsibility by Kenya's banking sector. Ngige (2010) did research on the effects CSR activities have on Kenya's private sector. However, none of those studies show the impact of corporate social responsibility on public image of a multinational like East African Breweries limited.

Most of the literature or mass media reports on CSR activities have a promotional perspective but do not address the issue on whether the public image of companies will be impacted on or not. The aspect of inclusion of CSR impact on public image will no doubt differentiate between those organizations which take CSR seriously and those who practise for the sake of it. Therefore, this study will attempt to answer the following research question; What impact does Corporate Social Responsibility have on the public image of East African Breweries Limited?

1.3 The Research Objective

The Objective of the study will be to determine what impact does Corporate Social Responsibility have on the public image of east African Breweries Limited.

1.4 Value of the study

It helps generate information on impact of CSR activities on the corporate image thus contributing to the existing knowledge pool about CSR and help create opportunities for further research. It motivates more research people and organizations to carry out similar studies in other areas of interest. It will create a knowledge pool on CSR activities and their impact on both society and business available for future references.

The results of the study assist top management and shareholders of multinationals operating in Kenya select the CSR practices to engage in which will in turn impact positively on their public image. The study will in turn encourage compliant firms to continue being socially responsible since by so doing they will continue to revel in consumer loyalty thus increasing their profitability, shareholder's wealth and the communal prosperity at large.

This research assist in generating policies that can be used by regulators in Kenya control how multinationals in Kenya can take part in CSR activities. The civil society and communities will gain access to information that will guide them in assessing the extent to which multinational corporations affect the lives of those around them. This will enable them demand for the increase of suitable CSR activities from multinational companies.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This is a summary consisting of information from other research people who have done research on the same. This chapter reviews information from articles, books and previous research work so as to understand better the influence of CSR on the public image of a firm. The chapter is beginning with a theory that underpins the study in detail by looking at the environmental dependency theory. It's subsequently supported by the stakeholder theory that is relevant in our study of corporate social responsibility and company image.

The environmental dependency theory focuses mostly on the external environment that affects organizations thus leading to various changes. The study will focus on changes caused by the external forces in the environment where the multinationals operates. Logsdon and Yuthas, (2007) states that "The main aim of doing environmental analysis is to enable a company know its current position vis-a-vis the external environment" The environment that a firm operates in will determine the company's decision to offer CSR or not and choice of specific CSR activity to undertake so as to have maximum impact on its public image. The concept of stakeholders' theory is where organizations are expected to consider their impact on the environment and society in their profit maximization efforts. The theory identifies the importance of wealth creation on corporates' relationships and impact on various interested parties and the community in general.

This review concludes by comparing corporate social responsibility vis-a-sis the firm's public image. It helps brings out both negative and positive conclusions that have been done by scholars to bring out the effects corporate social responsibility has on a firm's public image. Its indicates that CSR sets the standards for companies to adhere to so as to bring positive impact to society and thus have potential to enhance business and develop the society.

2.2 Theoretical Foundation

The study focused mainly on two theories which are; the environmental dependency theory and the stakeholder's theory as presented below:

2.2.1 Environmental Dependence Theory

It's hard to find a lesser used saying than that the only thing constant in life is change. This is true not just for businessmen and women but also for multinationals. The notions that change is ambiguous and needs preparing for sharply contrasts our abilities to understand observe and manage change in organizations. A nickel (2010) suggests that managers should focus on the four types of changes in organizations so as to have competitive advantages. The four include; products and services, strategy and structure, technology and culture.

In order to succeed in rapidly changing environments, organizations need to realign and increase the capacity of their political, cultural and technical systems. Business managers can use the following tools at their disposal so as to accomplish these tasks Prahalad and Hart (2002); human resource management, organizational structure and mission and strategy. When an organization defines its purpose and goal thus setting its main objective, it requires both strategy and mission tools to achieve it.

Organization structure refers to the way tasks are centralized and the way employees step in to overcome challenges in their work. All employees training programmes, performance assessments and the setting of financial and prize rewards are tools of human resource management (Roberts and Dowling, 2010).

Nicholls (2008) states that an organization being an open system must interact with its environment since its dependent on it. Therefore, any changes in the environment make it necessary for an organization to make changes in its internal processes, systems and sub-systems. He also suggests that change can be brought about by external forces such as political, economic and social cultural and internal factors that involve change of processes to align themselves with the external forces. This study will focus on Corporate Social Responsibility activities that impact on the environment where the multinationals operates.

Lee et al., (2008) organizations should observe the environment and make all the changes necessary. External environment is the world in which businesses do their activities. Despite the business, organizations cannot function by isolating themselves from their surroundings. Azhar (2008) continues to suggest that the external environment is composed of the political environment made up of bodies with political views as to how the business should run. The key elements include; national and local government, employers' bodies, trade unions, political alliances and agreements.

Another component of the external environment is the economic environment which consists of bodies that make economic decisions that affect the organization, the Social cultural environment that encompasses change in the ages and structural organisation of a population as well as cross-cultural issues, the technological environment that has influenced all business aspects from general to specific, and the competitive environment that drives competition in an industry thus bringing about rivalry if there are numerous organizations in an industry (Lantos, 2010).

2.2.2 Stakeholder's Theory

In the 1970s freeman developed the stakeholders approach to strategic management based on ethical theories. His starting point was the idea that a manager exercises a relationship of trust to the business. This theory suggests that business should be viewed in relation to those who have a stake in the business not just shareholders. Businesses exist to create value in society and not purely to create wealth for the shareholders. (Freeman, 1984). Mullins (2002) says the stakeholders of a business are; employees, suppliers, customers, and the community neighbouring the company.

The social responsibility of a business includes the following; Resources-It's the responsibility of an organisation to utilise numerous resources (material, labour, capital, machines and management in the best way possible so as to minimise wastages. Employees should be treated well as human beings with social and psychological needs. Customers, business has a responsibility to its customers mainly by creating demand through the provision of goods and services at affordable prices. If the business does not create demand, the long run objective of profit maximization will not be achieved.

The community and business should assist the government in solving social problems. Ignoring social rules can lead to the emergence of new laws.

Studies have shown there is an implicit or explicit contract between businesses and the community in which they operate. Later, while emphasizing on the stakeholders theory, Mintzberg, (1983) Carroll and Nohria, (1984) Meznar, et al. (1991) came up responding quickly social demands. According to them, organizations are expected to consider profit maximization efforts. On the same note (Carroll 1991) introduced the idea of incorporating both corporate social responsibility and responsiveness, which became the “concept for corporate social performance” (CSP). Carroll asserts that social responsibility is shaped by legal, ethical and economic principles.

2.3 Corporate Social Responsibility and Firm Image

CSR sets the standards for companies to adhere to so as to bring positive effects to the society and thus have potential to enhance business and develop society (Nickels, 2010). Fiorina (2009) argues that businesses do not have moral responsibilities since they are not natural persons. On the other hand, Peredo and McLean (2006) disagree. They are of the view that Friedman lacks merit since he does differentiate between the moral and social responsibilities. Friedman tends to agree with the environmental dependency theory which sees CSR as a means to profit.

The Manakkalathil and Rudolf (2005) study brings out the correlation between both CSR and performance of a Firm. It breaks down the environmental dependency theory into three distinct groupings. Group one is of the view that CSR aims at maximizing shareholder value as indicated by the share price (Nadezhda, 2007). According to this group, the environmental dependency theory states that any expenditure on social activities that gives rise to the increase in shareholder values should be undertaken. On the contrary, social activities imposing costs on business

must be avoided. Group two sees CSR as being focused on achieving competitive advantage thus resulting into profits in the long-term (Fiorina, 2009).

CSR is thus used to achieve a competitive advantage by investing in philanthropic activities and identifying both social and ethical capabilities by disruptive innovations (Moon, 2004). Group three involves cause-related marketing which is the formulation and implementation of market related activities. Its main characteristic is the offer by a firm to contribute money to a designated cause whenever customers buy the company products (Orlitzky, 2010). The objective is to improve both sales figures and income associating with both ethical and social responsibility dimensions (Sharma and Chrisman, 2010).

This theory seeks to show that when a business increases the expenditure in CSR, its performance equally improves. Zampetakis (2011) argues that the concerns for profit do not exclude taking into account the interests of stakeholders. Mitigoa (2006), does agree that sufficient investments in social activities and philanthropy is acceptable for the realisation of profits. The Environmental dependency theory thus brings out the relationship between the public image of a firm and CSR.

2.4 Empirical studies and knowledge gaps

Mitigoa (2006) asserts that it is fashionable nowadays, for multinationals to highlight their involvement in CSR. However, there is little empirical data to show the effects of CSR projects on the public image of the multinationals. Many multinationals simply make one off donations to needy institutions, have their CSR published and later claim to be socially accountable through their websites and advertising materials. Margolis and Walsh (2007) argue CSR is being used as a form of PR(public relations) exercise and advertising citing 'Philip Morris' a tobacco company which spent \$75 million on their contribution to charity in 1999 and subsequently launched

\$100 million on advertising campaign for their own publicity. This raises the question whether the intention and action by such a company is aimed at the practice of CSR.

It is crucial to find the impact of CSR on the EABL public image since EABL is one of the multinationals investing heavily on CSR projects. EABL recently announced an end of year pre-tax profit results of KShs 15 billion for the period ended 30 June 2013 (EABL, 2017).

In much of the CSR literature or even in the mass media, the PricewaterhouseCoopers (2012) report shows the organizational CSR activities from a promotional perspective but does not address whether the public image of companies have been impacted on or not. In addition, it has been noted that involvement in CSR activities is highlighted in various organizational websites. Examples of the websites visited are www.eastafricanportland.com, www.cocacola.co.ke, www.safaricomfoundation.org and many others.

However, there is no organization which goes further to indicate whether CSR impacts on the public image of the companies. The aspect of inclusion of CSR impact on public image will no doubt differentiate between those organizations which take CSR seriously and those which practise for the sake of it. The researcher used East African Breweries Limited as an example, in establishing whether Corporate Social Responsibility impacts on public image by assessing the various CSR activities that the firm takes part in which include funding of Environment, Water access, Education and Agriculture among others.

There is inadequate empirical literature on CSR locally. Ominde (2006), did a study focused on the relation between Corporate Social Responsibility and strategy by all the listed companies on Nairobi Stock Market. Mitigoa (2006), researched on Corporate Social Responsibility as a tool for stakeholder management by big businesses in Kenya. Auka (2006) did study on the management perception of Corporate Social Responsibility by Kenya Revenue Authority. Kamundia (2008) did research the effects Corporate Social Responsibility has on performance by organizations with a major focus on commercial banks. Karindi (2010) carried out research on Corporate Social Responsibility with focus on SMEs while Mbugua (2010) did study on strategies for the implementation of Corporate Social Responsibility by Kenyan banks.

Ngige (2010) also did research on the impact of CSR on Kenya's private sector. It is clear that none of these studies show any effects which corporate social responsibility has on the public image of multinationals. Thus, this study aimed at investigating the key factors that determine corporate social responsibility and its influence on public image for East African Breweries Limited.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This is a discussion of all the methodologies used in undertaking the research. The following areas are targeted; the research design, target population, data collection, instrument to be used in data collection, analysis and presentation. For the making of business decision purposes, it is thus used in collection of information..The identification, selection, processing and analyzation of data was done in this section with the aim of answering the research problem. How data was collected and generated; and how the data was analysed are the two questions that this research paper's methodology tended to answer.

3.1 Research Design

This entails the structure or plan of carrying out all investigations meant to get answers to the research question and the objectives. It is the method used with an aim of achieving the objective of his research. It is a concept type of framework outlining the study to be undertaken.

It is a way of achieving research objectives by using historical and proven methods. Sloman(2010) notes that a research design is a framework for measuring correlation between study variables. It outlines the procedure for all research activities ranging from sampling to the presentation of findings. There are various designs which include; the exploratory, descriptive, causal, experiments, survey and case studies (Babbie, 2013).

This research adopted a case study type of design. Yin, (1994) refers to case study method as the qualitative, small-*N*, and ethnographic research, clinical, participant-observation or otherwise carried out on the field. In such a study the researcher cannot manipulate the behaviour of the study respondents. The researcher wants to cover contextual conditions which he foresees to be relevant to occurrences under study. Case study is an approach that has been advocated for when the intention of the researcher is to generate detailed information about the subject matter. For this study case study is applicable because the researcher's aim is to review effects of corporate social responsibility on public image of East African Breweries Limited (EABL) as a multinational in Kenya.

3.2 Data Collection.

The study employed primary qualitative data which was collected using interview guides. The interview guide as an instrument of data collection was both practical and cost effective (Denscombe, 2008). The interview guide contains open-ended questions. It consists of four main parts; Section A contains questions on Environmental participation and public image of EABL. B contains questions on Education sponsorship and public image of EABL; C contains questions on Agricultural sponsorship and public image of EABL.

The interview guide was structured on known corporate Social responsibility activities deemed applicable in impacting the public image of East African Breweries Limited. The researcher targeted to interview 5 senior managers that include; the Senior Manager EABL foundation that solely deals with CSR activities, the Senior manager marketing, the Senior manager public relations, Senior manager finance, Senior manager customer Experience to establish the activities they participate in corporate social responsibility and their influence on the public image of EABL.

The researcher administered the interview guide by booking appointments with the respondents and where an appointment did not materialize, the researcher booked another appointment or interviewed the deputies to the targeted respondents. This enabled the researcher to undertake successful interviews despite respondent's busy schedule. The interview was guided on four areas that include; questions on Environmental participation and public image of EABL the Education sponsorship and public image of EABL and Agricultural sponsorship and the public image of EABL.

3.3 Data Analysis

This study will involve collection of qualitative data. Content analysis is used to analyse the qualitative data from open-ended questions as set in the interview guide. Mugenda and Mugenda (2003) define content analysis as the technique for making inference through the systematic and objective identification of specified characteristics in messages and using these to draw any correlation trends.

Qualitative data analysis is done by developing a thematic framework from key issues, concepts and any themes coming from open ended questions in the survey. Any information gathered is then interpreted and explained in the form of a prose. Kothari (2004) says content analysis is the analysis of all the contents of a documentary and verbal material. He describes it as qualitative analysis concerning the general import of messages for existing documents which measure pervasiveness. An analysis of the collected data does also involve comparisons between theoretical approaches vis-a-vis any documentation recorded in the survey. The researcher will analyse the information collected from the interviewees against known impacts of corporate social responsibility on public image.

Content analysis is a research technique used to make both replicable and valid inferences by interpreting the coded textual materials. It is descriptive, understandable, in-expensive and un-obtrusive. It is useful in analyzing historical materials and documenting the trends over a period of time. Hence, most of the materials written on the subject matter prove useful in deciphering meaning out of them for purposes of making findings. Qualitative data is usually analysed systematically so as to derive meaningful recommendations and conclusion.

CHAPTER FOUR:

DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

This chapter presents analysis and findings of the study as set out in the research methodology. The results are presented on the corporate social responsibility and public image of East African Breweries Limited. The data was gathered exclusively from an interview guide as the research instrument. The interview guide was designed in line with the objectives of the study.

4.1.1 Response Rate

The study targeted 5 senior managers; the Senior Manager EABL foundation that solely deals with CSR activities, the Senior manager marketing, the Senior manager public relations, the Senior manager finance and the Senior manager customer Experience to establish the activities they participated in corporate social responsibility and how they influenced the public image of EABL. Despite the respondents' busy schedule, the researcher administered the interview guide by booking appointments with the respondents and where an appointment did not materialize, another appointment was made or their deputies were interviewed.

4.2 Corporate Social Responsibility and Public Image

This section presents findings on the impacts of corporate social responsibility on environmental protection and public image of East African Breweries Limited, corporate social responsibility on education sponsorship and public image of East African Breweries Limited, and corporate social responsibility on Agriculture funding and public image of East African Breweries Limited. It brings out how the three areas of CSR activities among others affect the reputation of EABL.

4.2.1 CSR Participation in Water Access on Firm Image

Respondents indicated that participation in water access activities helped the firm's brand to be recognized better, it helped to improve the company's reputation, it helped in increase of sales and customer loyalty, it helped the company in saving operational costs, it helped the company in improving its financial performance, it also helped the company to attract talent and retain its staff, it helps in the organizational growth and easier access to capital.

4.2.2 CSR Participation in Forest Protection

According to the respondents, participating in activities that encouraged protection of forests helped to set the firm apart from their competitors and attracting new customers who wanted to buy products from an environmentally friendly business. They also indicated that sustainability was improved through depending less on natural resources therefore reducing costs due to climate changes and that made the company to have long term success.

4.2.3 CSR Participation on other Environmental Protection Activities

As per the respondents, they undertook other activities such as industrial waste disposal and recycling, proper waste management, collection and management of hazardous substances, environmentally considerate procurement activities and promotion of paperless operations with online purchasing systems to help reduce environmental impact in business activities in EABL.

4.2.4 CSR Participation in Scholarship For Students

CRS funding in scholarships for students helped the firm to achieve specific marketing objectives through tailored marketing activities to applicants and the wider students audience, it created a resource for future graduate recruitment, it attracted and retained loyal employees through an employee benefit Programme, it helped talented students achieve their educational goals and become valuable members of the work force.

It raised the profile and awareness of the company and products among the brightest talents of tomorrow and their families, it achieved endorsement of the scholarships from universities and schools and it positioned the company as caring about education, training and development of future generations.

4.2.5 CSR Funding in School Projects

Respondents indicated that project funding for schools impacted on their firm image by their support and participation being noted in its promotional materials, by making the financial contribution through a resulting positive affiliation, it helps the company in branding and the company may at times have positive tax implications.

4.2.6 CSR Funding in Skills for Life

As per the respondents, better staff morale, more skilled employees, a sharper team work, an enhanced reputation, a stronger local network, reduced marketing costs, more efficient recruitment, increased sales, more attraction to investors and a vibrant local economy were the impacts of CSR on funding in skills for life.

4.2.7 CSR Funding in Academic Research Institutions for Agriculture

Respondents indicated that the company's funding in academic research institutions stimulated the company's internal research and development programs. The researchers helped industrial scientists identify current research on agriculture that might be useful for the design and development of innovative processes and potential products.

4.2.8 CSR Funding for High Yield Seed Varieties

According to the respondents, company's funding for high yield seed varieties impacted their firm through increase in agricultural productivity which improved food security and thus lowered money spent on imports and also raised domestic activities.

4.2.9 CSR on Other Education Activities.

The respondents indicated that they undertook other activities on education such as giving away of books, taking part in improvement of infrastructure in schools, involving themselves in school initiatives, improving the students' industry, creating an army of educators, taking part in building centers of excellence, delivering empowerment and educating beyond schools which improved the image of the company and gave it a good name.

4.2.10 Other CRS Activities that KBL Takes Part in

Respondents also indicated that they took part in CRS activities such as management (which include activities that are fair to businesses that include management of risk and compliance; management of the supply chain; human rights respect such as diversity of promotion and inclusion, human resources cultivation and environment that is safe and secure.

They are also keen on concerns of the customers (providing services and goods that are of good quality) and contributing socially to the society (such as research in advancement of academics, culture and arts support, exchanging and collaborating internationally. Protection of the environment, engaging in activities that involve locals and contributing to local activities).

4.3 Discussion of Findings

The study found that participation in water access activities helped the firm's brand to be recognized better, it helped to improve the company's reputation, it helped in increase of sales and customer loyalty, it helped the company in saving operational costs, it helped the company in improving its financial performance, it also helped the company to attract talent and retain its staff, it helps in the organizational growth and easier access to capital; participating in activities that encouraged protection of forests helped to set the firm apart from their competitors and attracting new customers who wanted to buy products from an environmentally friendly business.

They also indicated that sustainability was improved through depending less on natural resources therefore reducing costs due to climate changes and that made the company to have long term success and other activities such as industrial waste disposal and recycling, proper waste management, collection and management of hazardous substances, environmentally considerate procurement activities and promotion of paperless operations with online purchasing systems to help reduce environmental impact in business activities in EABL. These findings are in concurrence with those of Nickels (2010) who argued that CSR sets the standards for companies to adhere to so as to bring positive effects to the society and thus have potential to enhance business and develop society.

CSR initiatives are undertaken appropriately eventually the business is able to reduce its operations cost by increasing their sales hence increasing the financial benefits. For example, by reducing the business risk associated with the business reputation may positively impact the business profitability; the organisation is able to get loyal customers. Thus SCR initiatives may be a present cost, but eventually when good firm image is achieved it brings financial performance and growth as depicted by Porter and Kramer (2011).

According to the findings, CRS funding in scholarships for students helped the firm to achieve specific marketing objectives through tailored marketing activities to applicants and the wider students audience, it created a resource for future graduate recruitment, it attracted and retained loyal employees through an employee benefit programme, it helped talented students achieve their educational goals and become valuable members of the work force, it raised the profile of the company and products among the brightest talents of tomorrow and their families, it achieved endorsement of the scholarships from universities and schools and positioned the company as caring about education, training and development of future generations.

CSR helps the company in branding and the company may at times have positive tax implications and better staff morale, more skilled employees, a sharper team work, an enhanced reputation, a stronger local network, reduced marketing costs, more efficient recruitment, increased sales, more attraction to investors and a vibrant local economy were the impacts of CSR on funding in skills for life. This is supported by Fiorina (2009) who notes that CSR as being focused on achieving competitive advantage thus resulting into profits in the long-term. CSR is thus used to achieve a favourable public image by investing in philanthropic activities and identifying both social and ethical capabilities by disruptive innovations (Moon, 2004).

The study further established that the company's funding in academic research institutions stimulated the company's internal research and development programs. The researchers helped industrial scientists identify current research on agriculture that might be useful for the design and development of innovative processes and potential products; company's funding for high yield seed varieties impacted their firm through increase in agricultural productivity which improved food security and thus lowered money spent on imports and also raised domestic activities, they undertook other activities on education such as giving away of books, taking part in improvement of infrastructure in schools, involving themselves in school initiatives, improving the students industry, creating an army of educators, taking part in building centers of excellence, delivering empowerment and educating beyond schools which improved the image of the company and gave it a good name.

The results agree with the findings of Orlitzky (2010) who involves cause-related marketing which is the formulation and implementation of market related activities. Its main characteristic is the offer by a firm to contribute money to a designated cause whenever customers buy the company products. The objective is to improve both sales figures and income associating with both ethical and social responsibility dimensions (Sharma and Chrisman, 2010).

Respondents also indicated that they took part in CRS activities as management through corporate governance. This includes activities that are fair to businesses like management of risk and compliance; management of the supply chain; human rights respect such as diversity of promotion and inclusion, human resources cultivation and environment that is safe and secure, concerns of the customers in terms of quality and social contribution to research in advancement of academics, culture and arts support, exchanging and collaborating internationally.

Protection of the environment, engaging in activities that involve locals and contributing to local activities). These findings were in line with Zampetakis (2011) who contends that when a business increases the expenditure in CSR, its performance equally improves. The concerns for profit do not exclude taking into account the interests of stakeholders. Sufficient investments in social activities and philanthropy is acceptable for the realisation of profits.

CHAPTER FIVE:

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter provides the summary of findings from chapter four, and also gives the conclusions and recommendations of the study based on the objectives of the study. The objectives of this study were to determine the effect(s) of Corporate Social Responsibility on environmental protection on the firm's image, to determine the effect(s) of Corporate Social Responsibility on Education Sponsorship on the firm's image and to determine the effect(s) of Corporate Social Responsibility on Agriculture sponsorship on the firm's image.

5.2 Summary of the Findings

The study found that participation in water access activities helped the firm's brand to be recognized better, it helped to improve the company's reputation, it helped in increase of sales and customer loyalty, it helped the company in saving operational costs, it helped the company in improving its financial performance, it also helped the company to attract talent and retain its staff, it helps in the organizational growth and easier access to capital; participating in activities that encouraged protection of forests helped to set the firm apart from their competitors and attracting new customers who wanted to buy products from an environmentally friendly business.

They also indicated that sustainability was improved through depending less on natural resources therefore reducing costs due to climate changes and that made the company to have long term success and other activities such as industrial waste disposal and recycling, proper waste management, collection and management of hazardous substances, environmentally considerate procurement activities and promotion of paperless operations with online purchasing systems to help reduce environmental impact in business activities in EABL.

The study also found that CRS funding in scholarships for students helped the firm to achieve specific marketing objectives through tailored marketing activities to applicants and the wider students audience, it created a resource for future graduate recruitment, it attracted and retained loyal employees through an employee benefit programme, it helped talented students achieve their educational goals and become valuable members of the work force, it raised the profile and awareness of the company and products among the brightest talents of tomorrow and their families, it achieved endorsement of the scholarships from universities and schools and it positioned the company as caring about education, training and development of future generations; project funding for schools impacted on their firm image by their support and participation being noted in its promotional materials.

By making the financial contribution through a resulting positive affiliation, it helps the company in branding and the company may at times have positive tax implications and better staff morale, more skilled employees, a sharper team work, an enhanced reputation, a stronger local network, reduced marketing costs, more efficient recruitment, increased sales, more attraction to investors and a vibrant local economy were the impacts of CSR on funding in skills for life.

The study further found that the company's funding in academic research institutions stimulated the company's internal research and development programs. The researchers helped industrial scientists identify current research on agriculture that might be useful for the design and development of innovative processes and potential products; company's funding for high yield seed varieties impacted their firm through increase in agricultural productivity which improved food security and thus lowered money spent on imports and also raised domestic activities, they undertook other activities on education such as giving away of books, taking part in improvement of infrastructure in schools, involving themselves in school initiatives, improving the students industry, creating an army of educators, taking part in building centers of excellence, delivering empowerment and educating beyond schools which improved the image of the company and gave it a good name.

Respondents also indicated that they took part in CRS activities such as management (which include corporate governance); which include activities that are fair to businesses that include management of risk and compliance; management of the supply chain; human rights respect such as diversity of promotion and inclusion, human resources cultivation and environment that is safe and secure, concerns of the customers (providing services and goods that are of good quality) and contributing socially to the society (such as research in advancement of academics, culture and arts support, exchanging and collaborating internationally).

5.3 Conclusions

The study concludes that Corporate Social Responsibility on environmental protection had a great impact on the firm's image. This was evidenced as participation in water access activities helped the firm's brand to be recognized better, it helped to improve the company's reputation, it helped in increase of sales and customer loyalty, it helped the company in saving operational costs, it helped the company in improving its financial performance, it also helped the company to attract talent and retain its staff, it helps in the organizational growth and easier access to capital.

The study also concludes that Corporate Social Responsibility had an impact on Education Sponsorship on the firm's image as CRS funding in scholarships for students helped the firm to achieve specific marketing objectives through tailored marketing activities to applicants and the wider students audience, it created a resource for future graduate recruitment, it attracted and retained loyal employees through an employee benefit programme, it helped talented students achieve their educational goals and become valuable members of the work force, it raised the profile and awareness of the company and products among the brightest talents of tomorrow and their families, it achieved endorsement of the scholarships from universities and schools and it positioned the company as caring about education, training and development of future generations.

The study finally concluded that Corporate Social Responsibility on Agriculture sponsorship had a great impact on the firm's image. This is due to the fact that the company's funding in academic research institutions stimulated the company's internal research and development programs. The researchers helped industrial scientists identify current research on agriculture that might be useful for the design and development of innovative processes and potential products.

5.4 Recommendations

The East African Breweries Limited should make changes in their product materials, ingredients and packaging. Advances in technology have resulted in the production of more sustainable materials and production methods. The company needs to take time to learn about alternatives to their current products formulas and components that can help them revamp the current assortment and develop new products that are more sustainable so as to respond to environmental concerns. The East African Breweries Limited should engage more in educational sponsorship so as to position the company as a company that cares about education, training and development of future generations and thus have potential to enhance business and develop society.

5.5 limitations of the study

The study being a case study on one institution the data gathered might differ from other institutions especially those in a different sector or region. This is because the operating environment and its stakeholders of East African Breweries are different from other firms. The study however, constructed an effective research instrument that sought to elicit general and specific information on impact of corporate social responsibility on Public image.

5.6 Implications on policy, theory and Practice

The study helps top management and shareholders of multinationals operating in Kenya select the CSR practices to engage in which will in turn impact positively on their public image. The study will in turn encourage compliant firms to continue being socially responsible since by so doing they will continue to revel in consumer loyalty thus increasing their profitability, shareholder's wealth and the communal prosperity at large.

This also assist in generating policies that can be used by regulators in Kenya control how multinationals in Kenya can take part in CSR activities. The civil society and communities will gain access to information that will guide them in assessing the extent to which multinational corporations affect the lives of those around them. This will enable them demand for the increase of suitable CSR activities from multinational companies.

The study supports the existing theoretical inferences that activities and actions undertaken by a firm are highly influenced by the environment it operates in and its stakeholders. It helps generate information on impact of CSR activities on the corporate image thus contributing to the existing knowledge pool about CSR and help create opportunities for further research. It motivates more research people and organizations to carry out similar studies in other areas of interest. It will create a knowledge pool on CSR activities and their impact on both society and business available for future references.

Findings from the analysis respond to the study's research question and help to achieve its goals, which was to determine how corporate social responsibility activities impacted the public image of East African Breweries Limited. From the findings, Corporate Social Responsibility activities impacted the public image of East African Breweries Limited.

5.7 Areas of Further Study

There is need to study other companies in order to draw conclusions on their experiences on corporate social responsibility and public image. A repeat of this study should be carried out but this time using a larger sample, more time should be allocated to the same and a combination of focus group discussions, these will help to counter check the information provided and provide in-depth contextual data that could further deepen understanding of the corporate social responsibility and public image.

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APPENDIX

Interview Guide

NB: The information provided will be treated confidentially and will purely be used for academic purposes.

1. Corporate social responsibility on environmental protection and public image of East African Breweries Limited.

a) How does your participation in water access activities impact on your firm image?

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b) How does your participation in forest protection impact on your firm image?

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c) Which other activity do you undertake as CSR on environmental protection and what are the impacts on your public image?

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2. Corporate social responsibility on educational sponsorship and public image of East African Breweries Limited

a) How does your funding in scholarship for student's impact on your firm image?

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b) How does your project funding for schools' impact on your firm image?

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c) How does your funding on Skills for Life impact on your public image?

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3. Corporate social responsibility on agriculture and public image of East African Breweries Limited

a) How does your funding on academic research institutions for agriculture impact on your firm image?

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b) How does your funding for high yield seed varieties impact on your firm image?

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c) Which other activity do you undertake as CSR on education and what are the impacts on your public image?

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4. Which other CSR activity do you take part in and how does it impact on your firm image?

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Thank you for your participation