

Managing CSR Across Corporate and Product Brands: Consumer Expectations and Brand Alignment

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Abstract

While corporate social responsibility (CSR) is often examined at the corporate level, significant variations exist in how consumers perceive CSR across corporate and product brands. This study investigates how multi-brand corporations manage corporate and product brand CSR, emphasizing the role of consumer expectations and brand alignment in shaping managerial decision-making. Drawing on an embedded multiple case study with 14 semi-structured interviews with managers in the consumer goods industry, this research explores how managers' perception of consumer expectations factor into CSR decision making. Our findings show that the management of CSR is influenced by consumer, brand, and corporate dimensions. By integrating schema theory with CSR literature, this research offers a deeper understanding of CSR management in multi-brand corporations, contributing new insights for brand management and CSR literature.

Keywords: Corporate Social Responsibility, Brand Management, Schema Theory

Track: Product and Brand Management