



Diageo's Commitment to Corporate Social Responsibility (CSR) and Sustainability Initiatives in the African Region

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ABSTRACT

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This case study delves into East African Breweries Limited's (EABL) sustainability initiatives, offering a thorough analysis of the company's dedication to responsible corporate behaviour and protecting the environment, including how these endeavours align with business development. EABL's sustainability strategies encompass stakeholder engagement, responsible supply chain practices, and impactful social programs, reflecting a holistic approach that extends beyond environmental considerations.

The study evaluates EABL's efforts in environmental sustainability, including water and energy management, waste reduction, and carbon footprint reduction. The significant developments in these fields highlight the company's commitment to reducing its environmental footprint while ensuring optimal operational performance. The incorporation of sustainability into EABL's business operations will be examined using governance frameworks, employee participation, and creative solutions, establishing the company as an inspiration in complying with industry trends.

The report recognises the difficulties encountered with implementing sustainability initiatives in diverse locations, which include navigating cultural contexts and legislative frameworks. These problems provide a deeper understanding of the complexities associated with implementing such a task. The report highlights EABL's proactive attitude, shown by its ongoing development goals and continuous improvement efforts. It highlights the company's dedication to brewing sustainability, which is a fundamental principle of its corporate ethos. This case study contributes to the broader discourse on sustainable business practices, serves as a valuable reference for businesses seeking to integrate sustainability into their operations, and highlights the undeniable link between sustainability and successful business development.

Key words: east african breweries limited, corporate social responsibility, sustainability initiatives, east African region, responsible business practices, environmental management, environmental sustainability, initiative-taking sustainability

Contents

1	INTRODUCTION	5
1.1	Diageo's Background and East African Breweries	5
1.2	The Significance of CSR and Sustainability in Africa	6
1.3	The Purpose of the Thesis	6
1.4	Main Objective	6
2	LITERATURE REVIEW	8
2.1	Carroll's CSR Pyramid Theory	8
2.2	CSR Policy in the Alcohol Industry	10
2.3	Impact of CSR on the Community	10
2.4	Consumer Awareness of CSR Initiatives	11
2.5	Corporate Image and the Effects of CSR Initiatives	11
2.6	Beverage and Alcohol Industry	12
2.7	Promoting Sustainability in Africa Through CSR Initiatives	12
2.8	Methodological Considerations and Industry Impact	13
2.9	Integrating the Main Conclusions	13
3	RESEARCH METHODOLOGY	14
3.1	Research Design	14
3.2	Population and Sampling Design	14
3.2.1	Population	14
3.2.2	Sampling Design and Sample Size	15
3.3	Data Gathering Techniques	16
3.4	Ethical Approach	16
3.5	Research Procedures	16
3.6	Methods of Data Analysis	16
3.7	Overview of Chapter	17
4	DIAGEO'S SUSTAINABILITY AND CSR PROJECTS	18
4.1	CSR and Sustainability Initiatives	19
4.1.1	Collective Water Stewardship: "Water of Life" Program	19
4.1.2	Energy Efficiency	20
4.1.3	Community Involvement and Local Supply Chain	20
4.1.4	Employee Development and Regional Management	21
4.1.5	Diverse CSR Approaches and Distinctions	21
4.1.6	Responsible Drinking Culture	21
4.1.7	The CSR Responsible Drinking Campaign	22
4.1.8	Product Innovation	22
4.2	Goals, Strategies, and Outcomes	23

5	BRAND REPUTATION AND CUSTOMER PERCEPTION	25
5.1	Brand Reputation	25
5.2	The Influence of Customer Perception on Diageo EABL	28
5.3	Importance of Measuring Brand Reputation and Customer Perception	32
6	EMPIRICAL ANALYSIS	34
6.1	Awareness of EABL's CSR and Sustainability Initiatives and their Perceived Importance	37
6.2	Impacts of EABL's CSR and Sustainability Initiatives	38
7	DISCUSSIONS AND RECOMMENDATIONS	41
8	CONCLUSION	45
	REFERENCES	47
	APPENDICES	51
	Appendix 1. Respondents Information sheet.	51
	Appendix 2. Awareness Survey on EABL's CSR and Sustainability Initiatives	56
	Appendix 3. SPSS (Statistical Package for the Social Sciences) Raw Data	59

1 INTRODUCTION

1.1 Diageo's Background and East African Breweries

Diageo Public Limited Company is a well-known beverage corporation publicly listed on the London and New York stock exchanges. As part of its varied investment collection, Diageo acquired the majority of East African Breweries Limited (EABL) in 2020, an esteemed brewery company in Kenya, functioning in over 21 global distributes. Diageo is famous for its broad collection of alcoholic beverages, which extends beyond 180 countries and comprises beers, spirits, wines, and other beverages. Its extensive portfolio comprises premium brands that cater to specific price classifications, and every segment contributes to the brand's expansion and profitability. Diageo has substantial operations throughout six markets in East Africa, and its products are distributed in an additional 10 countries across the African continent.

To summarise, their African businesses account for around 13.4% of the overall sales.

The Hurst brothers, Charles and George, formed Kenya Breweries Limited (KBL) in 1922. KBL's portfolio grew over time and merged with Tanganyika Breweries Limited in 1936, leading to the creation of EABL. In 1954, EAB was listed on the Nairobi Stock Exchange and five years later acquired Uganda Breweries Limited (UBL). Diageo's participation bolstered EABL's portfolio with the acquisition of United Distillers and Vintners (UDV) Limited Kenya.

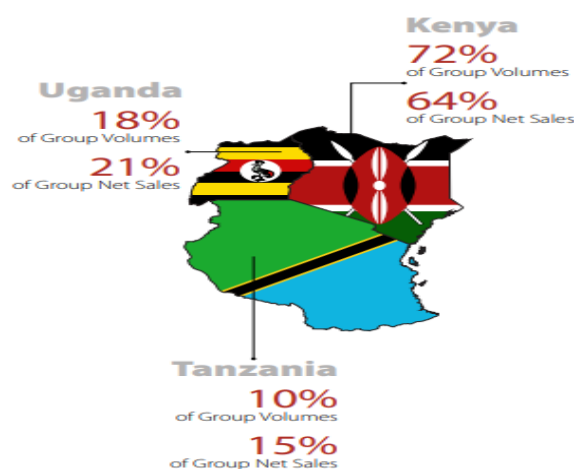


FIGURE 1. Showing the EABL annual sales contribution within East Africa.

1.2 The Significance of CSR and Sustainability in Africa

Sustainability programmes and corporate social responsibility (CSR) place significant emphasis on the socioeconomic context of Africa. Corporations that offer assistance to these programmes can have a positive effect by dealing with issues such as environmental degradation, starvation, and inequality. Hence, corporations that enable communities and foster sustainable development make significant contributions to the advancement of the economy, preservation of the environment, and enhancement of social welfare. CSR activities offer several advantages, including the creation of employment opportunities, enhancement of skills, provision of enhanced education and healthcare services, development of better infrastructure, and protection of the environment. Corporations could profit from an enhanced corporate image, increased employee engagement, a competitive advantage, and long-term sustainability.

1.3 The Purpose of the Thesis

In the present-day global business landscape, multinational firms are giving more importance to corporate social responsibility (CSR) and sustainability. Diageo, a prominent entity in the beverage sector, has strategically synchronised its activities with social and environmental objectives in order to guarantee the fulfilment of these pivotal factors. Diageo has implemented programmes like “Society 2023: Spirit of Progress” to improve drinking culture, attain inclusion, and support environmental initiatives. Therefore, EABL's commitments to CSR and sustainability must be examined, especially given Africa's significant role within the company's operations framework. The research aspires to evaluate EABL's impact in promoting responsible drinking habits as well as reducing their carbon footprint whilst continuing support for local communities, all contributing significantly towards ensuring ethical sourcing practices, thereby evaluating brand reputation alongside consumer perception across African marketplaces, likewise taking cognizance of futuristic trends making such analysis relevant at the present juncture.

1.4 Main Objective

This research project seeks to examine Diageo Public Limited Company's corporate social responsibility and sustainability initiatives and evaluate their im-

impact on the company's growth. Through a comprehensive analysis of various initiatives aimed at promoting responsible drinking, mitigating negative effects, fostering community development, upholding ethical sourcing practices, and evaluating their influence on brand reputation and consumer perception in Africa, this study provides valuable insights into the correlation between these endeavours and EABL's strategies for expanding its operations. Additionally, the study provides insights into how companies are in a position to incorporate social responsibility and sustainability into their operations to promote growth and long-term success.

Specific Objectives

1. Diageo and EABL efforts to promote responsible alcohol consumption in Africa.
2. The strategies developed by Diageo and EABL to reduce the ecosystem in Africa.
3. How EABL and Diageo's CSR initiatives have affected the African community.
4. The impact of Diageo's efforts on its brand image in the African community.

Expected Results

1. A comprehensive study of CSR and sustainable development initiatives by Diageo and EABL in Africa.
2. The effectiveness of these projects in the African region.
3. Understanding how Diageo customers in Africa view its CSR and sustainability policies.

2 LITERATURE REVIEW

In this segment, the researcher analyses the prevalent academic discourse on sustainable development and corporate social responsibility to analyse the substantial state of cognition in the area comprehensively. The literature intends to augment critical concepts, theories, and approaches related to sustainable development and corporate social responsibility and to establish differences in the existing literature that the research intends to tackle. Researching the existing literature will enable the researcher to comprehend the intricate connection between sustainable development and corporate social responsibility and determine the possible opportunities for future research. Questions inquired regarding East African Breweries Limited's initiatives in fostering healthy drinking, environmental reduction efforts, impact on local communities, and how the impact of these initiatives is received in East Africa.

2.1 Carroll's CSR Pyramid Theory

The theory, developed in 1991 (Carroll, 1991), was a continuation of the foundation laid earlier in 1979 when the author defined corporate social responsibility as including society's expectations of organizations at a particular moment, including legal, ethical, and economic considerations. (Carroll A., 1979). Therefore, to graphically depict the four-part categorization, the author developed the pyramid of CSR, a multilayered pyramid concept that presents the dimensions of CSR as interrelated aspects. These dimensions are economic, legal, ethical and altruistic responsibilities.

The primary dimension is the economic responsibilities, which encompass the rationale for the creation of companies to produce commodities and services in order to make a profit. All other dimensions rest on this economic foundation. The second dimension, legal, represents the legislative framework under which companies operate to comply with the demands of every jurisdiction. The third dimension, ethical, is desirable practices that companies can adopt. It is important to note that these ethical responsibilities are not codified in law, even though there is an expectation from society that a company will engage in practices that are right and fair. At the top of the pyramid are altruistic responsibilities, which fall in the domain of philanthropy and cover activities carried out by companies as good

corporate citizens so as to uplift the quality of life in the society where they operate (Carroll, 1991). The model can be summarized as below:



FIGURE 2. Carroll's CSR Pyramid Theory.

Conflicts and trade-offs may arise as businesses try to fulfill their obligations to the community, the law, ethics, and economics. This means how the company balances all these domains will define how its CSR activities influence its reputation and corporate image.

The four domains of the pyramid also affect their different stakeholders. While the economic and legal domains have a dominant effect on the shareholders of the business, the ethical responsibilities affect all stakeholders, while the philanthropic domains influence mainly the surrounding community (Carroll, 2016). In business development, the pyramid can guide companies to align their strategies with societal expectations and stakeholder interests, further enhancing their reputation and attractiveness to customers, investors, and employees for sustainable business growth. Achieving growth and progress is closely connected to sustainability. By meeting obligations, businesses can support advancements, growth, and employment opportunities, ultimately fostering economic progress and well-being.

Adhering to requirements is crucial for managing risks, avoiding penalties and safeguarding reputation, which could hinder business growth. Adherence to

laws alternatively fosters stakeholder trust and facilitates business continuity, as observed in ethical responsibility. Although altruistic responsibilities are not directly tied to profitability, these initiatives contribute to social welfare and demonstrate corporate citizenship by enhancing brand perception, fostering goodwill, and strengthening relationships with local communities, creating a favourable environment for business operations and progress. Effective management of CSR across all dimensions of the pyramid is integral to sustainable business development. Balancing economic imperatives with legal compliance, ethical conduct, and philanthropic endeavour enables companies to mitigate risks, enhance their value, drive long-term value, and foster responsible and sustainable business practices.

2.2 CSR Policy in the Alcohol Industry

CSR initiatives in the alcohol industry focus primarily on responsible drinking, preventing drunk driving, research interventions, and policy equity. These initiatives align with the sustainability objectives of the industry, as responsible management is essential for long-term growth and profitability (Mialon & McCambridge, 2018). For example, educating consumers about appropriate drinking and preventing underage drinking underscores the industry's social welfare objectives (Yoon & Lam, 2013). In addition, initiatives on drunk driving aim to raise public awareness and reduce road accidents associated with alcohol consumption (Jernigan, 2012).

In addition, CSR activities extend to research partnerships and policy advocacy, where wine producers collaborate with research organizations and policymakers to address wine-related issues (Lyness & McCambridge, 2014). However, a study suggests that these projects may also serve commercial purposes rather than just public health or environmental concerns (Pantani et al., 2017). Nevertheless, CSR efforts in the wine industry serve as a crucial component in shaping corporate behaviour and social attitudes.

2.3 Impact of CSR on the Community

The operations of companies have a profound impact on the groups in which they function. Through implementing corporate social responsibility (CSR) programmes, organizations make superb contributions to different elements regarding community welfare, like environmental safety, financial improvement, and selling social focus, as referred to by Carroll's CSR version from 1999. In line with Lambert et al.'s research findings published in 2006, critical regions addressed via such initiatives consist of health protection measures investing closer to societal surge while upholding human rights standards and hiring indigenous locals into their personnel. Participating in those impactful practices demonstrates a deep dedication to improving citizens' exceptional existence and enhancing cordial family members within the neighbourhoods.

2.4 Consumer Awareness of CSR Initiatives

Consumers' attitudes and buying behaviour are influenced by their awareness of CSR policies. While some individuals may prefer socially responsible companies, others may be unaware of such activities (Chang & Cheng, 2021). Research has shown that employees exhibit higher awareness levels than the general audience (Hieu, 2011). However, CSR-related communication can increase brand loyalty and customer engagement at a more significant group level (Manimalar & Sudha, 2015). Furthermore, communicating information about these services remains challenging for many corporations (Pomeroy & Dolnicar, 2009).

2.5 Corporate Image and the Effects of CSR Initiatives

The impact of CSR policies on corporate image and branding is debatable. Although CSR activities can increase brand loyalty and reputation, their effectiveness in addressing social issues remains controversial (Robaina et al., 2018). Research suggests that a considerable proportion of CSR activities in the alcohol and wine industry may serve commercial objectives rather than necessarily social and environmental objectives (Pantani et al., 2017). However, CSR policies that align with customer expectations can increase brand equity and competitiveness (Lu et al., 2020). Companies should deliberately incorporate CSR into their operations to enhance brand image and reputation as customer interest in CSR grows (Thuy & Minh, 2021).

2.6 Beverage and Alcohol Industry

The beverage and alcohol industry values Corporate Social Responsibility (CSR), which encompasses initiatives aimed at promoting sustainability, social responsibility, and the overall welfare of the community in which businesses operate. Since responsible consumption is essential to maintaining long-term growth and profitability, these campaigns are intimately related to the industry's sustainability goals (Mialon & McCambridge, 2018). For example, endeavours to educate consumers about the importance of responsible alcohol use and prevent underage drinking demonstrate the industry's dedication to the well-being of society (Yoon & Lam, 2013). Furthermore, initiatives targeting intoxicated driving aim to increase public awareness and decrease accidents caused by alcohol consumption (Jernigan, 2012).

Additionally, CSR activities extend to partnerships with research organizations and advocacy for policy changes, wherein alcohol manufacturers collaborate with researchers and policymakers to address alcohol-related issues (Lyness & McCambridge, 2014). That being said, some studies suggest that these programs may be utilized for advertising purposes in addition to social health and environmental concerns (Pantani et al., 2017). Unfortunately, the alcohol business mainly depends on responsibility (CSR) programs to influence public opinion and company conduct.

2.7 Promoting Sustainability in Africa Through CSR Initiatives

Many studies have investigated the potential and challenges of responsibility and sustainable development in Africa. For example, Okpara and Idowu (2019) examine the unique socioeconomic and environmental factors shaping CSR practices in Africa. They emphasize the importance of considering cultural norms, legal frameworks and community engagement policies when implementing regional CSR policies.

Lambert et al. (2016) highlight the importance of companies addressing environmental protection, economic development and social perspectives in their CSR

programs when exploring the impact on African communities. Qualitative interviews and community surveys are also discussed to assess their effectiveness, but there are limitations due to resource and accessibility issues that may limit data collection are also noted.

2.8 Methodological Considerations and Industry Impact

Approaches to research in CSR in the alcohol and wine industry are varied and can range from qualitative case studies to quantitative research. However, sampling bias, self-report bias, and inadequate generalizability often hampered research. Furthermore, research receiving grants or affiliation with industry may introduce biases in data interpretation related to study designs and distribution of results.

An example is Lyness & McCambridge's (2014) discussion of the challenges of conducting research with brewers. They pointed out the possibility of conflict of interest and called for transparency in reporting on funding sources. Their argument emphasized scrutinizing industry-sponsored studies to ensure authenticity in research outcomes.

2.9 Integrating the Main Conclusions

The literature provides a broad perspective on CSR and sustainable strategies in the alcohol and wine industry. It emphasizes critical elements of responsible drinking habits, community engagement, and environmental stewardship. While some studies criticize these policies as purely marketing-based efforts, other studies praise their alignment with sustainable development goals due to concerning mechanisms such as potential industry bias results or insufficient data available in CSR scholarship, so explicit reporting formats are deployed.

3 RESEARCH METHODOLOGY

The next chapter will explore the research topics suggested in the previous section and describe the methods and techniques the researcher will use to investigate. The structure of this chapter introduces elements such as population, data collection techniques, research design, research methods for interpretation of findings, and synthesis of data collection.

3.1 Research Design

The methodology used in this study is descriptive, meaning that the subjects' behaviour will be observed objectively and described without any modifications. Utilizing gathering data and frequency tallying on study variables, descriptive research profiles problems, people, or events to get insights into the subjects by responding to the questions of who, what, when, where, and how much (Cresswell, 2019).

This study is expected to obtain unbiased data via an online survey using a standardized questionnaire. Its focus is to reach definitive conclusions on the environmental and community impacts of EABL's corporate social responsibility initiatives.

3.2 Population and Sampling Design

3.2.1 Population

Those connected to EABL, such as staff members, clients, and community members, are included in the study. Through Facebook, LinkedIn, Instagram, and other official EABL social media accounts, the overall expected number of participants in the study is around 18700. Refer to the table below for an in-depth analysis of the sample distribution data.

TABLE 1. Population Distribution

Population Category	Online Population
Employees	100
Customers	15000
Community	3600
Total	18700

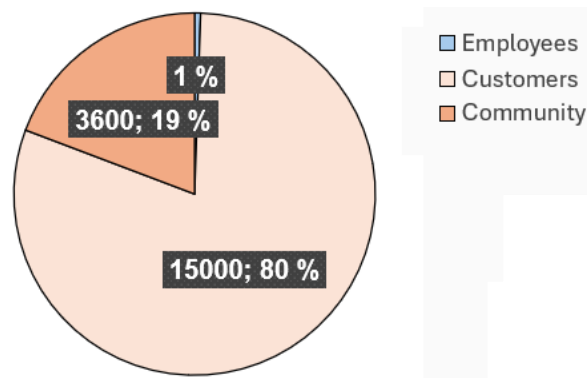


FIGURE 3. Online target population.

3.2.2 Sampling Design and Sample Size

Stratified random sampling techniques are expected to construct the sampling frame to ensure diversity within sub-strata and homogeneity within each stratum. For this purpose, data from EABL social media profiles up to December 2023 were used. A total sample size of 59 respondents is included in the survey, consisting of 17 employees, 21 customers and 21 community members.

TABLE 2. Sample Distribution.

Category	Population	Sample size	Percentage
Employees	100	17	17.00%
Customers	15000	21	0.14%
Community	3600	21	0.58%
Total	18700	59	0.32%

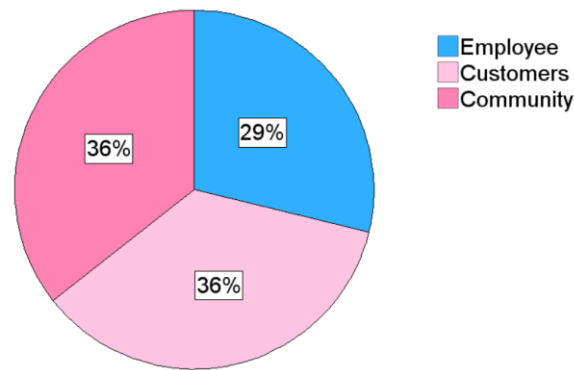


FIGURE 4. Sample size.

3.3 Data Gathering Techniques

Structured questionnaires will be employed for the primary data-gathering approach. Sections on demographics, knowledge of CSR and sustainability activities, information sources and analysis of societal impact and contribution will all be included in these surveys.

3.4 Ethical Approach

Acquiring volunteers' explicit permission, preserving the confidentiality of participant information, and implementing solid data security procedures are a few aspects of ethical considerations. A data retention policy will be developed that will include guidelines for data storage, retention, and disposal (Zhu et al., 2020).

3.5 Research Procedures

Ten per cent (10%) of the respondents will participate in an initial study to verify the reliability and intelligibility of the questionnaire (Mugenda & Mugenda, 2003). Surveys will be sent out at non-peak hours to foster higher response rates. Active responders will be found through EABL social media sites.

3.6 Methods of Data Analysis

A descriptive statistical analysis will be performed on the data, which will include a look at percentages and distributions of frequencies. The interpretation methodology will use statistics, charts, and visualizations from data compilation.

(SPSS) Statistical Package for Social Science will be one of the tools used to visualise the compiled information.

3.7 Overview of Chapter

The following section offers a thorough summary of the statistical methodology used, guaranteeing that the data gathering and analysis procedures are transparent and easy to understand.

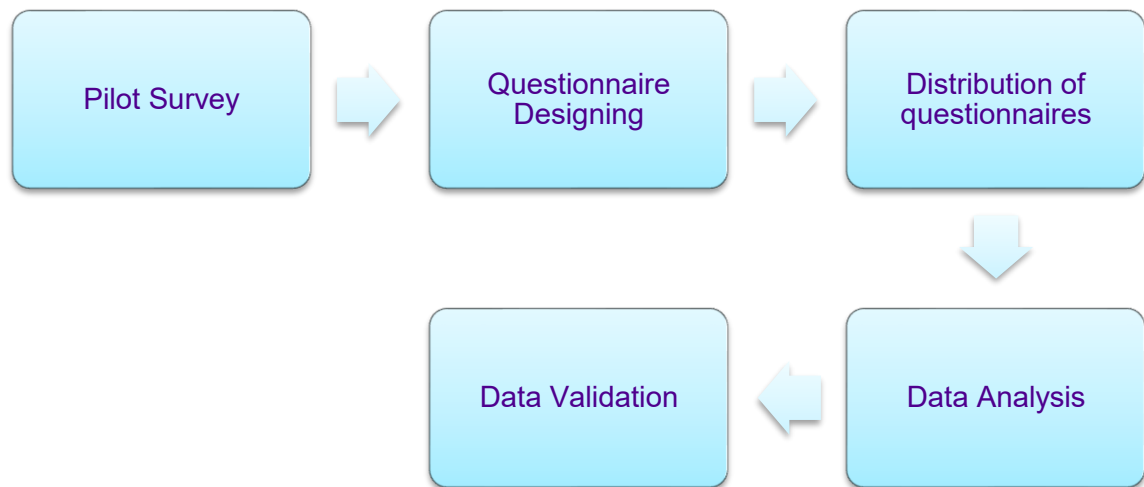


FIGURE 5. Shows a summary of flowchart of data collection and analysis.

4 DIAGEO'S SUSTAINABILITY AND CSR PROJECTS

Diageo emphasizes fostering ecological sustainability advancements and maintaining its social obligations. It demonstrates this dedication through strategic initiatives implemented throughout its global operations. In order to achieve manufacturing excellence and spark good change across the globe, Diageo is dedicated to ethical business standards, environmental responsibility, and community participation. As sustainable water use and conservation are critical to the continent's growth prospects, East African Breweries Limited's African subsidiary actively engages in economic development activities that promote these goals. In order to illustrate the challenges encountered and the advancements achieved thus far, this section delves into the primary areas of concentration for Diageo's corporate social responsibility (CSR) and sustainability programs.

CSR entails a company's dedication to operations, contribution to progress, and enhancement of society (Martos Pedrero et al., 2019). By implementing CSR and sustainability programs, companies can establish trust with customers and staff, reduce expenses, and seize investment opportunities. It is about doing deeds and conducting successful business practices, making it an integral part of business expansion and prosperity. These initiatives help companies cultivate connections with stakeholders like customers, suppliers, and local communities, setting them apart by appealing to aware consumers (Martos Pedrero et al., 2019). Such initiatives create avenues for market growth, diversify revenue sources, and drive business expansion. Additionally, they provide access to funding opportunities and capital investments. Investors increasingly evaluate CSR performance when deciding on investments; therefore, Diageo can attract investment funds through CSR efforts like sustainability projects.

Secure financing terms are essential for business advancement. Diageo has set itself apart through its dedication to innovation, sustainability practices, and corporate responsibility in all its endeavours. Diageo emphasizes being environmentally responsible, engaging with communities, conducting business ethically, and striving for top-notch production quality. Through EABL, Diageo actively takes part in projects that contribute to the growth of sustainable water practices and promote responsible consumption. The commitment of Diageo is

evident in its efforts to bring about changes within its product realm and on a larger scale. Diageo has made investments in ventures, showing its strategic alignment with the unique opportunities and challenges present on the continent.

4.1 CSR and Sustainability Initiatives

Diageo prioritizes sustainable practices, community empowerment, and positive socioeconomic growth regarding responsible actions in Africa. These programs prioritize staff development while strongly emphasizing local sourcing and adherence to water management practices to oversee the unique opportunities and difficulties on the continent. As the largest investor in EABL, the firm significantly influences the development of the alcohol industry in Africa. Diageo's African strategy promotes constructive socio-economic development and strongly emphasizes sustainable practices, local sourcing, and community empowerment.

Diageo seeks to improve the quality of life and substantially contribute to the growth of African economies by offering a wide choice of brands tailored to local consumers. These approaches indicate Diageo's commitment to linking corporate success with broader societal developments, establishing the company as a vital contributor to the growth and well-being of the African continent, especially the East African region. According to literature by Weber and Gerard (2019), some of the initiatives Diageo engages in include: "Water of Life" Program, Energy Efficiency, Community Involvement and Local Supply Chain, Employee Development and Regional Management, Diverse CSR Approaches and Distinctions, Responsible Drinking Culture, The CSR Responsible Drinking Campaign, and Product Innovation.

4.1.1 Collective Water Stewardship: "Water of Life" Program

East African Breweries Limited (EABL) and Diageo actively participate in the "Water of Life" project, striving to enhance clean drinking water and hygiene measures for communities near Lake Victoria. Additionally, they are firmly dedicated to conserving water during brewing as an aspect of this pursuit. In addition, in 2005, the organization formed a state-of-the-art Effluent Treatment

Plant. They assigned \$4 million in 2015 to optimize wastewater treatment facilities. The plant ensures that treated wastewater is safe. It helps minimize pollution. Moreover, the target was to improve water efficiency by 50% in 2020. According to the United Nations Environment Programme, Ugandan brewers like UBL use 7.2 – 9.0 hectoliters of water for every beer produced. Through involvement in water conservation efforts and participation in the Water of Life program, UBL, EABL and Diageo collectively contribute to addressing water challenges in the Lake Victoria region.

4.1.2 Energy Efficiency

EABL prioritizes energy efficiency, mainly through an advanced water recovery system. This system helps in minimizing the company's environmental impact through technological advancements. Investing in energy-efficient technologies can reduce its carbon footprint and set industry standards, contributing to a more sustainable and responsible landscape in beverage production. Diageo has set ambitious goals through its subsidiaries to foster comprehensive sustainability in its operations. The company is committed to achieving responsible water management in its brewing processes. It aims to ensure the sustainability and conservation of water resources, thereby protecting local ecosystems. Water usage efficiency and treatment processes are monitored to meet established targets, demonstrating its dedication to responsible water usage and environmental stewardship.

4.1.3 Community Involvement and Local Supply Chain

Diageo engages in agro-based CSR initiatives. The company partners with smallholder farmers to enhance local raw material sourcing. It includes providing support such as access to finance, certified seeds, mechanization, and training on good agronomic practices. Diageo and EABL are committed to supporting over 17,000 local farmers in the supply chain. It reflects a broader strategy that EABL and Diageo adopted. By supporting farmers, the alcohol companies aim to strengthen the agricultural value chain and contribute to economic growth in the country. Through engaging local suppliers, the initiative aligns with

EABL's overarching commitment to responsible sourcing and community development. UBL's freedom in managing its supply chain while operating under the corporate umbrella of EABL shows a decentralized approach that allows subsidiaries to adapt strategies to local contexts. Diageo promotes social responsibility in the alcohol industry.

4.1.4 Employee Development and Regional Management

Another Diageo strategy is exemplified through East African Breweries Limited's (EABL) commitment to developing local management and eventually running the company with African leaders' commitment to local talent development, showing a vision for empowering regional leadership and ensuring a better understanding of cultural and societal nuances. Diageo recognizes the importance of having a diverse and regionally attuned leadership team. This approach contributes to the business's long-term sustainability and reflects a shared commitment to social responsibility by investing in human capital within the local communities. The direct employment of approximately 300 individuals shows commitment to supporting livelihoods and economic development.

4.1.5 Diverse CSR Approaches and Distinctions

EABL's autonomy in implementing CSR initiatives exemplifies distinction. It showcases a model that allows subsidiaries to tailor strategies to local contexts, providing flexibility in addressing specific regional needs. EABL also sets overarching guidelines for CSR; its independence exemplifies a decentralized approach. Diageo's engagement with sustainability projects, such as clean water efforts in Africa, shows the company's recognition of the need for social responsibility, especially in the alcohol industry.

4.1.6 Responsible Drinking Culture

EABL, along with Diageo, is dedicated to fostering a culture of drinking by promoting the importance of moderation and safety in alcohol consumption. The company advocates for an attitude towards drinking. It demonstrates its commit-

ment to customer well-being through its responsible drinking initiatives. Additionally, EABL contributes to improving welfare by addressing the health impacts of alcohol consumption. EABL sponsors programs to raise awareness, such as "Under 18 Asipewe" and "Utado?" to educate individuals about the importance of drinking. Additionally, EABL offers guidance to both merchants and customers on how to consume alcohol.

4.1.7 The CSR Responsible Drinking Campaign

DrinkiQ is a responsible drinking initiative implemented by EABL, founded on the rationale that EABL products, like any other products, can be misused, which could either cause individual or societal harm. In its efforts to be a responsible company, the CSR initiative aims to promote responsible drinking and transform alcohol consumption into a "valued and enjoyable part of life." EABL's secondary sources state that consumer awareness campaigns promote responsible enjoyment of their products. DrinkiQ is a global resource developed by EABL's parent company, Diageo, to help individuals make responsible choices about drinking. DrinkiQ aims to enhance the overall intelligence quotient (IQ) of individuals by promoting more public consciousness on the impacts of alcohol intake while also offering assistance for safe drinking.

The DrinkiQ website is a dedicated drinking site accessible in 16 languages and linked to subsidiaries in 35 countries. The information on the DrinkiQ website is divided into four thematic areas: drinking and your body, drinking and your mind, support with drinking, and about alcohol.

4.1.8 Product Innovation

The company prioritizes innovation to ensure its brands remain appealing and readily available to customers in East Africa. A notable brand they have is Senator Keg, which provides a cost-effective option compared to alcoholic drinks. EABL focuses not on innovating products but on encouraging responsible alcohol consumption as a component of a healthy lifestyle. EABL serves an exten-

sive lineup of beer brands, such as Tusker, Bell, and Serengeti, as well as spirits like Kenya Cane, Uganda Waragi, and Smirnoff X1. These products are well-loved in East Africa and play a role in EABL's market influence.

4.2 Goals, Strategies, and Outcomes

Diageo also aims to achieve zero waste and landfill status. The company is dedicated to reducing its footprint through waste reduction and responsible waste management practices. By assessing waste streams and implementing tactics, they showcase their dedication to creating a waste management system and advocating for responsibility. EABL emphasizes sourcing aligned with Diageo's overarching plan for Africa. This objective contributes to economic development and supports local agricultural communities. The company tracks the percentage of locally sourced resources, emphasizing the financial impact on its operating regions. Energy efficiency is a priority in various processes in the brewing industries and wastewater treatment procedures, driven by the goal of minimizing its environmental footprint. The company monitors energy consumption, implements innovative technologies, and sets reduction targets to ensure its brewing processes are efficient and environmentally sustainable.

By involving the community and embracing responsibility, the company aims to create a beneficial social influence by engaging with local communities. It demonstrates their commitment to supporting the growth of public health and the general welfare of individuals in the area. EABL is dedicated to increasing awareness and encouraging drinking habits to tackle the effects of alcohol consumption. This objective is based on the company's desire to mitigate the adverse social outcomes related to alcohol consumption. There is a consistent assessment of the effectiveness of campaigns, public awareness efforts, and education initiatives to promote a responsible drinking culture. Diageo shows a robust commitment to corporate social responsibility and sustainability through such initiatives. These efforts are to provide clean water, support local farmers, and align with global goals for sustainability and social development. The correspondence of the company's goals to these strategies has made it possible to achieve several positive outcomes.

The goals are to improve access to water in global communities, support public health and environmental protection, and achieve a zero-waste landfill target, showcasing dedication to eco-friendly waste management methods. Furthermore, promoting a culture of drinking raises awareness. It promotes the importance of practicing drinking behaviours to minimize the societal impacts associated with alcohol consumption. The company's initiatives demonstrate a blend of making profits while upholding standards. These endeavours highlight the importance of businesses actively building a sustainable future for all. Diageo's efforts demonstrate how successful organizations may support positive development, which is a testament to the importance of CSR in building a sustainable future.

5 BRAND REPUTATION AND CUSTOMER PERCEPTION

5.1 Brand Reputation

Brand reputation is a holistic perception for evaluating a brand among its stakeholders, including customers, employees, and the wider public. It includes the collective beliefs, opinions, and attitudes that result from experiences, interactions, and available information. Brand reputation is a holistic strategic asset distinguishing a company within its competitive landscape. Brand reputation can be defined as the collective perception and evaluation of a company's image as formed by customers and stakeholders (Molinillo et al., 2022). The study by Molinillo et al. (2022) suggests a correlation between positive reputation and stronger consumer-brand relationships.

A positive brand reputation contributes to cognitive attachment and enhances affective attachment, generating emotions such as love and passion. This suggests that the strength of a person's emotional connection to a brand can determine how credible they perceive the brand to be. Additionally, this emotional attachment can also play a role in how enduring cultural involvement, identification, and reputation impact their perception of the brand. Leveraging online media emerges as a critical strategy for enhancing brand reputation. Brand reputation achievement is achieved by creating communication and participation strategies through social media, internet platforms, and mobile apps. They can facilitate interaction, improve knowledge about the company and its products, and foster emotional identification with its brands. Well-established scales and statistical analyses, such as factor analysis and regression analysis, can be employed to systematically measure and validate constructs related to brand reputation and CSR.

Brand Reputation Measurement

Azam et al. (2020) and Wang et al. (2021) propose a content analysis of both online and offline content, including customer reviews and social media discussions, can be conducted to evaluate tone, sentiment, and key themes to gauge public sentiment and identify areas contributing to or affecting brand reputation. Media sentiment analysis is also utilized to evaluate the atmosphere and emotion of media coverage and customer reviews related to the brand.

Analysis for brand recognition and visibility in the market that involves tracking

performance numbers, participation in industry events, partnerships with other related institutions or industry players, and in-depth interviews with key stakeholders can be used to evaluate brand reputation (Azam et al., 2020). A structured survey questionnaire was designed and tailored for stakeholders within the sector, consumers, employees, and industry experts. The questionnaire should be specific to aspects influenced by the activities of Diageo and its subsidiaries, including business excellence and community engagement (Azam et al., 2020). Metrics such as perceived credibility and satisfaction can be components of the survey.

Factor analysis is an evaluation employed to unravel logical subsets within a set of variables that are relatively independent of each other. The primary objective is to identify factors underlying variables and group related variables into these factors for subsequent analysis. The focus is on applying factor analysis to reduce a large number of inter-correlated measures from a questionnaire survey to a few representative constructs or factors. The major assumption of factor analysis is that all variables exhibit or indicate a certain level of association, and it is advisable to measure these variables at the level of ordinal regression at a minimum. A larger sample size is preferable, although a ten-to-one ratio is widely accepted. There are two primary methods of conducting factor analysis: exploratory factor analysis (EFA) and confirmatory factor analysis (CFA) (Shrestha, 2021). EFA is utilized for checking and exploring interrelationships among variables in the early stages of research. At the same time, CFA is a more comprehensive technique used to test specific hypotheses or theories concerning the variables in question.

Shrestha (2021) describes factor analysis as a viable tool in the alcohol industry where a multitude of parameters measures satisfaction. It clusters variables into different factors, each measuring a distinct dimension of customer satisfaction. These factors are designed to showcase the interrelatedness of the variables within them. Extracting significant factors helps to elucidate the furthest range of variation within the group being examined, providing decision-makers and policy-makers with valuable insights to focus on critical factors rather than a myriad of parameters. Factor analysis has shown various advantages. The technique can be applied in developing questionnaires, removing irrelevant questions, and categorizing them into different parameters. Factor analysis streamlines data and

decreases the quality of variables in regression models. This approach encourages a step-by-step process in identifying factors, facilitating a clearer understanding of variables and improving the overall efficiency of subsequent analyses like multiple regression or multivariate analysis of variance in a study.

The regression model, on the other hand, is a statistical technique used to examine the relatedness connecting the independent variable and a dependent variable. The model proposes to determine how changes in the independent variables affect changes in the dependent variable. A Simple Regression imitates the equation of a straight line but differs in that not all points fall on a straight line.

Ensuring Reliable Quality Control

Every brand message Diageo delivers through a media campaign is the voice of the brand. When the brand voice is consistent, customer trust is increased.

Every time Diageo opens a new location or introduces a new product, its goal is to ensure that both its message and its look remain the same across all customer content. However, Diageo appreciates the importance of ensuring that the brand message is one that their target audience will want to hear. Ensuring that consumers have a positive perception of Diageo and its subsidiaries around the world is key to building a successful business. Connectivity is now a game-changer for Africa, enhancing people's lives, enabling business, and transforming the everyday, helping Diageo to further distant, harder-to-reach consumers with their products; quality is either with a clear preference for foreign goods. Quality as a key purchase driver is essential for achieving a value reputation. For a product which is purchased by consumers voluntarily, quality is a prerequisite to consideration.

A well-executed brand message, combined with strategic social media tools, gives Diageo's subsidiary, EABL, the ability to put its brand and its message directly into the hands of consumers. Brand engagement is a key driver of customer loyalty, and social media has transformed the way customers engage with brands. Businesses of every size must develop and implement strategies for developing brand awareness and engagement over social media. Consumers have become an increasingly important component, and when Diageo EABL uses online engagement, they gain the ability to talk back to brands in

real time across a variety of media. Successful brand engagement online can result in stronger brand advocacy offline. This is reflected in an increase in purchase intent and increased consumer-brand loyalty.

Addressing Customer Feedback

Most firms have now included customer feedback management in their brand reputation methodology. Customer remarks tend to include references to the corporation's services, practices, products, and staff. Managing customer feedback enhances business reputation and indicates a better level of service and process quality, which results in customer satisfaction. Diageo became actively involved in encouraging customer feedback to model consumers' engagement and delight. The company could not ignore the positive impact of customer engagement on social media channels. Various reviews also assist in incorporating customer experiences with other products. Even though Diageo is the world's largest alcohol company, it is mindful of the requirements of each customer when running its distillers, Scotch whisky, gin, tequila, and beer firms.

In conclusion, brand reputation and customer perception for Diageo EABL are addressing customer feedback. The strategy involves the company's involvement in both traditional and digital customer engagement. Diageo EABL's social media is considered as a rapidly rising channel for brand communication. As more companies invest in social media, instances of brand disarray have increased, pressuring brand reputation managers to instigate counter-branding campaigns. Diageo EABL responds to customer inquiries via traditional media and also interaction during events and public opportunities to enhance brand reputation. Diageo EABL has an outstanding record of interacting with its customer base following the footprint of its leading rival, International Brands.

5.2 The Influence of Customer Perception on Diageo EABL

Consumer behaviour is complex and multifaceted, with a variety of influencing factors. Maddala et al. (2023) defines customer opinion as an advertising term that includes consumers' experiences, knowledge, or understanding regarding a company along with its products or services. One of the most important influences on consumer perception is the marketing mix, a factor particularly for the compa-

nies that serve a very competitive market. As such, it can be said that the marketing mix has a huge impact on consumer perception. The vagaries of the business environment rely heavily on consumer perception. The most important thing Diageo EABL needs to do is to maintain and protect consumer perception. In addition, the company may use a sustainable development strategy to attract customers and gain their confidence. With regards to the belief of consumers in the marketing mix for achieving the competitive position, an extremely important indicator has been sent. This shows that in order to be competitive, Diageo EABL needs to set off and begin their marketing strategy and plan by empowering the point of view of consumers about the marketing mix before they attempt to reach a competitive advantage in the beer and spirit market.

Consumer perception is the most important factor for all business entities since it helps them in developing brand awareness and perception. Therefore, they are able to occupy the topmost position in consumers' minds. Every consumer has a particular perception about any product which allows them to rank the product in their mind on the role of leadership. The objective of marketing is to fulfil and gratify the requirements and desires of the intended clients but with social, environmental, and sustainability concerns. The marketer can maintain and protect the consumers' perception. Consumer perception is the key factor for the success of EABL and every marketing mix has been regarded with the concern of consumer perception.

Building Customer Devotion

The product experience for some satisfies the customer and motivates success for others through refinements and accomplishments, enlightening directly into the results of buying and using or experiencing certain products or services Matala (2020). These customers with aggregation sensory filters will be transformed into emotional-based functioning of Diageo EABL's spirits brand, and spirits are appealing to the subconscious mind; hence, the brand benefits from attentional attraction, which enables consumers to remain faithful. Emotions involved in purchasing have given Diageo EABL price opportunity and brand success from the positive energy and emotional presence of the product. The more the customer remains entranced and attracted by the spirit experiences, the more wealth Diageo EABL creates for the company. Through their brand, the company also

creates smiles and influences positivism towards the brand. When there is brand interaction, customer involvement is triggered, and this transforms into eliciting high-involvement emotions. Particularly at a party, spirit brands have a high potential to capture consumer emotions to keep them in the mood of a festival.

The positive experience resulting in higher good spirit volumes acquired potential image whereas Diageo EABL's spirits ownership is in accord with an emotional purchase state tendency like the high social involvement and celebration action at a party of positive interaction and relationship effects on the brand. Building customer devotion is an important concept to Diageo EABL. While numerous aspects of building customer devotion are self-evident, the vital role played by emotions must not be overlooked. With the appropriate skills, strategies, and communications, Diageo EABL also markets to the emotions of the customers. Where in the process of transaction involving their brand, the customer could become ecstatically involved, becoming so greatly galvanized that they cannot get the emotional impact out of their head that the Diageo EABL brand impinge on them. Contemplating that consumers do discuss their emotional state and they state positively about the company's brand, customer wants constant regularity and to be able to recognize high brand equity of their favourite brand of choice.

Measuring Customer Perception

In their research, Zephaniah et al. (2023) conducted a mall-intercept survey to collect data on customer perception. The method involves approaching and surveying individuals face-to-face with respondents within a shopping mall. The survey selected long-term customers, aiming to capture insights from individuals with a significant history of interactions with the business. The survey also focused on individuals from different locations, involving 384 participants out of 1000 customers approached.

Multiple regression analysis, conducted using SPSS, is a valuable method for assessing the relationships between various factors, such as advertising, sales promotion, public relations, direct marketing, personal selling, and customer loyalty. Psychometric evaluation was used in Zephaniah et al.'s (2023) survey measurement scale. It assesses the unidimensionality, reliability, and validity of the measurement of data collected and analyzed. Since questionnaires can also be

employed in customer perception, Muyeet et al. (2012) propose factor analysis for measurement, with similar applicability as in brand reputation measurement.

Enhancing Brand Image and Trust

With increased trust in the product, a consumer may develop loyalty that is based on how they may have used the product and been satisfied, as the consumer patterns may change given the value of the product or service. This situation determines the perception that consumers have about the company, which in turn influences the perceived excellence of the product. For this reason, it is important for consumers for a company and their employees to give the consumer the platform to discuss the brand with other consumers and create a relationship that will eventually lead to the buying of the product.

Once the consumer is happy with the purchase of the product, they will get the product to other customers. Nevertheless, trust has been found to be the single most important factor in influencing product choices in the most recent consumer survey across the marketplace. Consumers find themselves in an era marked by declining brand loyalty. Across all market segments, trust in a product is closely tied to the emotional well-being of the customer. This trust is deeply rooted in a relationship that relies on mutual understanding, shared values, and attitudes. For individuals encountering a brand or product for the first time, recommendations from friends or family play a significant role. Trust also plays a crucial role in multicultural settings; when a consumer shares culture and tradition with a salesperson, it often leads to trust in both the salesperson and the product.

In order for the consumers to be satisfied and companies to maintain long-term competitive advantages, meeting or even exceeding the expectations of consumers is a very crucial point. As the perception of consumers makes the basis for the companies' understanding of the extent of satisfaction. All in all, satisfying the consumers' needs will give them the ideal stimulus, resulting in the modification of their behaviour and attachment to the company, so consumers were basically satisfied. The consumer segment today, which is becoming increasingly influential and complex, can be considered to have no single mindset and have different expectations. These segments are often associated with more mature and demanding consumers, those who have tried more exposed to an array of choices and brands.

5.3 Importance of Measuring Brand Reputation and Customer Perception

Measuring brand reputation and customer satisfaction has become imperative for organizations striving to thrive and excel. The interconnected role of brand reputation and customer satisfaction as invaluable tools in shaping a brand's narrative, influencing customer behaviour, and sustaining a positive market presence is apparent (El-Garaihy et al., 2014). The value of the two metrics is reflected through their various importance in a business setting.

Muyeed (2012) suggests that a good reputation signals excellent quality, human resource management, and innovation, promoting effective communication with customers and generating positive word of mouth. The article additionally informs us that organizational personnel promote brand reputation and customer perception through the quality of service they deliver. Therefore, the metrics can be used to measure the performance of the service providers. Measuring brand reputation and customer satisfaction is essential for strategic decision-making within a business. Assessing how people view the brand and grasping customer satisfaction levels supports companies in pinpointing areas for enhancement and utilizing their strengths efficiently. Having a positive brand reputation and heightened customer satisfaction promotes effective word-of-mouth marketing, optimizing the reach and impact of promotional efforts.

Marketing teams can refine their strategies based on real-time feedback and market perceptions. Since customers are naturally inclined to choose brands with positive reputations and satisfactory experiences, the competitive edge attracts new customers and fosters loyalty, thus being an essential factor in the competitive business landscape (El-Garaihy et al., 2014). The rising loyalty translates to repeat purchases, creating long-term relationships, and ensuring a steady customer base. Satisfied customers make repeated purchases and recommend the brand to other customers, facilitating revenue growth and further bolstering the organization's financial health.

A positive brand perception enhances the brand's overall significance, attracting stakeholders, fostering partnerships, and building cooperative relationships. A positive assessment of the two factors also affects employee morale. Employees are more motivated when associated with a brand with a positive reputation. Positive brand reputation and customer satisfaction form the bedrock of a successful

and resilient business. Measuring these metrics gives insights instrumental in crafting effective strategies, gaining a competitive edge, fostering customer loyalty, and ensuring overall organizational prosperity. Emphasizing assessment and enhancing brand reputation and customer satisfaction is a critical necessity. This empowers companies to bolster their market presence, foster long-lasting connections with customers and stakeholders, and prosper in a competitive market environment.

6 EMPIRICAL ANALYSIS

The questionnaires were collected from various Diageo EABL outlets in various locations where respondents were required to drop them off. Reminders were sent a week prior to the end of the month to ensure participation and the return of filled-out questionnaires. A commendable 96% participation rate was achieved, with fifty-seven (57) filled-out questionnaires collected out of the 59 questionnaires that were given out. These underwent the validation process to ensure the accuracy and consistency of the responses. Data entry errors, logical inconsistencies, and outliers that could skew the analysis results were checked.

The demographic of respondents was mostly aged between 35 and 44, predominantly male and residing in suburban areas. This age group constituted the largest segment, with 17 respondents (30% of the total). Notably, younger participants, aged 25-34, followed closely behind, comprising 12 respondents (21%). To the contrary, respondents aged 18-24, 45-54, 55-64, and those aged 65 and above, gave to lesser extents, with 7, 11, 6, and 4 respondents, respectively.

As indicated by the significant difference in responses, the survey cohort's gender distribution clearly men were the majority with 36 respondents (63% of the total), while 18 were female participants (32%). In addition, only a small percentage of respondents chose to reveal their gender identity, and an insignificant amount chose not to adhere to standard gender boundaries (5%).

Regarding geographical distribution, suburban areas surfaced as the dominant residential setting, with 23 participants (40%) discerning this as their location. On the contrary, urban and rural areas attained comparatively lower representation, with 19 and 15 respondents emerging from these areas, respectively. This dissemination conveys a notable suburban bias among survey participants, symbolic of the broader demographic trends.

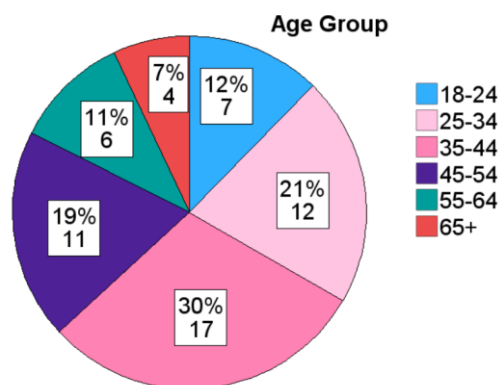


FIGURE 6. Age Group

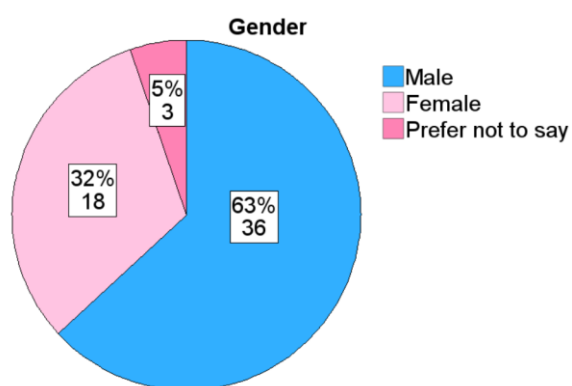


FIGURE 7. Gender.

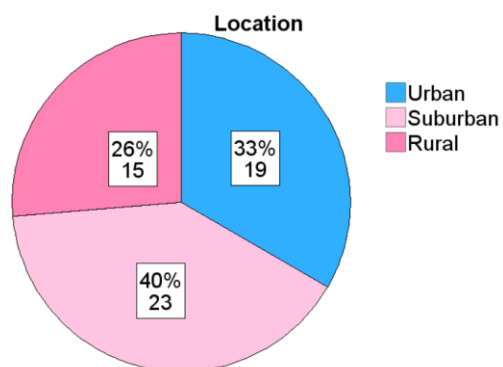


FIGURE 8. Location.

The analysis reveals a significant trend: out of the 57 respondents, the most represented group are the weekly consumers or those regularly interacting with EABL products (27). This high representation underscores the impact of EABL's CSR and sustainability efforts on their most frequent consumers. The next most represented group are the monthly consumers (11), indicating the success of their responsible drinking initiatives. This result should make their marketing team feel accomplished and encouraged. Additionally, 72 percent of respondents expressed awareness of Diageo EABL's CSR and sustainability initiatives, a testament to their practical methods of raising awareness among employees, consumers, and the community.

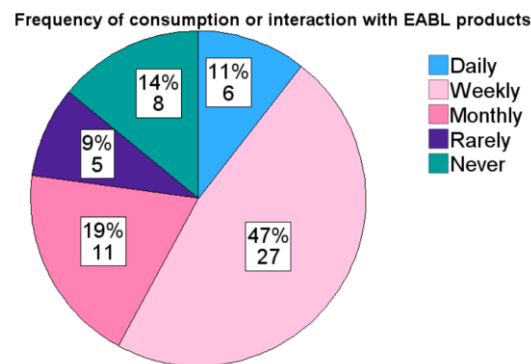


FIGURE 9. Frequency of consumption or interaction with EABL products.

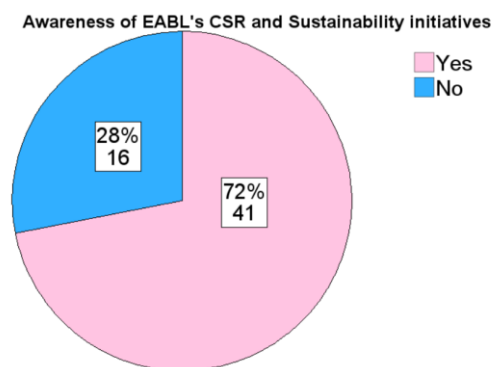


FIGURE 10. Awareness of EABL's CSR and sustainability initiatives.

6.1 Awareness of EABL's CSR and Sustainability Initiatives and their Perceived Importance

Only the data from the 41 respondents was analyzed for the subsequent parameters. Most respondents indicated they were informed of Diageo's initiatives through television and newspapers/magazines (scores of 16 and 13, respectively), followed by the company's website and social media. With the advancement of technology, the company should put more effort into engaging the online community on its CSR and sustainability initiatives, for instance, by posting more content in digital media channels. Twenty-eight respondents suggested that Diageo's CSR and sustainability initiatives were important or very important. Therefore, 68 % of the respondents consider these initiatives to be necessary.

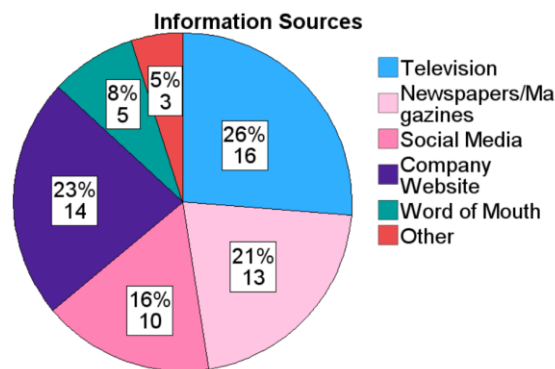


FIGURE 11. Information sources.

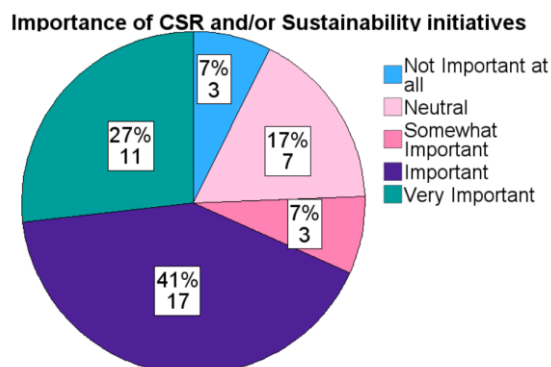


FIGURE 12. Importance of CSR and/or sustainability initiatives.

6.2 Impacts of EABL's CSR and Sustainability Initiatives

The data indicates that CSR and sustainability initiatives have a positive influence on brand image and reputation (score 29), perception (score 16), and support and purchase (score 17). However, a notable portion of respondents need to be made aware of the influence of the initiatives on perception (score 20) and support and purchase (score 13).

Overall, the analysis suggests that EABL's CSR and sustainability initiatives have gained significant awareness and are perceived as necessary by a substantial portion of the target audience, particularly among middle-aged and male consumers in suburban areas. This validates their marketing and sustainability teams' efforts and should encourage them to continue their excellent work. These initiatives have positively influenced Diageo and EABL's brand image, reputation, and perception, but their impact on influencing support and purchase decisions remains to be determined. These findings provide valuable insights for EABL and Diageo to enhance and refine their CSR and sustainability strategies while creating more awareness.

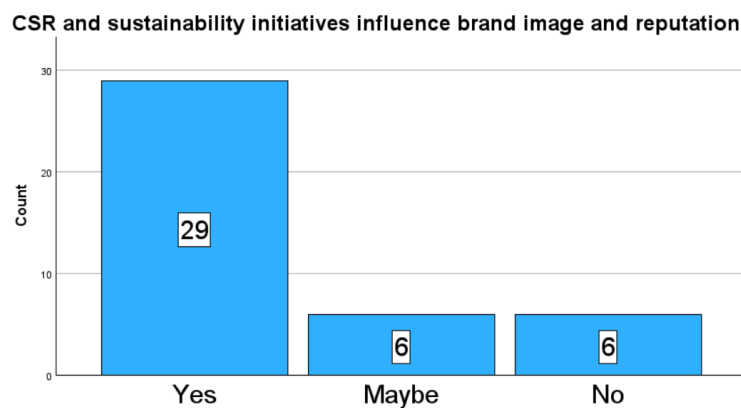


FIGURE 13. CSR and sustainability initiatives influence brand image and reputation.

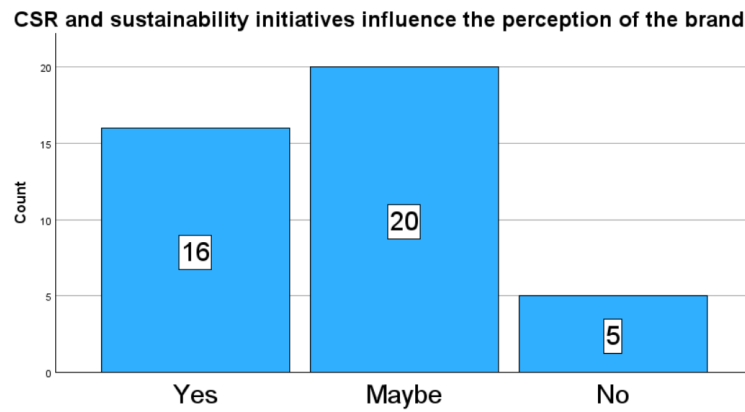


FIGURE 14. CSR and sustainability initiatives influence the perception of the brand.

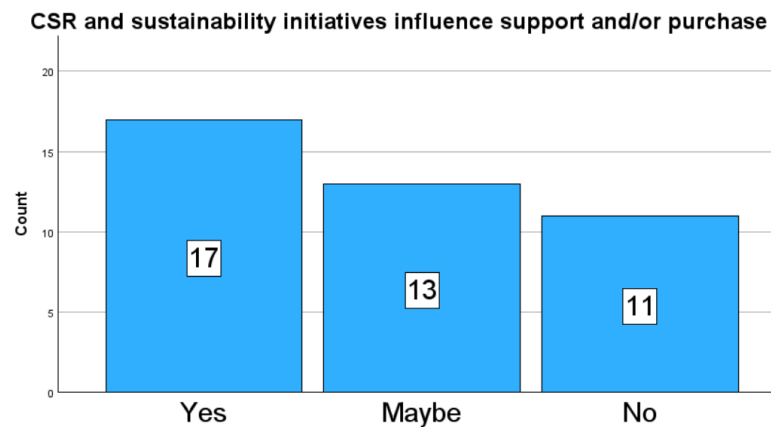


FIGURE 15. CSR and sustainability influence support and/or purchase.

The awareness of EABL's initiatives and its positive perception and perceived importance fosters trust and credibility in the brand. Consumers who value social responsibility and environmental consciousness see EABL as a company that aligns with their values, strengthening brand trust. This alignment with consumer values is a testament to EABL's commitment to ethical practices. As discussed in previous chapters, this factor differentiates it from competitors with a less sustainable or ethical image. The analysis underscores that purchase decisions and brand advocacy are closely linked to Diageo EABL's initiatives and can be influenced by a positive brand image and perception. The group that remains undecided about the impact of the initiatives on purchases highlights the potential for EABL to promote the brand and its initiatives actively, thereby bridging the gap between positive perception and concrete buying decisions.

De Stefano et al. (2018) and Angima (2022) both emphasize the importance of this phase in building consumer trust and influencing brand behaviour. More effective and focused communication techniques must be used to maximize the influence of EABL's sustainability and CSR programs on corporate growth and development. This is where their audience comes in. Their role is crucial in deciding which demographics to target using communication techniques to reach these segments effectively. This responsibility should empower them within their roles. This can enhance brand engagement and loyalty, as suggested by studies (De Stefano et al., 2018; Angima, 2022). Moreover, demonstrating Dia-geo's initiatives' tangible results and positive impact can further solidify the connection between these efforts and consumer behaviour. This can be achieved through promotional videos and advertisements in traditional and digital media, which can enhance consumer understanding and appreciation of the brand's values and influence purchase decisions and brand advocacy.

7 DISCUSSIONS AND RECOMMENDATIONS

It is crucial to recognize that businesses participating in sustainability programs directly and significantly impact consumer attitudes, behaviour, and brand reputation. This underscores the importance of integrating sustainability practices into business operations.

Besides producing high-quality goods, Diageo must demonstrate accountability for environmental efforts. The show of responsibility, ethics, and forward-thinking gives the brand favourability, associating the company with values they admire, such as environmental consciousness and social responsibility. Initiatives such as the "Water of Life" program establish credibility, which can be invaluable during times of crisis or when introducing new products or services. Such initiatives differentiate the company in the competitive marketplace. The eco-friendly practices enable the company to set itself apart from competitors, compelling consumers to choose its products over those of other companies. A company is more likely to gain committed customers and advocates from consumers who embrace its sustainability values. Such customers continue to support the brand through repeat purchases and actively promote its values and mission to their networks.

By setting sustainability as a top priority, businesses cannot only impact consumer attitudes and brand reputation but also feel more secure about the future. This strategic decision makes it easier to manage environmental and regulatory concerns, thereby protecting the business's reputation and long-term profitability by reducing bad press and legal issues.

Community engagement is a powerful tool for Diageo and its subsidiaries, like EABL, to establish a solid brand reputation. These companies can forge genuine relationships, understand local needs, and contribute to collective well-being through their proactive involvement in the communities they serve or seek to attract. This engagement fosters trust and credibility as the community becomes not just a supporter but the company's ambassador through word-of-mouth and social media platforms. Community involvement provides the Diageo brands with a competitive edge, much like sustainability programs do. Customers that

respect social responsibility and community support businesses that actively engage in and contribute to the local community. Moreover, community engagement creates positive experiences with local consumers, who in turn become a supportive community in times of crisis, helping mitigate negative publicity's impact. Therefore, through community engagement, Diageo can directly impact customer acquisition, retention, and loyalty, ensuring sustained success and growth over the long term.

Diageo is committed to aligning with the values of the community. The business might sponsor various regional activities, including conferences for education, sporting events, and cultural festivals, aligning with the community's interests. Additionally, it can help charitable causes and neighbourhood groups that share their beliefs and objectives, such as those that promote environmental sustainability, health, or education, demonstrating their respect for the community's priorities. Furthermore, they can collaborate with nearby nonprofits, educational institutions, or governmental organizations to address neighbourhood objectives like environmental protection or economic growth, showing their understanding of the community's needs.

The corporation can manifest its dedication to the well-being of the community by having its employees donate their time and expertise to support community projects, such as park cleanups, student mentoring programs, or assistance with local events. The business can nourish meaningful connections with the community and a cooperative attitude by actively holding workshops, seminars, or other community events or by taking part in them. Hence, it will support the development of a sense of community and solidarity. Additionally, by leveraging social media, blogs, and other digital platforms, the company may provide open and transparent communication by interacting with the communities, offering updates, and responding to local queries or comments.

Local supply chain management also significantly impacts the brand image and reputation. By demonstrating a commitment to giving back to the domestic economy and community, the company builds a positive reputation and forms strong ties with the community (Foerstl et al., 2015). Besides improving the brand reputation, local sourcing benefits the company through faster raw mate-

rials delivery times, which also minimizes transport costs. Managing a local supply chain is more accessible, allows for closer communication and collaboration with suppliers and stakeholders, and facilitates quicker problem resolution. Moreover, by prioritizing domestic suppliers, Diageo not only contributes to environmental conservation efforts but also sets an example of an eco-friendly approach. The carbon emissions through transport are significantly reduced, resonating with environmentally-conscious consumers and enhancing the brand's reputation as a socially responsible entity.

Employee development, a crucial social responsibility aspect, contributes significantly to crafting the company's reputation. Investing in the development and welfare of its workforce demonstrates a company's compassion and moral character, which benefits its brand. At Diageo, programs for employee development have produced a work atmosphere where staff members feel appreciated and encouraged, increasing productivity and raising the possibility that they may become brand ambassadors. Their good experiences spread among their networks, improving the public's opinion of the business. These workers are fervently involved in volunteer work, community service, and other social responsibility endeavours since they are committed to social responsibility. Their collective efforts uplift the company's reputation and contribute to positive social change. The sense of community and shared values fostered through employee development improve customer interactions and enhance customer satisfaction and loyalty, making customers feel a part of something bigger.

Employee management also shapes organizational resilience and adaptability (Glavas & Kelley, 2014). Employee training has made it easier for the company to weather uncertainty and take advantage of new trends. One wise strategy to lessen the harmful effects of heavy drinking is to promote and support events that promote safe alcohol use. By offering explicit recommendations for responsible consumption and educational materials to raise knowledge about alcohol, Diageo has demonstrated its unshakable commitment to putting its customers' health and welfare first. There is a benefit to drinking when compared to other injuries resulting from alcohol and the incidence of drunk driving accidents. By highlighting quality, safety, and moderation, Diageo not only advocates responsible alcohol consumption but also demonstrates a unique market positioning. This positioning, favouring responsible alcohol consumption over competitors,

gives the company a clear advantage. It shows that Diageo is not just another alcohol brand but a leader in promoting responsible drinking habits. The reputation of alcohol brands is significantly enhanced by encouraging responsible consumption. Diageo presents itself as a socially responsible company that puts the welfare of its customers and communities first by aggressively promoting responsible drinking habits and supporting programs that promote moderation and safety.

These CSR and sustainability initiatives, such as reducing carbon emissions, implementing fair trade practices, and supporting local communities, also directly impact how customers perceive the company. Customer perception refers to the subjective evaluation and interpretation that customers form about a particular product or good based on their own inferences and judgments. The conclusions can be influenced by factors such as price, overall experience, brand image, and reputation. In their study, Maddala et al. (2023) delves into the notion of consumer perception, which involves consumers' experiences, knowledge, and consciousness of a company and its products and services. To comprehend consumer impressions, one needs to consider multiple aspects that influence their viewpoints. Among these include social media, reviews, public relations, advertising, and firsthand experiences. Research in the field of literature suggests that perception is a significant factor in shaping customer behaviour.

The customer's perspective of a firm is additionally influenced by the dissemination of information through verbal communication, promotional messages, evaluations, and the overall impression portrayed by the company's brand. Diageo's online presence and environmental and social responsibility collectively contribute to customers' overall impression of a business (Mmutle et al., 2017). Mmutle et al. (2017) suggested that a company's responsiveness, reliability, and customer trust affect customers' overall experience, subsequently affecting customer perception and brand reputation and influencing future purchases. The article adds that product personalization is also crucial for positive customer experiences. Personalization efforts create associations and satisfaction, thereby influencing purchasing decisions. Therefore, customer perception can affect loyalty and purchases, influencing sales, profits, and business growth and development.

8 CONCLUSION

To assess how these initiatives contribute to business development in the African region, this study conducted a thorough analysis of the strategic implementation of CSR and sustainability initiatives carried out by Diageo Public Limited Company through its subsidiary East African Breweries Limited (EABL). The research demonstrates Diageo's commitment to moral and responsible business practices, demonstrating how these activities support the company's overall growth goals and long-term success.

Diageo's EABL initiatives, including the unique "Water of Life" program, are designed to promote responsible drinking in Africa. These efforts have been instrumental in mitigating the detrimental social and health outcomes linked to alcohol use, thereby positioning Diageo as a socially responsible entity in the region.

The organization's dedication to mitigating its ecological footprint through investments in water treatment facilities and energy efficiency measures further underscores its continuous support for sustainable practices and environmental monitoring within its African operations. The research has highlighted Diageo's devotion to waste management, sustainable water governance, and reducing its carbon footprint, all of which comply with global sustainability goals. These initiatives have successfully positioned the company as an environmentally conscious brand, earning it favour among eco-friendly consumers.

Other efforts by the company encompass support for local supply chains, engagement with smallholder farmers, and community development programs, therefore contributing to economic development, empowerment, and the overall well-being of the communities in which it operates. The research also assessed the impacts of these initiatives on brand reputation among African consumers, providing valuable insights into how Diageo's CSR and sustainability efforts shape customer perceptions, brand loyalty, and competitive advantage within the African market. Diageo's initiatives, such as those focusing on environmental conservation, community development, and responsible drinking, position the company as a brand that aligns with consumer values, leading to positive associations with customers and driving customer acquisition and retention.

Furthermore, the study has revealed how consumers in East Africa view these programs, giving insights into the essence of CSR in business operations and driving business growth and long-term success. These insights can also assist policymakers and regulatory bodies in understanding the effects of CSR and sustainability efforts, helping them create frameworks and incentives that promote business practices for a shift towards fostering a culture of a more sustainable and socially conscious business environment in Africa and elsewhere. The study has highlighted how CSR, sustainability, and business growth intersect while laying the groundwork for research that encourages innovation and advancements in CSR and sustainability practices.

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APPENDICES

Appendix 1. Respondents Information sheet.

TITLE OF THE STUDY: Diageo's Commitment to Corporate Social Responsibility (CSR) and Sustainability Initiatives: A Study on the Ramifications of Diageo's CSR and Sustainability Initiatives by EABL, Diageo in the African region.

WHO I AM AND WHAT THIS STUDY IS ABOUT

My name is Sharon Salonen; I am a bachelor's student at Tampere University of Applied Sciences, undertaking the aforementioned research project. My motivation for undertaking this research is rooted in a genuine interest in understanding the impact of CSR and sustainability of an international company within Africa, and within international business contexts. This study aims to objectively explore the impact of CSR and sustainability initiatives that Diageo and EABL have on the African region. This research is being undertaken as part of my academic journey and will contribute to the fulfilment of the course requirements. The study aligns with ethical research principles, prioritizing participant confidentiality and striving to provide a comprehensive and unbiased exploration of the interplay between CSR and sustainability initiatives commitments, EABL leadership, and the local community impact in an international business context.

WHAT WILL TAKING PART INVOLVE?

Participants in this research offer individuals the opportunity to contribute to the exploration of how Diageo and EABL's CSR and sustainability initiatives and commitments impact the lives of the local communities. The engagement will encompass several activities designed to gather diverse perspectives and experiences.

Firstly, participants will complete online surveys addressing cultural impacts on communication and language within the international business context. Secondly, individuals are encouraged to participate in online discussions on social media platforms or designated forums, sharing their insights into the dynamics of cultural influences in international business.

Additionally, participants may provide qualitative reflections on personal experiences through self-survey reports, shedding light on the intricacies of EABL's CSR and sustainability initiatives impact on the community. Structured online questionnaires will be distributed within specific social groups, delving into the impact felt at the community level and the significance of these initiatives to the business. The opportunity to engage in organized online interviews via Zoom is available for those opting to contribute more deeply.

WHY HAVE YOU BEEN INVITED TO TAKE PART?

I have chosen to invite this individual to participate in my research due to their unique perspective and valuable insights that align with the focus of my study. This selection process was driven by carefully considering individuals who possess relevant experiences and perspectives related to EABL's CSR and sustainability initiative in international business practices, leadership, and management.

DO YOU HAVE TO TAKE PART?

Participation in this research is entirely voluntary, and you are not obligated to participate. Your involvement is based on your willingness and interest in contributing to the study. You have the right to refuse participation, decline to answer some questions and withdraw from the research at any point without facing any consequences whatsoever.

Your decision to participate will have no impact on your relationship with the researcher, and there will be no repercussions for choosing not to participate or withdrawing from the study. The confidentiality of your responses and your privacy will be respected throughout the research process.

Please contact the researcher if you have any concerns or questions or require additional information before deciding to participate. Your autonomy and right to make decisions regarding your involvement in this research are of utmost importance.

WHAT ARE THE POSSIBLE RISKS AND BENEFITS OF TAKING PART?

Possible Risks: Participating in this research involves minimal risks. While efforts have been made to design the study with participant well-being in mind, it

is essential to acknowledge that discussing topics related to CSR and sustainability initiatives impacted by EABL may evoke personal reflections or emotions. Participants may feel uncomfortable or experience mild emotional distress when sharing experiences or perspectives. However, every precaution will be taken to create a supportive and respectful environment throughout the research process.

Possible Benefits: Participating in the research can bring you benefits, including a deeper understanding of the impact of CSR and sustainability efforts on the community and their significance in international business. Your insights may help applaud and identify strategies to enhance the delivery of CSR and sustainability initiatives within the local communities. Additionally, participants may gain a sense of satisfaction from actively contributing to academic knowledge in this field.

Physical and Psychological Harm Mitigation: While the study is designed to be low-risk, should you experience any discomfort or distress during the research, you have the right to withdraw at any time without consequence. To mitigate potential harm, the researcher will prioritize the well-being of participants. Participants will be given resources and contacts for professional support in unexpected emotional reactions or stress, ensuring their mental and emotional well-being is addressed promptly.

Confidentiality and Privacy: All information provided during the research will be treated with the utmost confidentiality. Personal details will be anonymized, and steps will be taken to ensure that all participants cannot be identified in any publications resulting from the study. This safeguards your privacy and ensures that your contributions are presented in a manner that protects your identity.

WILL TAKING PART BE CONFIDENTIAL?

Confidentiality Assurance: Your participation is treated with utmost confidentiality. Responses will be anonymized to protect your identity throughout the research process. All provided information, including personal details, will be handled with strict confidentiality.

Anonymity of Participants and Individuals Mentioned: Steps will be taken to ensure the anonymity of participants and mentioned individuals. Personal identifiers will be removed, and pseudonyms may be used to safeguard identities.

Confidentiality Limits: While efforts will be made to maintain confidentiality, specific situations may require breaching it. If serious harm is at risk (for example, abuse, child protection issues, criminal activity), confidentiality may be broken, and appropriate action will be taken.

Retention of Non-anonymized Data: Non-anonymized data, like signed consent forms and audio recordings, will be collected for research. These materials are securely stored and accessible only to the researcher and authorized personnel, ensuring accuracy and integrity.

HOW WILL THE INFORMATION YOU PROVIDE BE RECORDED, STORED, AND PROTECTED?

Recording and Storage of Information: The interviews will be recorded as part of this research to ensure accurate data collection. The audio recordings will be stored and treated with the utmost confidentiality. The arrangements for recording and storing research data are designed to protect the privacy of its participants.

Storage Location and Security Arrangements: All research data, including signed consent forms and audio recordings, will be stored in secure locations with restricted access. The storage facility will have password protection and other security measures to prevent unauthorized access. Only the researcher and authorized personnel will have access to the stored data.

Data Retention Policy: The data retention policy for this research follows ethical guidelines and meets legal requirements. The initial audio files and authorised consent forms will be preserved for the duration that the published content remains accessible. After this period, these materials will be securely destroyed to ensure the permanent removal of identifiable information. Interview transcripts, with all personal data removed, will be kept for peer-reviewed sources.

This allows for the verification of research findings and potential follow-up inquiries. After the designated retention period, these anonymized transcripts will also be securely destroyed.

Access to Data: Access to stored data will be restricted to the researcher and any authorized personnel involved in the research process. The researcher is committed to maintaining participants' confidentiality and privacy, and data access will be limited to those who require it for analysis and reporting.

WHAT WILL HAPPEN TO THE RESULTS OF THE STUDY?

The research findings will be used for academic purposes and disseminated through conference presentations, publications in peer-reviewed journals focusing on international business and cross-cultural studies, and integration into teaching materials for relevant courses. The primary goal is to contribute valuable insights to the academic community and enhance understanding of CSR and sustainability initiatives delivered by international businesses to significantly impact the lives of the local communities. Additionally, the results will be compiled into a thesis or dissertation to fulfil the academic requirements of the researcher's degree program.

WHO SHOULD YOU CONTACT FOR FURTHER INFORMATION?

Sharon Salonen

Contact email: sharon.salonen@tuni.fi

THANK YOU.

Appendix 2. Awareness Survey on EABL's CSR and Sustainability Initiatives

Introduction: Thank you for participating in our survey. Your feedback is crucial in helping us understand consumers' awareness of East African Breweries Limited's (EABL) Corporate Social Responsibility (CSR) and sustainability initiatives. Please answer the following questions honestly and to the best of your knowledge.

Demographic Information:

1. Age Group:

- ☐ 18-24
- ☐ 25-34
- ☐ 35-44
- ☐ 45-54
- ☐ 55-64
- ☐ 65+

2. Gender:

- ☐ Male
- ☐ Female
- ☐ Non-binary
- ☐ Prefer not to say

3. Location:

- ☐ Urban
- ☐ Suburban
- ☐ Rural

4. How often do you consume or interact with EABL products?

- ☐ Daily
- ☐ Weekly
- ☐ Monthly
- ☐ Rarely
- ☐ Never

Awareness of EABL's CSR Initiatives:

5. Are you aware that East African Breweries Limited (EABL) is involved in Corporate Social Responsibility (CSR) and sustainability initiatives?
- ☐ Yes
 - ☐ No
6. If yes, please specify the EABL CSR or sustainability initiatives you are aware of. (Open-ended)

Information Sources:

7. How do you usually receive information about EABL's CSR and sustainability initiatives? (Select all that apply)
- ☐ Television
 - ☐ Social Media
 - ☐ Newspapers/Magazines
 - ☐ Company Website
 - ☐ Word of Mouth
 - ☐ Other (please specify)

Perceived Importance:

8. How important do you think companies like EABL should engage in CSR and sustainability initiatives?
- ☐ Not important at all
 - ☐ Somewhat important
 - ☐ Neutral
 - ☐ Important
 - ☐ Very important

Action and Participation:

9. Do you agree that CSR and sustainability initiatives influence brand image and reputation?
- ☐ Yes
 - ☐ No

- Maybe

10. Do you think CSR and sustainability initiatives influence the perception of the brand?

- Yes
- No
- Maybe

11. Would you be more likely to support EABL or purchase its products if you knew they were actively engaged in CSR and sustainability initiatives?

- Yes
- No
- Maybe

Additional Comments:

12. Do you have any additional comments or suggestions regarding EABL's CSR and sustainability initiatives? (Open-ended)

Thank you for taking the time to complete our survey. Your insights are invaluable!

Appendix 3. SPSS (Statistical Package for the Social Sciences) Raw Data

spss.sav [DataSet1] - IBM SPSS Statistics Data Editor

	Interview_ID	Age_Group	Gender	Location	Frequency_Consumption	Awareness	Info_Source	Importance	Purchase_Influence	Brand_Influence	Reputation_Influence	Info_Source_TV	Info_Source_SocialMedia	Info_Source_Newspapers/Magazines	Info_Source_CompanyWebsite	Info_Source_WordOfMouth	Info_Source_Other
1	1	18-24	Male	Urban	Daily	Yes	Social Media	Not Important	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
2	2	18-24	Male	Urban	Daily	Yes	Company Website	Not Important	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
3	3	18-24	Male	Urban	Daily	Yes	Company Website	Not Important	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
4	4	18-24	Male	Urban	Daily	Yes	Company Website	Neutral	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No
5	5	18-24	Male	Urban	Daily	Yes	Company Website	Neutral	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No
6	6	18-24	Male	Urban	Daily	Yes	Company Website	Neutral	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No	No
7	7	18-24	Male	Urban	Weekly	Yes	Company Website	Neutral	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No	No

spss.sav [DataSet1] - IBM SPSS Statistics Data Editor

	Name	Type	Width	Decimals	Label	Values	Missing	Columns	Align	Measure	Role
1	Interview_ID	Numeric	8	0	Interview ID	None	None	8	Right	Nominal	Input
2	Age_Group	Numeric	8	0	Age Group	{1, 18-24}...	None	8	Right	Ordinal	Input
3	Gender	Numeric	8	0	Gender	{0, Male}...	None	8	Right	Nominal	Input
4	Location	Numeric	8	0	Location	{0, Urban}...	None	8	Right	Ordinal	Input
5	Frequency_...	Numeric	8	0	Frequency of c...	{0, Daily}...	None	8	Right	Ordinal	Input
6	Awareness	Numeric	8	0	Awareness of ...	{0, No}...	None	8	Right	Ordinal	Input
7	Info_Source	Numeric	8	0	Information So...	{0, Televisio...	None	8	Right	Ordinal	Input
8	Importance	Numeric	7	0	Importance of ...	{0, Not Impo...	None	8	Right	Ordinal	Input
9	Purchase_I...	Numeric	8	0	CSR and susta...	{0, No}...	None	8	Right	Ordinal	Input
10	Brand_Influ...	Numeric	8	0	CSR and susta...	{0, No}...	None	8	Right	Ordinal	Input
11	Reputation...	Numeric	8	0	CSR and susta...	{0, No}...	None	8	Right	Ordinal	Input
12	Info_Source...	Numeric	8	0	Television	{0, No}...	None	8	Right	Nominal	Input
13	Info_Source...	Numeric	8	0	Social Media	{0, No}...	None	8	Right	Nominal	Input
14	Info_Source...	Numeric	8	0	Newspapers/M...	{0, No}...	None	8	Right	Nominal	Input
15	Info_Source...	Numeric	8	0	Company Web...	{0, No}...	None	8	Right	Nominal	Input
16	Info_Source...	Numeric	8	0	Word of Mouth	{0, No}...	None	8	Right	Nominal	Input
17	Info_Source...	Numeric	8	0	Other	{0, No}...	None	10	Right	Nominal	Input

This is the raw data from the questionnaire and the question as a variable setup in the SPSS file.