

## Corporate Social Responsibility towards Customer Loyalty: Case Study of Aqua

Dessy Isfianadewi, Department of Management, Faculty of Economics, Universitas Islam Indonesia, Yogyakarta, Indonesia. [dessy.isfianadewi@uii.ac.id](mailto:dessy.isfianadewi@uii.ac.id)

Melina Amelia Chrissanti, Department of Management, Faculty of Economics, Universitas Budi Luhur, Jakarta, Indonesia. [melina\\_amelia@yahoo.co.id](mailto:melina_amelia@yahoo.co.id)

### Abstract

The purpose of this paper is to analyze the activity on corporate social responsibility (CSR) program is realized in social alliance can also be bring a positive perception towards the value that influence the buying decision. If the customer feel satisfied, then they will do purchasing continuously, do a word-of-mouth promotion, less attention to other brand, even create a new customer and become loyal. This loyalty will be the main aim of the corporate. Primary data was collected from those who ever bought Aqua between ages 20 – 34 years old and lives in Jakarta. The data was gathered at one time (cross-section) by using purposive (judgment) sampling method. Aqua is a brand of drinking water since 1973 with the largest sales in Indonesia and is one of the most famous brand of drinking water in Indonesia, which has become like a generic brand for drinking water. To test the hypothesis, structural equation model were performed. The statistic tools is Linear Structural Relation Result indicated that CSR and trust have a positive relationship, supporting the perspective that a customer's perception that a corporate is socially responsible will strengthen their trust to product brand. But CSR and commitment have a negative relationship. Commitment and purchase behavior have a positive relationship, supporting the perspective that a customer's commitment to the corporate will positively impact the magnitude of their purchase behavior. Commitment and word of mouth have a positive relationship, supporting the perspective that a customer's commitment to the corporate will strengthen their desire to share favorable word-of-mouth about the corporate.

**Keywords:** Corporate Social Responsibility, Customer Loyalty, Trust, Commitment

### Introduction

The environment problems make the intention of changing the thinking of business people. Changing patterns of business approach began to steer business to business activity-based approach to environmental sustainability. The environmental problems could be an opportunity or a threat for business people. Smart business people who will make the environmental issue into an opportunity to satisfy the needs and desires of consumers, to meet these conditions, to be responsible for the shareholder and stakeholders that related into the corporate's impact. It brings new phenomenon. A company or product that has an image of public care would be much appreciated. Thus, eventually generate profits. (Velany, 2008). The CSR program can be social alliance, and the most popular one is Cause Related Marketing (CRM) is become an innovative strategy to give a value added to the company image as the strategy to differentiate among others. By focusing on the long term strategy, CRM can be also a competitive advantage (Kotler & Lee, 2005). The activity that included on CSR program is realized in social alliance can be also bring a positive perception towards the value that influence the buying decision. If the customer feel satisfied, then they will do purchasing continuously, do a word-of-mouth promotion, less attention to other brand, even create a new customer and become loyal. This loyalty will be the main aim of the corporate (Keegan, 2004)

This main objective of this paper is to analyze the activity on corporate social responsibility (CSR) program is realized in social alliance can also be bring a positive perception towards the value that influence the buying decision. Loyalty is linked with the repeated business. Customer loyalty has four levels that divided into loyal to the brand, store or other entities: a) Hard core loyals, customer buy one

product all the time; b) Split loyals, customer loyal to more than one product; c) Shifting loyals, customer switching product often; d) Switchers, Customer don't show any interest to any brand (Kotler, 2000). A company which can get more customer whether it is hard core loyals or only loyal will give an advantage to the sales, because the customer will purchase more on that company than to the others. The company also can minimize the marketing cost because they don't need to do any effort to get a new customers. The marketing cost getting lower because the satisfied customer will share their experience to the people (word of mouth). Besides that, the operational cost will be also decreased because the company is trustworthy. Loyalty will push the customer to feel satisfied to try another product from the same company (Kotler, 2000).

Aqua is a brand of bottled drinking water produced by Aqua Golden Mississippi in Indonesia since 1973. Aqua is a brand of drinking water with the largest sales in Indonesia and is one of the most famous brand of drinking water in Indonesia, which has become like a generic brand for drinking water. In Indonesia, there are 14 factories that produce Aqua. Since 1998, Aqua has also owned by multinational companies from France, Danone, the result of the merger with Danone Aqua Golden Mississippi (History of Aqua, 2018). The tight competitions between Air Minum Dalam Kemasan (AMDK) industry in Indonesia needs an innovative strategy to create a value for the customer to be loyal. The competition caused by the low ability of the government to improve the water facility, 2808 districts and 5910 villages in Indonesia haven't get a proper water to drink. It causes the improvement of AMDK industry getting better. From the sales, this industry has a good growth rate. In 2016, it improves 1% if we compare it to 2015 from 24.7 billion becomes 25 billion liter. In 2017 the improvement became 8% become 27 billion liters, then target 10% became 29.7 billion in 2018. (Asosiasi Perusahaan Air Minum Dalam Kemasan, 2018).

For many years Aqua has achieving many program which concern to the environmental sustainability. For example, Aqua achieve Indonesia Green Awards 2014. The Best Green Private Partnership, Wonosobo Green City in 2013, Indonesia Green Awards; *Perusahaan Penginspirasi Bumi* category of La Tofi School of CSR 2011, AQUA Lestari for the management of water resources in an integrated manner through access to clean water and sanitation, as well as launched the project "*Satu Untuk Sepuluh*" in NTT. Indonesia received the Platinum Brand Award etc. Aqua always make a program that environmental oriented, they realized that water is an important element which is impossible to be separated from the people living. 70% of human element is water, most of the living aspect is related to the water and human need water as the source of their life. (BPS, Dalam Kemitraan Air Indonesia, 2016)

The water usage in Indonesia is 80%-90% for agricultural, thus in 2015 the people needs will become more huge with the limited resources will take the part for agriculture. Even in the global forecast, in 2030 world will lacking of water, 70% of population will get water insufficient. This forecast make Program Satu Untuk Sepuluh become an innovative investment for the society. (BPS, 2017)

### **Research Question**

With the statement mentioned above, in this study the problem that will be discuss are as follows:

- a. Why the customer's perceptions that a corporate is socially responsible strengthen his or her trust in the corporate?
- b. Why customer's perceptions that a corporate is socially responsible strengthen his or her commitment to the corporate?
- c. Why customer's commitment to the corporate positively impact the magnitude of his or her purchase behavior?
- d. Why customer's commitment to the corporate strengthen his or her desire to share favorable word-of-mouth about the corporate?

### **Literature Review**

### *Corporate Social Responsibility*

Corporate responsibility is therefore a prominent feature of the business and society literature, addressing topics of business ethics, corporate social performance, global corporate citizenship, and stakeholder management. Marketing management can be an important tools for this idea, because it needs to advertise the idea to the get the customer attention, attract them to purchase the product, even increase their purchasing level, so the sales will go up and the organization can donate some of our profits to the CSR program. (D'Amaton, Henderson, & Florence, 2009)

Another argument about CSR is, it encompasses three dimension – economic, environmental and social. In the past, the focus of corporate responsibility agenda was on economic and environmental dimensions have been explored extensively in many business cases and academic researches. On the other hand, the social dimension was not well osculated in business discussions and many issues pertaining to it were not clear and not well understood. Recently, the growing interest in the social dimension of business sustainability and the increasing expectations by various stakeholders that corporations should be socially responsible have constituted a new area of concern in many businesses (Panapanaan, Linnanen, Karvonen, & Phan, 2003)

The maturity of CSR is further validated by the large number of sustainability reports produced by businesses, mutual funds available to investors, consultants to organizations, trade associations manage CSR the same way (Smith, 2011)

### *Trust and Commitment*

The commitment-trust theoretical perspective argues that a customer's trust and commitment to a firm are the key determinants of successful relational exchanges. Trust is the customer's belief that the firm is reliable, stands by its word, fulfills its promises and is sincere. Commitment reflects a customer's enduring desire to maintain his/her relationship with a firm. Together, commitment and trust explain the positive influence of relationship marketing by developing behaviors that support shared goals and mutually beneficial strategies (Lacey & Knett-Hensel, 2010).

As a social bonding, CSR represents a common aspect of a firm's efforts to display its shared values. Shared values describe the extent to which goals, policies, and beliefs held by the exchange parties are consistent or compatible. Building on extant linkages between shared values and trust, when a firm displays CSR and customer value this behavior, customer's trust in the firm should be enhanced. Customer hold high levels of trust in a firms that are viewed as acting socially responsible. And overtime, the trust in a firm that is continuously perceived as socially responsible logically should increase. (Kheiri, Lajevardi, Golmaghani, & Fakharmansh, 2015)

### *Customer Loyalty*

A loyal customer tends to repurchase the product, purchase among product lines, recommend the product to others and be able to show the quality of similar products produced by other companies. To determine customer loyalty, a company is required not only to observe the customer's habit (especially habit of repurchase), but also to learn where to buy, how to buy it, and under what condition these products must be purchased. A loyal customer will make purchase repeatedly over a certain period, because customer loyalty to a product is reflected through the customer's habit to purchase a product continuously. Therefore, in order to understand the customer's needs and expectations as well as to achieve the objectives, a company needs to observe customer loyalty (Griffin, 2002)

A company which can get more customer whether it is hard core loyals (customer buy one product all the time) or only loyal (customer loyal to more than one product) will give an advantage to the sales, because the customer will purchase more on that company than to the others. The company also can minimize the marketing cost because they don't need to do any effort to get a new customers. The

marketing cost getting lower because the satisfied customer will share their experience to the people (word of mouth). Besides that, the operational cost will be also decreased because the company is trustworthy. Loyalty will push the customer to feel satisfied to try another product from the same company (Kotler, 2000).

Customer loyalty is a purchase behavior, which, unlike customer satisfaction, is an attitude. Customer loyalty is concerned with the likelihood customer returning, making business referrals, providing strong word-of-mouth, as well as offering references and publicity. Loyal customers are less likely to switch in view of a given price inducement, and they make more purchases compared to less loyal customers. Although most research on loyalty has focused on frequently purchased package goods (i.e., brand loyalty), the loyalty concept is also important for industrial goods (i.e., vendor loyalty), services (i.e., service loyalty), and retail establishments (i.e., store loyalty). Customer loyalty has been described as occurring when customers repeatedly purchase goods or services over time, have word of mouth and make referrals to other customers) (Cheng, Lai, & Yeung, 2008).

**Commitment and Relational Behaviors**

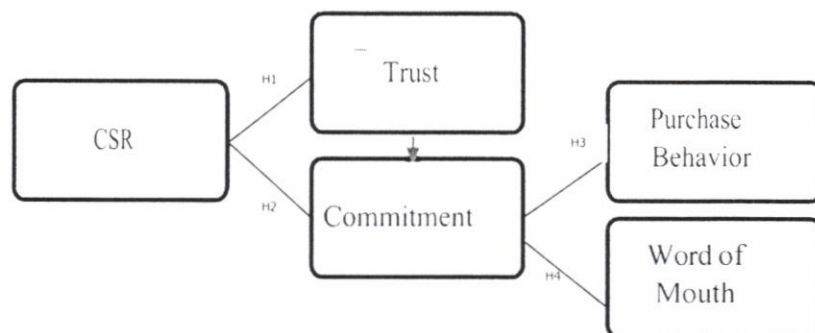
Commitment is the conceptual model’s construct needed to support stronger relational behaviors. Since trust precedes commitment, customers are not expected to engage in relational behaviors directly without first forming a desire to continue the marketing relationship. Once commitment is established, the firm will be in better positioned to benefit from a variety of relational behaviors, which in this study includes increasing the magnitude of existing purchasing behavior, engaging in positive word-of-mouth, and more closing following the firm’s performance (Lacey & Knett-Hensel, 2010).

Commitment has been shown to increase purchases. Consequently, committed customers will increase the magnitude of their purchasing behavior (Sen, Bhattacharya, & Korschun, 2006). Purchasing behavior is the decision process and acts of people involved in buying and using products. A firm needs to analyze purchasing behavior to understand buyer’s reactions to a firm marketing strategy, whether it has a great impact on the firm success or not, beside that it will also help the marketers to predict better how consumer will respond to marketing strategies. (Becker-Olsen & Hill, 2006).

The critical role favorable word-of-mouth plays in supporting new customer acquisition is well understood. Positive word-of-mouth describes favorable communications regarding a certain firm that a customer is willing to share with others. Positive word-of-mouth has been shown to increase as customer commitment increases and the longer the duration of time is anticipated to strongly moderate this positive relationship. Customer who feel a bond with a firm often become persuasive. If this psychological attachment exist, the customer exhibits willingness to serve as reference because they are vested in the firm’s continued success. Further, it has been posited that companies with good CSR records are rewarded through this mechanism. (Sen, Bhattacharya, & Korschun, 2006)

**Conceptual Framework**

Figure 1: Conceptual Framework



Source: Lacey & Knett-Hensel, 2010; Kheiri, Lajevardi, Golmaghani, & Fakharmanesh, 2015; Sen, Bhattacharya, & Korschun, 2006

### *Hypothesis Development*

#### **CSR, Trust and Commitment**

The commitment-trust theoretical perspective argues that a customer's trust and commitment to a firm are the key determinants of successful relational exchanges. Trust is the customer's belief that the firm is reliable, stands by its word, fulfills its promises and is sincere. Commitment reflects a customer's enduring desire to maintain his/her relationship with a firm. Together commitment and trust explain the positive influence of relationship marketing by developing behaviors that support shared goals and mutually beneficial strategies (Lacey & Knett-Hensel, 2010).

As a social bonding source, CSR represents a common aspect of a firm's effort to display its shared values. Shared values describe the extent which goals, policies, and beliefs held by the exchange parties are consistent. Building on extant linkages between shared values and trust, when a firm displays CSR and customer's value's behavior, the customer's trust in the firm should be enhanced. Trust is the center of CSR effectiveness. Customers hold high levels of trust in firms that are viewed as acting socially responsible. And over time, the trust in a firm that is continuously perceived as socially responsible to be increased (Kheiri, Lajevardi, Golmaghani, & Fakharmanesh, 2015). Thus the following hypotheses are proposed:

H1: A customer's perception that a corporate is socially responsible will strengthen their trust to our brand

In addition to increase trust in a firm, customers base their level of commitment, in part, on shared values. Social responsibility as a dimension of customer-based corporate reputation has been linked to commitment (Bartikowski & Walsh, 2009). If CSR initiatives overlap with a customer's self-concept, customers have higher degrees of identification with the sponsoring firm and consequently are more committed to the firm. These connections with CSR-oriented companies are fostered through the consumer-company identification process and ultimately create a desire to maintain the relationship. CSR perceptions are anticipated to strengthen commitment to the firm, and longer term commitment on the part of the organization to a cause should result in stronger commitment of the customer to the organization (Kheiri, Lajevardi, Golmaghani, & Fakharmanesh, 2015). Thus the following hypothesis are proposed:

H2: A customer's perceptions that a corporate is socially responsible will strengthen their commitment to the corporate

#### **Commitment and Relational Behaviors**

Commitment is the conceptual model's which needed to support stronger relational behaviors. Since trust precedes commitment, customers are not expected to engage in relational behaviors directly without first forming a desire to continue the marketing relationship. Once commitment is established, the researchers anticipate that the firm is better positioned to benefit from a variety of relational behaviors, which in this study include increasing the magnitude of existing purchasing behavior, engaging in positive word-of-mouth, and more closely following the firm's performance (Bowden, 2009).

In the framework of this study, it is hypothesized that CSR results in committed customers will increase their purchasing behaviors. By focusing on the mediating role of commitment and its impact on actual purchase behavior, (Sen, Bhattacharya, & Korschun, 2006) this hypothesis extend research which has focused on CSR and purchase intention:

H3: A customer's commitment to the corporate will positively impact the magnitude of their purchase behavior

The critical role favorable word-of-mouth plays in supporting new customer to purchase exactly the same product. Positive word-of-mouth describes favorable communications regarding a certain firm that a customer is willing to share with others. Positive word-of-mouth describes favorable communications regarding a certain firm that a customer is willing to share with others. Positive word-of-mouth has been shown to increase as customer commitment increases. And the longer duration of time is anticipated to strongly moderate this positive relationship (Hagenbach, 2008). Customers who feel a bond with a firm often become an advocate. If this psychological attachment exists, the customer exhibits a willingness to serve as a reference because they are vested in the firm's continued success. Further, it has been posited that companies with good CSR records are rewarded through this mechanism (Sen, Bhattacharya, & Korschun, 2006). Thus the following hypothesis are proposed:

H4: A customer's commitment to the corporate will strengthen their desire to share favorable word-of-mouth about the corporate.

**Research Methodology**

**Sample**

The population for this study is Aqua consumers of a range of age 20 – 34 years old in Jakarta. The total population in Jakarta is 10.012.271 and the population of people on age 20 – 34 years old is 2.587.565. This research will be conducted to the people who ever bought Aqua between ages 20 – 34 years and live in Jakarta. Based on purposive (judgment) sampling method got 312 respondents

**Data Collection**

The data have been collected through a questionnaire-based survey. The questionnaire distributed through online by using Google form. The data was gathered at one time (cross-section) by using purposive (judgment) sampling method. Respondents here were limited to those who ever bought Aqua between ages 20 – 34 years old and lives in Jakarta. Respondents who never bought Aqua was eliminated. The total of questions are 14 questions. Questionnaire is close question and used Likert scale can be created as the simple sum of questionnaire responses over the full range of the scale (e.g., 1 = strongly disagree to 5 = strongly agree

**Measurement**

Table 1: Variable and Measurement

Variable	Measurement	Source
CSR	Aqua includes charity in its business activities Aqua is involved with the local community Aqua is committed to using a portion of its profits to help nonprofit causes and events Aqua is involved in corporate giving	(Lacey & Knnett-Hensel, 2010)
Trust	Aqua has high integrity Aqua can be trusted by customers Aqua is honest and truthful to Customers	(Lacey & Knnett-Hensel, 2010)
Commitment	I am passionate about buying Aqua I really care about Aqua It is worthwhile for me to buy Aqua	(Lacey & Knnett-Hensel, 2010)

Purchasing Behavior	I will not buy another mineral water except Aqua although it offers in a cheaper price I am willing to buy all the Aqua's product	(Velany, 2008)
Word-of-Mouth	I am willing to encourage others to buy Aqua When the topic of mineral water comes up in conversation, I am willing to go out of my way to recommend buying Aqua to others	(Lacey & Knnett-Hensel, 2010)

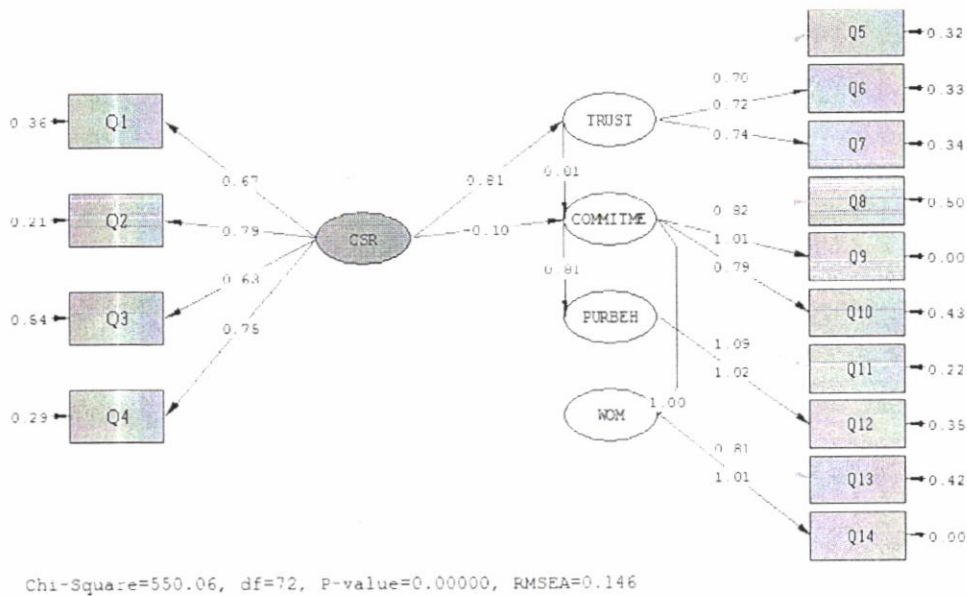
**Data Analysis Method**

To test the hypothesis from the conceptual framework, structural equation model (SEM) were performed. The interest in SEM is often on conceptual framework which are represented by the latent factors or intervening variables (Hox & Bechger, 2002). The statistic tools is Linear Structural Relation (LISREL)

**Results**

**Confirmatory Factor Analysis**

Figure 2: Lisrel Path Diagram



Source: Processed Data.

The path above was proceed on Lisrel by creating a covariance matrix and ran a confirmatory factor analysis on the sample (n=312). This analysis yielded the following result: Chi-Square = 550.06. Non-Normed Fit Index (NNFI) = 0.94, Comparative Fit Index (CFI) = 0.95. Incremental Fit Index (IFI) = 0.95. and Standardized Root Mean Square Residual (SRMR) = 0.077. Overall, the fit indices suggest an acceptable fit between the hypothesized model and the observed sample data. The overall fit as indicated by chi-square statistic was significant (p = 0.00). Therefore, based on these results, the model was fit and thus can be brought into further analysis.

Table 2: Scale items and Confirmatory Factor Analysis

	Lambda Loadings	Reliability	Variance
<i>Corporate Social Responsibility</i>		0.852	0.596
Aqua includes charity in its business Activities	0.67		
Aqua is involved with the local community	0.79		
Aqua is committed to using a portion of its profits to help nonprofit causes and events	0.63		
Aqua is involved in corporate giving	0.75		
<i>Trust</i>		0.826	0.625
Aqua has high integrity	0.70		
Aqua can be trusted by customers	0.72		
Aqua is honest and truthful to customers	0.74		
<i>Commitment</i>		0.907	0.912
I am passionate about buying Aqua	0.82		
I really care about Aqua	1.01		
It is worthwhile for me to buy Aqua	0.79		
<i>Purchasing Behavior</i>		0.886	1.261
I will not buy another mineral water except Aqua although it offers in a cheaper price	1.09		
I am willing to buy all the Aqua's product	1.02		
<i>Word of Mouth</i>		0.874	0.926
I am willing to encourage others to buy Aqua	0.81		
When the topic of mineral water comes up in conversation, I am willing to go out of my way to recommend buying Aqua to others	1.01		

Source: Processed Data

Based on table 2, all items of 312 data were tested for its validity and reliability. There was no single item eliminated. All items were reliable with Cronbach Alpha score greater than 0.70. All composite reliability (CR) score was also greater than 0.70. Therefore, all of the items were valid and reliable.

#### **Structural Model – Hypotheses Testing**

The effect of CSR on TRUST was found significant with estimate  $\beta$  score 0.81 and significant at p-value < 0.01. CSR also significantly affected COMMITME with estimated  $\beta$  -0.10 and significant at p-value < 0.01. Therefore, it provided an empirical support for H1 and H2.

The effect of COMMITME on PURBEH was found significant with estimate  $\beta$  score 0.81 and significant at p-value < 0.01. COMMITME also significantly affected WORDOFMO with estimated  $\beta$  1.00 and



significant at p-value < 0.01. Therefore, it provided an empirical support for H3 and H4.

Table 3: Path Analysis Results\

Ha	Path	Estimate	Conclusion
H1	CSR and Trust	0.81*	H1 supported
H2	CSR and COMMITME	-0.10*	H2 supported
H3	COMMITME and PURBEH	0.81*	H3 supported
H4	COMMITME and WORDOFMO	1.00*	H4 supported

\*p < 0.01

Source: Processed Data

### Conclusion and Managerial Implication

CSR and trust has a positive relationship which ready to be proceed to the next analysis. Respondent are considering about the CSR activities which held by the products they used to buy. The respondent evaluates the brand, decide which brand that they want to purchase, and the company which produced it. The cause-related-marketing which done Aqua by showing their CSR activities about the water availability in the isolated area, and show the respondent and make them understand about the importance of using water economically. Aqua successfully make a tight bound between the issue of water crisis to make the customer interested and attracted then become a loyal customer.

CSR and commitment has a poor relationship, since commitment is intervening variable, it will delivered the next process to the dependent variables. Although CSR issue which supported by the company is important for respondent as individual, it also important for others. But it doesn't give any effect to their buying habit. Respondent has commitment to a product not because its CSR activities, but because they satisfied with the product's quality and its services. CSR is one off a positive value which offered by the company, but it doesn't influence the commitment of customer. Commitment and purchasing behavior also has a good relationship towards customer loyalty. It means that once commitment is established, the customer will repurchase Aqua continuously without looking to other brand.

Commitment and word-of-mouth has the highest bond towards customer loyalty. Positive word-of-mouth has been shows to increase elevate as customer commitment increases. Customer who feel a bond with a firm often become a mover. If this psychological attachment exist, the customer exhibits a willingness to serve as a reference because they are vested in the firm's continued success. Furthermore, it has been posited that companies with good product s quality records are rewarded through this mechanism. The respondents don't feel hesitate to encourage others to buy Aqua when the topic of mineral water comes up in a conversation

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