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CONSUMER ANIMOSITY AND PURCHASE BEHAVIOR:  
THE ROLE OF CORPORATE SOCIAL RESPONSIBILITY

ZHANG CHUN

MPHIL

LINGNAN UNIVERSITY

2013

CONSUMER ANIMOSITY AND PURCHASE BEHAVIOR:  
THE ROLE OF CORPORATE SOCIAL RESPONSIBILITY

by  
ZHANG Chun

A thesis  
submitted in partial fulfillment  
of the requirements for the Degree of  
Master of Philosophy in Business  
(Marketing & International Business)

Lingnan University

2013

## ABSTRACT

### Consumer Animosity and Purchase Behavior: The Role of Corporate Social Responsibility

by

ZHANG Chun

Master of Philosophy

Consumer animosity may have a negative impact on consumers' purchase behavior for foreign products. The consequences of the negative influence include boycotting and reluctant to purchase. This study explores the research on consumer animosity and focuses on how to attenuate the negative effect of consumer animosity towards consumers' purchase behavior. Corporate social responsibility (CSR) is considered to have a moderating effect on the relationship between consumer animosity and purchase intention. In addition, individual thinking styles are expected to influence the moderating role of CSR. In this study, a 2 (consumer animosity: high vs. low) x 2 (CSR: high vs. low) x 2 (thinking style: holistic vs. analytic) between-subjects factorial design was conducted. Participants were recruited in mainland China. Hypotheses were all supported by the results. The higher the level of CSR, the weaker impact of consumer animosity has on the purchase intention. Furthermore, when the holistic thinking style is dominant, the moderating influence of high (vs. low) CSR on the effect of consumer animosity is stronger. In contrast, when the analytic thinking style is dominant, the moderating influence of high (vs. low) CSR on the effect of consumer animosity is weaker. Managerial implications and limitations of the study are discussed.

## DECLARATION

I declare that this is an original work based primarily on my own research, and I warrant that all citations of previous research, published or unpublished, have been duly acknowledged.

---

ZHANG Chun

Date

CERTIFICATE OF APPROVAL OF THESIS

CONSUMER ANIMOSITY AND PURCHASE BEHAVIOR:  
THE ROLE OF CORPORATE SOCIAL RESPONSIBILITY

by  
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## **Chapter 1 Introduction**

### **1.1 Background**

Tensions between countries are common nowadays. Disputes between two nations can be actuated for different reasons, including historical, political, and economic cues. For instance, in recent news, the tension between the Philippines and Taiwan due to a Taiwanese fisher's death elicited anger from Taiwan. Taiwan imposed economic sanctions to seek an apology from the Philippines. As in this case, activities at the national level are one way to respond. Often, reactions to these disputes can be observed in the international market. For example, following the collapse of the relationship between two countries, consumers from one country will react exclusively towards the offending country. Animosity, a feeling of anger, is studied as a construct related to this offending phenomenon. And this phenomenon is pervasive across nations.

In the summer of 2012, anti-Japan protests flared in some large cities in China for historical reasons as well as recent events. Despite the enmity between China and Japan in World War II, the anger of Chinese people was escalated to the highest level after the Japanese government announced the planned purchase of the Diaoyu Islands (Senkaku Islands in Japan). Thereafter, the biggest anti-Japan protests erupted. At least 12 cities in China, including Beijing, Chengdu, and Shenzhen, were reported to have staged anti-Japan protests by BBC News on 15 September. As the tension became more severe, more unexpected and unhappy events occurred. At the very

beginning, the Chinese vented their irritation by attacking Japanese people in their communities. Toyota cars were smashed and destroyed in many cities. Then, rage turned to the Chinese people who use Japanese brand products. Even some Chinese Toyota drivers were hurt. The protests ended in a violent way, with many Japanese-brand supermarkets and restaurants attacked and burned.

News did not end with what the Japanese experienced at that particular time; it continued for Japanese companies and anything related to Japan. One of the most affected industries was automobile manufacturing, which witnessed a sharp drop after the protests. According to Bloomberg data (October 2012), Toyota and Nissan suffered drops of 49 percent and 35 percent. Some Chinese even stopped buying Japanese cars because they were afraid of violent attacks.

## **1.2 Rationale of the Study**

This is an example of the influence of consumers' angry feelings in their purchase behavior. Anger has been studied as an important emotional factor that affects consumer choice and decision making (Gardner, 1985). In the international market, this negative feeling may exist among consumers in specific countries towards another target nation. Historical, political, and economic issues were possible reasons originally proposed by Klein, Ettenson, and Morris (1998) in their study of animosity.

Most previous animosity studies pay attention to stable animosity, e.g. war animosity (Klein et al., 1998; Leong et al., 2008 ). Among these works, scholars demonstrate that the influence of stable animosity runs from product judgment, evaluation, and attitude formation to purchase behavior (Hoffmann, Mai, & Smirnova, 2011; Hong & Kang, 2006). Situational or temporal animosity, which is somewhat different from stable animosity, has not been fully explored and this is gaining more attention among researchers. Lee and Lee (2013) suggest that in addition to war-based and economic-related animosity, other dimensions such as political animosity should be considered according to its frequency and sensitivity in the modern international marketplace. From their point of view, political and other short-term issues can be categorized into situational animosity. Other scholars (Nes, Yelkur, & Silkoset, 2012) also voice their concerns by demanding research on political issues, suggesting that political animosity has not yet been fully understood and studied in the animosity literature. Whether political issues work similar to other animosity dimensions needs to be researched. For the further study of animosity, Lwin, Stnaland, and Williams (2010) recommend using experimental methods to capture the causal relationship between animosity and influencing factors. This study is the first attempt to study political animosity in the modern Chinese context. Different from previous research, this study employs experimental manipulations of animosity and other variables to compare the differences between treatment groups. The problem for companies is how to deal with negative events. In the face of angry consumers, what can companies do to deal with them? One thing we know is that

this angry feeling has a damaging impact on sales. Will the suspension of business be helpful during this special time? What actions can minimize losses or save the business?

In the previous literature, consumer animosity is found to have significant negative effects on consumers' purchase behavior (Klein et al., 1998; Fong, Lee, & Du, 2013). This effect is not limited to small or certain groups of countries. Consumer animosity does not only exist between developing country consumers and those of industrial countries, such as Chinese consumers towards Japan. This phenomenon has also been reported in developed countries, for example the US to Japan (Klein & Ettenson, 1999) and the Netherlands against Germany (Nijssen & Douglas, 2004). The negative impact can be elicited as long as consumers experience the negative feeling (antipathy feeling). Even though consumer research examines a variety of aspects to allow researchers and marketers to better learn about consumers, and some researchers are even investigating different factors linked to consumer animosity, few studies have attempted to understand the effect of consumer animosity.

How to reduce animosity has been raised in many pieces of work and documented as a direction for future research (Jimenez & Martin, 2010; Klein et al., 1998; Shoham, Davidow, Klein, & Ruvio, 2006). Researchers indicate that learning the impact of animosity is essential for a comprehensive understanding of animosity; however, finding a way to diminish animosity is more desirable for marketing practices. Yet, this area has remained under-researched in the animosity literature so



far. Only in some research conclusions has building reputation been suggested to be one of the possible methods for mitigating the negative impact of consumer animosity (Jimenez & Martin, 2010). In supporting this argument, Leong et al. (2008) suggest that companies may engage in cause-related or community activities. Both these studies point out the possibility of corporate social responsibility (CSR)-related activities reducing the negative influence. In contrast to the negative consequences of consumer animosity, CSR has been proven to make consumers positively evaluate and predict the performances of companies (Sen & Bhattacharya, 2001). Nowadays, it is unsurprising to find out that most firms are engaging in and organizing charity events. Companies are using CSR strategies to insulate their businesses from damaging source and to build up a good reputation, which does work in some marketing practice. However, the question is whether CSR can reduce or enhance the negative impact of consumer animosity. To the author's best knowledge, few studies have directly investigated methods to decrease the negative effect of animosity. This study is the first work to answer this question. It studies possible effective variables and tests the interaction effect between the specific variables and consumer animosity. To be specific, CSR is first introduced into animosity studies and cast as a valuable moderator that can diminish consumer animosity.

### **1.3 Research Questions**

The objective of this study is to contribute to the consumer animosity literature by exploring useful factors that can mitigate negative effects of consumer animosity. Despite increasing attention on consumer animosity, recent research focuses on antecedents and consequences. For example, demographic information can predict different levels of consumer animosity (Bahae & Pisani, 2009). Regarding consequences, willingness to purchase and product judgments are mainly studied as dependent variables in previous research (Klein et al., 1998; Witkiowski, 2000). Very few researchers examine factors that can attenuate the negative effect of consumer animosity on purchase behavior.

The first research question of this study is thus: what factors play a role in reducing the negative effect of animosity? Does CSR association influence consumer purchase intention towards foreign products from hostile nations? If it does have an impact, does it increase or decrease the consumer's negative reaction towards consumer animosity? This study aims to address whether CSR association interacts with consumer animosity in the purchase process. CSR association can reduce the influence of consumer antipathy towards purchase intention in specific countries.

The second question is: does CSR association work differently in different situations? If we consider psychological factors, does CSR association work differently for different individuals? In this study, different individual thinking styles are considered to influence the working effect of CSR. Holistic and analytical thinking are the two basic styles in information processing studies (Choi, Dalal,

Kim-Prieto, & Park, 2003). Because holistic thinkers have higher potential to take account of more related information and react to negative information differently compared with analytical thinkers, we expect to see differences among people with different thinking styles. Specifically, CSR association works differently for different thinking styles. Further, CSR association affects the relationship between consumer animosity and purchase intention stronger for people with holistic thinking styles than for analytical thinkers. For analytical thinkers, CSR information may not reduce the negative effect of consumer animosity, which may still have a low purchase intention even after receiving positive information.

Thus, the objectives of this research are (1) to test the effect of consumer animosity on the purchase intention of the hostile country for foreign brand products; (2) to study the moderating effect of CSR and examine whether CSR diminishes the negative effect of consumer animosity on purchase intention; and (3) to examine the influence of different thinking styles on the moderating role of CSR and test how the interaction between consumer animosity and CSR works differently for different thinking styles.

#### **1.4 Significance of the Study**

This study contributes to the consumer literature and animosity theory and explores the significance of CSR strategies in the consumer animosity literature. It provides practical guidance for international companies to plan reasonable CSR strategies for

different international markets and consumers in different cultural contexts, and helps them to figure out what dimensions of CSR associations they should introduce. Few studies have explored the attenuating factors for consumer animosity. This study enriches the consumer animosity literature by investigating the interaction between consumer animosity and CSR association. It illustrates the moderating role of CSR in the relationship between consumer animosity and purchase intention towards foreign products from hostile countries. In addition, the current study pays attention to more practical issues for managers in the animosity environment and demonstrates that CSR association could be an effective way to deal with animosity dilemmas.

Besides finding useful factors at play in the relationship between consumer animosity and purchase behavior, this study makes a further contribution by distinguishing situations in which CSR association has different impacts. This study applies Choi et al.'s (2003) study of individual thinking styles to illustrate CSR's moderating role and predicts that CSR association has a different influence on the effect of consumer animosity towards purchase intention for different thinking styles. This broadens researchers' understanding of both consumer animosity and CSR as well as the interaction between them. In addition, since previous research examines individual thinking styles in the cultural context and finds that this is highly related to cultural differences, this study contributes by linking the study of culture to consumer animosity research. Choi et al. (2003) argue that cultural reasons cause the different responses between Easterners and Westerners. Normally, Easterners are more likely to be categorized as holistic thinkers and Westerners as analytical

thinkers. Based on their findings, the current study can be implied in the cultural context, which will further benefit the study of cultural influence on consumer behavior.

### **1.5 Organization of the Study**

In this thesis, a framework of the interaction between consumer animosity and CSR and different thinking styles is introduced as well as the effect of their relationship on purchase intention. The moderating effect of CSR association is tested. Individual thinking style is examined as the second moderator. The thesis is organized as follows. Chapter one introduces the research background, research questions, and significance of this study. It provides basic knowledge about why this research topic is worthy of study. In chapter two, the literature related to consumer animosity, CSR, and individual thinking styles is reviewed. Following the literature review, the theoretical framework and hypotheses are presented in chapter three. The study design is illustrated in chapter four with a detailed description and materials. Stimuli and the experimental process are covered in this section. The results of the study are presented in chapter five. Chapter six discusses the findings and conclusions. Managerial implications are also mentioned in this chapter. At the end, limitations and future research are discussed.

## **Chapter 2 Literature Review**

### **2.1 Animosity**

During the purchase process, many factors can contribute to consumers' evaluative and purchase behavior. Consumer animosity is a construct originated from the country-of-origin (COO) literature which focuses on the micro level. The place where the product is made can be used as a cue for consumers to make a purchase decision. In particular, COO is found to work as a halo cue to help consumers make easier purchase decisions when sources are limited or detailed analysis infeasible (Hong & Kang, 2006). Hence, COO cues can be the only information to help make decisions during the purchase process. COO may influence a consumer's perception of product quality. For the same country where a product is manufactured, it may be perceived as low quality by developed countries, but as superior by developing countries (Amine, Chao, & Arnold, 2005). Different values of COO image can also have a different influence on the consumer's evaluation and purchase decision. When a brand is associated with a positive COO image, people are more likely to have a positive judgment of the brand, and regard it as high quality, which in turn leads to higher purchase intention (Edwards, Gut, & Mayondo, 2007) and vice versa. Following a negative evaluation, there could be a lower willingness to buy and even boycotting (Klein et al., 1998; Shimp & Sharma, 1987).

Although most COO research tests its effect on indirect paths, some scholars study the more interesting direct effect of consumer affect. By testing the direct negative emotional effect within the COO context, Klein and colleagues (1998)

create a new construct “animosity” and define it as “the remnants of antipathy related to previous or ongoing military, political, or economic events” that “will affect consumers’ purchase behavior in the international marketplace” (p. 90). Huang, Phau, and Lin (2010) use realistic group conflict theory to illustrate the hostile emotion among countries in the international marketplace. By judging a certain group as “in-group” or “out-group”, negative feelings can exist towards the country sharing different beliefs. Although the concept originates from the COO literature, animosity is a construct based on the consumer behavior field, while COO pays more attention to the macro-level marketplace (Amine et al., 2005). This might explain why an increasing number of researchers are testing the concept and effective variables by using the concept “consumer animosity” to stand for the consumer behavior focused on animosity.

Consumer animosity, despite its negative emotion towards “out-countries” and negative influence on purchase behavior, is quite similar to ethnocentrism or patriotism. For example, Klein et al. (1998) distinguish the animosity concept from others when they introduce animosity.

### **2.1.1 Animosity and Ethnocentrism**

In Klein et al.’s (1998) study of animosity, war animosity and economic animosity are two important sub-constructs to predict animosity. Consumer animosity normally exists because of certain military, political, and economic reasons. A hostile feeling is

observed mainly towards a certain country. Animosity makes people choose domestic products not because of pride in their own country, but due to antipathy towards another country. By contrast, consumer ethnocentrism is defined as a moral belief to prevent inappropriate purchase behavior, and immoral behavior is believed to damage the domestic economy (Shimp & Sharma, 1987). Klein et al. (1998) believe that consumer animosity is about the action to a certain country, while consumer ethnocentrism points against any other excluded countries. To be clearer, consumer animosity makes people choose between foreign countries, while consumer ethnocentrism asks consumers to decide between their own country and others (Klein, 2002; Edwards et al., 2007). Ishii (2009) explores whether psychological constructs can predict ethnocentrism, such as exclusionism, patriotism, and internationalism. The study examines consumer ethnocentrism among Chinese consumers and finds that patriotism can positively influence consumer ethnocentrism. What's more, patriotism is shown to have a negative relationship with consumer animosity. Anime et al. (2005) argue that consumer animosity and consumer ethnocentrism work in different occasions. For example, consumer animosity is more likely to play a significant role when no products are available in the domestic category, while consumer ethnocentrism accompanies the decision process when domestic products compete with foreign ones. When using Josiassen's (2011) *The Consumer Attraction-Repulsion Matrix* for categorizing, consumer ethnocentrism is put into the upper left-hand box, which is characterized as an attraction-domestic country.



Consumer animosity exists in the lower right-hand box labeled as a repulsion-foreign country.

Given that consumer animosity and consumer ethnocentrism are two different constructs, much research has examined the relationship between them (Jimenez & Martin, 2010; Nissen & Douglas, 2004). Some studies examine the relationship between both concepts and consumer purchase behavior, and find a correlation (Ishii, 2009). Ethnocentrism and animosity can exist concurrently for predicting different consumer behaviors. Hong Kong consumers are categorized as low ethnocentrism/strong animosity in Lwin et al.'s (2010) study. What's more, ethnocentrism is found to be a predicate variable for animosity and affects the relationship between consumer animosity and product evaluation as well as purchase behavior (Jimenez & Martin, 2010; Nissen & Douglas, 2004).

### **2.1.2 Dimensions of Consumer Animosity**

The tension caused by consumer animosity can be triggered by different kinds of events or issues. War-based and economic-based animosity are included in Klein et al.'s (1998) study as two distinct dimensions. War-related animosity comes from historical war reasons, such as the strong feeling of exclusion of Nanjing people towards Japan after the massacre during World War II. War animosity can be observed in various countries such as between the United States and Japan. Economic-related animosity exists because of the unfair trade between two countries.

Although many studies have supported Klein et al.'s (1998) model and replicated the findings in different countries, more questions are raised for enriching the consumer animosity concept. Based on the observation, we may find that tensions exist between countries because of not only history, war, or economic reasons, but also recent political reasons. For example, the territory disputes between India and Pakistan and between China and Japan contribute to consumer animosity. What's more, animosity relates to authoritarian governments, government regulations, political systems, and so on has been raised in recent studies (Nes et al., 2012). Nes et al. (2012) broadens the animosity construct by introducing four dimensions: economic animosity, people animosity, military/war animosity, and politics/government animosity. Similarly, four other dimensions are proposed by scholars to classify the animosity dimension: stable vs. situational and national vs. personal dimensions are new ways that scholars interpret the animosity construct (Ang et al., 2004; Jung et al., 2002; Leong et al., 2008). Among these dimensions, war-animosity and economic-animosity have been fully studied in different contexts, while the political-based one needs more exploration.

### **2.1.3 Antecedents of Consumer Animosity**

Given that consumer animosity can be classified into different dimensions, it is obvious that factors related to dimensions may shape consumer animosity. By focusing on psychological predictors, Ishii (2009) argues that exclusionism,

patriotism, and internationalism are the three variables that are either positively or negatively related to consumer animosity. Hoffmann et al. (2011) explore consumer animosity's predictors in their pretest. The answers from 32 participants show that three concepts could serve as antecedents, namely perceived threats, antithetical political attitudes, and negative personal experiences. Military, political, and economic reasons are included in the perceived threats category. Political reasons broaden Klein et al.'s (1998) interpretation of animosity, in which only war-based and economic-based animosity are studied as first-order constructs. After examining Jewish Israelis' attitude and purchase behavior, Shoham et al. (2006) indicate that dogmatism, nationalism, and internationalism are possible predictors of consumer animosity. However, when examining what may influence personal animosity, personal economic hardship and normative influence are regarded as effective predictors. Consumers in Taiwan have been found to have higher levels of animosity when they encounter a higher perceived economic threat as well as when under the influence of reference groups (Huang et al., 2010). The influence of social norms is also stronger in a collectivism society (Maher & Mady, 2010; Sutikno & Cheng, 2011).

Demographic characteristics have been proposed as predicting factors for consumer animosity, including income, educational level, and job occupation (Huang et al., 2010; Ishii, 2009; Klein & Ettenson, 1999; Nakos & Hajidimitriou, 2007; Smith & Li, 2010). Gender and age are paid much more attention. Ishii (2009) illustrates that gender predicts different purchase decisions towards Japanese

products among US consumers. This difference has been confirmed by other scholars. Sutikno and Cheng (2011) find that women show a higher animosity level than men within the political and economic context. Conflicting findings are provided by Nakos and Hajidimitriou (2007), who find no significant difference between gender groups. The phenomenon could be explained by the increasing interaction among international marketplaces and mixed cultures as well as universal education. Regarding age, older people in Nanjing are expected to have higher antipathy towards Japan than the younger generation because older people have suffered harder times. This prediction was tested to be true. Klein and Ettenson (1999) find that older consumers have higher animosity towards the United States; however, no significant difference is observed in other studies. For example, Klein et al. (1998) do not find any difference according to age. Some studies even report the opposite findings. Younger people are found to have higher animosity in Taiwan (Huang et al., 2010).

#### **2.1.4 Consumer Animosity and Consumer Behavior**

Previous research has demonstrated that consumer animosity influences consumers' affect, cognition, and behavior (Brkic, Corbo, & Berberovic, 2011; Chan, Chan, & Leung, 2010; Fong et al., 2013; Leong et al., 2008; Klein et al., 1998; Klein, 2002; Riefler & Diamantopoulos, 2007). Some previous studies find that animosity can decrease consumers' trust towards certain brands from that hostile country; the angrier consumers feel about a country, the less they trust foreign companies (Brkic

et al., 2011; Jimenez & Martin, 2010). In addition, Chan et al. (2010) illustrate that consumers' perceived antipathy affects brand images from certain countries. A company's reputation will suffer the same impact during the transferring process (Fong et al., 2013). Further, a negative influence can be observed in psychological affect, actual product ownership, and loss of sales (Edwards et al., 2007; Nes et al., 2012). Among this research, the largest proportion explores the effect of consumer animosity on purchase behavior, namely willingness to buy (Hoffmann et al., 2011; Hong & Kang, 2006; Klein et al., 1998; Leong et al., 2008).

Klein et al. (1998) test the impact of animosity and find that consumer animosity can have a direct impact on purchase behavior, which leads to a lower willingness to buy foreign products from hostile nations. Similar results are observed in Amine et al. (2005) and Hoffmann et al. (2011). They also conclude that people have lower intentions to buy products from countries that consumers are angry about. Moreover, consumer animosity is examined to have a negative impact on purchase behavior at moderate or even low levels (Klein, 2002). This negative effect is stable across different animosity dimensions. Leong et al. (2008) test the animosity effect under both stable and situational animosity and indicate that both significantly influence consumers' purchase intentions. What's more, the effect is demonstrated to extend into boycott, product judgment, and so on. More specifically, Lee and Lee (2013) update the finding on animosity's effect by distinguishing historical animosity and contemporary animosity. They argue that animosity's effect is attenuated over time. Although both animosity dimensions are found to be related to consumers'

willingness to buy foreign products, the effect is stronger during the dispute rather than after.

Thus, the animosity effect is stable in a variety of categories and industries. Consumer animosity has been shown to influence consumers' selection for all goods, even food. In addition, the negative effect could be extended to the services market (Klein et al., 1998; Riefler & Diamantopoulos, 2007). Further, the industrial market also reports similar results, albeit with less pronounced effects (Edwards et al., 2007).

Scholars have aimed to validate the animosity construct in different countries. Not surprisingly, consumer animosity plays a negative role in consumers' purchase behavior between countries such as China and Japan (Klein et al., 1998), Iran and America (Bahae & Pisani, 2009), and Australia and France (Ettenson & Klein, 2005).

Accompanied by research on purchase behavior, many scholars also test the impact on product quality perception. Klein et al. (1998) report no impact of consumer animosity on product judgments, which is replicated in other studies, too (Maher & Mady, 2010). However, not all scholars accept that animosity cannot contaminate peoples' judgment and evaluation. Some evidence is provided. Owing to the emotional core of consumer animosity, it will influence affective evaluation of products. Moreover, depending on the effect of animosity on purchase behavior, consumers may be so angry that they devalue the product quality from hostile countries (Leong et al., 2008; Rose, Rose, & Shoham, 2009).

Previous studies have focused mainly on the consequences of consumer animosity, and most of them show to us how the consumer purchase behavior have been influenced. However, as stressed in the introduction section, few works pay attention to how to solve the problem. There is possibility for the research direction.

Although animosity has been studied as a stable and extreme emotion that cannot be changed in a short period and found to have a strong impact on purchase behavior, the previous literature shows some possible and meaningful points for research on diminishing consumer animosity.

#### **2.1.5 Longitudinal Study of Consumer Animosity**

Klein et al. (1998) point out that consumer animosity is so strong that its effect could last for more than 50 years after the dispute. Some scholars replicate this finding by using a similar measure in their studies (Amine et al., 2005; Fong et al., 2013; Hoffmann et al., 2011; Klein, 2002). However, some findings demonstrate that consumer animosity does decrease over time. In a longitudinal study, Ettenson and Klein (2005) find that Australian consumers have a lower animosity level at the second time point than at the first one. Riefler and Diamantopoulos (2007) are also curious about scholars overestimating consumer animosity. Therefore, researchers argue that time issues should be considered in the study of consumer animosity (Lwin et al., 2010) and that animosity may not always be intense and can even disappear (Lee & Lee, 2013; Maher, Clark, & Maher, 2010). Thus, here I propose

that time could be the reasons for lower level of consumer animosity, some other factors may also possibly influence consumer animosity, or diminish its negative impact.

#### **2.1.6 Factors to Reduce Consumer Animosity**

In order to neutralize the negative influence of consumer animosity on consumers' evaluation and purchase behaviors, we need to determine variables that can positively influence these factors. This could help us find effective ways to mitigate consumer animosity's negative effect. Many ways are expected to be workable, such as communication strategies, localized position, and reputation building to enhance brand quality interpretation (Amine et al., 2005, Hong & Kang, 2006; Klein et al., 1998). Jimenez and Martin (2010) argue that managers can build consumer trust to increase purchase intention and counteract the negative influence of consumer animosity. From their point of view, high consumer trust can insulate a brand from negative impacts, and reputation is helpful to build trust. By applying an appropriate marketing strategy, such as getting a tight connection with local partners or making a contribution to the local community, companies can lower the negative effect of consumer animosity by introducing and spreading positive news. In practice, companies choose to engage in CSR activities to build their reputation. Thus, CSR would be one direction for further investigation. Furthermore, Wagner, Lutz, and Aweitz (2009) state that CSR is useful to maximize positive influences as well as to



minimize negative effects. CSR makes people focus on the positive aspects and distracts consumers from negative parts (Monga & John, 2008). Based on cognitive dissonance theory (Festinger, 1957), in the face of new information that challenges people's original beliefs, they may "reduce the importance of opposing beliefs" or "introduce new beliefs in order to change their balance" (Brkic et al., 2011). In this way, a consumer may diminish his or her original animosity by introducing new positive information, such as positive communication and reputation building through CSR.

## **2.2 CSR**

CSR has been paid increasing attention in the marketing literature as well as drawing the notice of consumers recently. Many corporations are engaging in socially responsible behaviors to advance in the marketplace. Data shows that 63.7% of interviewed Chinese in 2010 believe that they care about CSR. In a survey of the automobile industry, 76.7% of surveyed consumers would like to take a company's CSR performance into consideration when making purchase decisions (Zhao, 2010). Not only consumers, but also company leaders indicate that CSR is an important issue for them to do business (Sen & Bhattacharya, 2001). In particular, some well-known companies are trying to adapt their marketing strategies to this new market demand. For example, McDonald's claims in its advertising and promotion that it cares about people's health. Not surprisingly, taking social responsibility is one

of the communication fashions among companies. More than 4700 companies have established related standards across different categories (Wagner et al., 2009), which is consistent with consumers' perceptions nowadays.

Many different definitions of CSR are given by scholars in the literature. Although they focus on different aspects and argue different things, the majority of these definitions mentions companies' role in benefiting themselves as well as society (Bhattacharya & Sen, 2004; Bowen, 1953; Brown & Dacin, 1997; Davis & Blomstrom, 1975; Turker, 2009; Wood, 1991). In its early stages, CSR was regarded as activities that "are desirable in terms of the objectives and values of our society" (Bowen, 1953, p. 6). Wood (1991) clarifies this understanding by applying the term corporate social performance, which is argued to be "a business organization's configuration of principles of social responsibility, processes of social responsiveness, and policies, program, and observable outcomes as they pertain to the firm's societal relationships" (p. 2). After that, Brown and Dacin (1997) introduce a conclusive definition: an "organization's status and activities with respect to its perceived societal obligations" (p. 68). Bhattacharya and Sen (2004) suggest a definition corresponding to the changing market environment and again point out the importance of stakeholders and societal obligations. This definition is consistent with the broader concept introduced by Davis and Blomstrom (1975). They argue that the construct is "the managerial obligation to take action to protect and improve both the welfare of society as a whole and the interest of organizations" (Davis & Blomstrom, 1975, p. 6). Recently, Turker (2009) defines CSR as "corporate behaviors which aim

to affect primary social, secondary social, primary nonsocial and secondary nonsocial stakeholders positively and goes beyond its economic interest” (p. 413). To be distinguished from corporate association , which focuses on companies’ abilities related to products, CSR mainly deals with the relationship issues of a corporation.

### **2.2.1 Dimensions of CSR**

Similar to the definition, various dimensions of CSR are provided by different studies. Different criteria are used to classify CSR. Overall, all these classifications are based on five basic dimensions, which are environment-based, community-based, diversity-based, employee-based, and human rights-based (Dawkins & Ngunjiri, 2008). Similarly but more concisely, Castaldo, Perrini, Misani, and Tencati (2009) classify the CSR construct into three dimensions, namely the environment dimension, the consumer dimension, and the employee dimension. To be more specific, more dimensions of CSR are included in this concept, such as corporate philanthropy, cause-related marketing, minority support programs, socially responsible employment, manufacturing practices, sustainable development, and ‘green’ company (Bhattacharya & Sen, 2004; Luchs, Naylor, Irwin, & Raghunathan, 2010; Sen & Bhattacharya, 2001). The *Corporate Social Ratings Monitor* illustrates its classification in a more systematic way. It addresses six broad domains for CSR: community support, diversity, employee support, environment, non-US operations, and products. Most of these domains have been operationalized as experiment

materials in past research (Brown & Dacin, 1997; Brunk & Bluemelhuber, 2010). Among these, environmental issues and community events rank as the most popular topics (Dawkins & Ngunjiri, 2008).

Besides the classic dimensions, some scholars interpret CSR in their own ways. Becker-Olsen, Taylor, Hill, and Yalcinkaya (2011) categorize CSR into global CSR and localized CSR and argue that global CSR programs are more effective than localized ones. In addition, implicit vs. explicit is another criterion for distinguishing different dimensions (Hiss, 2009).

### **2.2.2 Influencing Factors of CSR**

In the CSR literature, different kinds of variables have been tested. Oberseder, Schlegelmilch, and Gruber (2011) summarize both central and peripheral factors that affect CSR perception. They report that financial situation is the most important factor to be considered. At the same time, peripheral items may include, for example, the credibility of CSR initiatives, company image, impact on peers, information available, and personal concern. Perceived CSR is also found to be predicted by corporate-related factors, namely a company's perceived financial performance, perceived quality, and ethics statement (Stanaland, Lwin, & Murphy, 2011). Studied as another corporate-related factor, top management teams (TMTs) are considered in the CSR field to test its effect on CSR performance. In their study, Wong, Ormiston, and Tetlock (2011) explore how TMTs affect CSR performance and argue that there

is a positive relationship between TMT integrative complexity and CSR performance. The more TMTs decentralize their power, the better the CSR performance expected.

Demographic variables have been tested in previous studies. Gender influences CSR perceptions. Women are believed to rate CSR higher than men (Assiouras , Siomkos, Skourtis, & Koniordos, 2011). However, no linear relationship is found between age and CSR perception (Tian, Wang, & Yang, 2011).

### **2.2.3 CSR and Consumer Behavior**

CSR's effect on consumer behavior, especially its influence on decision making, has been given a large proportion of attention in marketing research. Given the mechanism of working under the stimulus-organism-response line, Lii and Lee (2012) illustrate how CSR information works towards different aspects. CSR initiatives are first elicited and then recognized by receivers, which are then converted into the consequent behavior or outcome. Different findings on the CSR effect are reported.

Most research indicates a positive effect. CSR information is found to not only increase a consumer's attitude (Becker-Olsen et al., 2011; Bhattacharya & Sen, 2004; Brunk & Bluemelhuber, 2010; Lichtenstein, Drumwright, & Braig, 2004), evaluation (Assiouras et al, 2011; Bhattacharya & Sen, 2004; Fong et al., 2012; Brown & Dacin, 1997), perception of well-being, positive word-of-mouth, support for the company (Bhattacharya & Sen, 2004), and consumer loyalty (Gurhan-Canli & Batra, 2004), but also have a great impact on increasing purchase behavior and patronage to

products (Castaldo et al., 2009; Sen & Bhattacharya, 2001; Tian et al., 2011; Wagner et al., 2009). More studies report positive examples in the field of reducing perceived risk, increasing brand awareness, brand trust, publicity, brand identification, consumer–corporate connection, and financial performance (Castaldo et al., 2009; Fong et al., 2013; Perez, 2009). If a company does really well in CSR, consumers may switch brands and choose new ones with higher levels of CSR initiatives (Assiouras et al., 2011). Some of them would even pay extra money to reputable CSR companies (Castaldo et al., 2009; Lin, Chen, & Lee, 2011). The effect of CSR is reasonably stable and this has been confirmed in various of industries, from FMCG to durable products, such as food, furniture, and machinery (Krumwiede, Hackert, Tökle, & Vokurka, 2012). In addition, the effect is found in many countries, such as in Greece, Mexico, South Africa, the US, Hong Kong, and China (Assiouras et al., 2011; Bechker-Olsen et al., 2011; Dawkins & Ngunjiri, 2008; Luchs et al., 2010; Ramasamy, Yeung, & Au, 2010).

Nevertheless, the CSR effect is not always positive. Some studies report no influence on certain items. For example, Gurhan-Canli and Batra (2004) find that environment-based and community-related CSR activities do not influence the perception of quality. Similar findings are shown for the diversity dimension (Sen & Bhattacharya, 2011). In addition, corporate financial performance and consumer purchase behavior are indicated to have no relationship with CSR in some studies (Pullig, Netemeyer, & Biswas, 2006). The situation mentioned here could be true, because no one is sure that CSR can always be perceived as that “good”, especially

when consumers show no support (Krumwiede et al., 2012). Or there may be “hypocrisy”, which means “the belief that a firm claims to be something that it is not”. Consumers may be curious about the real motivation behind CSR activities, which might not be as charming as initially supposed.

The role of CSR is even further claimed to be negative in some instances. Previous studies have illustrated that CSR can reduce sales, lower consumers’ purchase behaviors, and decrease donations (Bhattacharya & Sen, 2004; Lichtenstein et al., 2004; Sen & Bhattacharya, 2001). The effect is more obvious in a situation with high product quality. Here, consumers may have a belief that companies are sacrificing quality to become better known.

Given that CSR may have either positive, negative, or no effect on purchase behavior, no research has been done on its working effect of reducing the negative impact of consumer animosity. This is the main concern of the present study.

#### **2.2.4 Influencing Factors for the CSR Effect**

Both company-based and consumer-based factors have been found to influence the CSR effect. The fit between CSR association and the company as well as consumer support for the company are addressed in previous studies as two moderators. The more support from consumers, the more favorable they perceive CSR. Similarly, the higher the fit between CSR initiatives and a certain company, the more positively consumers react towards the company (Bhattacharya & Sen, 2004; Oberseder et al.,

2011; Sen & Bhattacharya, 2001). When looking from the consumer's side, specific factors can affect the CSR impact in different ways. For example, when a consumer has more CSR information at hand (Oberseder et al., 2011), a higher processing level of the information, with higher awareness of CSR activities (Tian et al., 2011), and positions higher relevance towards the company (Lin et al., 2011), the CSR effect is stronger. In addition, CSR value has been proven to be influenced by different information processing styles. Multi-country research predicts individualism/collectivism differences in CSR values (Dawkins & Ngunjiri, 2008). Individualism and collectivism are two important characteristics for classifying Westerners and Easterners. The results are confirmed by Ramasamy et al. (2010), who report a higher demand level of CSR by Asian consumers, given that Asian people are labeled "collectivists" in the literature as well as holistic thinkers. That is why this thesis predicts that different thinking styles affect CSR, namely there is a difference between consumers with different thinking styles (holistic and analytical thinkers).

Since CSR's effect is dissimilar in all situations, as illustrated above, there is one possibility that people are more sensitive to negative information; thus, negative CSR is believed to asymmetrically influence consumer judgment (Bhattacharya & Sen, 2004; Lin et al., 2011; Sen & Bhattacharya, 2001). For the same CSR associations (in this study positive CSR associations), different consumers have different perceptions. Normally, the effect of CSR is stronger for those who regard CSR as more important (Klein & Dawar, 2004; Sen & Bhattacharya, 2001). From



Tian et al.'s (2011) understanding, these people are women, with a high education or income, that have hope and gratitude (Giacalone, Paul, & Jurkiewicz, 2005). Accordingly, in Klein and Dawar's (2004) study, the CSR effect influences the consumer behavior of those individuals who perceive to be CSR important rather than those who do not.

### **2.3 Thinking Style**

Given that CSR is useful to diminish the negative impact of consumer animosity, one question needs to be answered: does this work for global consumers? It is possible that consumers react differently towards the same CSR associations. Therefore, CSR associations may work better at mitigating the negative influence of consumer animosity for some groups than others.

Consumers today are exposed to a vast variety of information during the purchase process. They make decisions by relying on the sources. As introduced in the previous section, boycott and low purchase intention are consequences of consumer animosity, and anger (animosity) is triggered from certain information (e.g. historical, military, and political information). A consumer cannot be angry for no reason. For instance, consumers access reports on the news that make them angry. Not only is the information information, but also feelings can work as information based on the feelings-as-information theory (Wyer & Carlston, 1979). Even anger

can serve as information to help people make decisions, including purchase decisions.

Given that animosity is associated with information, CSR is also related to information. According to the definition of CSR, it refers to the welfare of both firms and society (Sen & Bhattacharya, 2001). What companies engage in and what they report form their CSR activities. CSR tells consumers a firm's actions related to community support, diversity, employee support, the environment, non-US operations, products, and so on. Therefore, for consumers, CSR is a type of information that they rely on to make judgments. Whether these activities are organized well is a valuable resource that could be used as information to influence consumer behavior.

Considering that both consumer animosity and CSR are information, how individuals process information influences the interaction between consumer animosity and CSR. According to information processing theory, the systematic/heuristic dual process (Chaikens, 1987) engages in two process routes: one is more contextualized, while the other one is more decontextualized. Contextualization promotes people to rely on the contextual background and to consider more related information (holistic thinking). By contrast, decontextualized processing refers to considering a problem in a more controlled, context-independent way, which is labeled as "analytical" processing (McElroy & Seta, 2003). Therefore, holistic and analytical thinking styles are selected to examine its influence on information processing, specifically information on consumer animosity and CSR.

Nisbett, Peng, Choi, and Norenzaya (2001) define “holistic thinking” as “involving an orientation to the context or field as a whole, including attention to relationships between a focal object and the field, and a preference for explaining and predicting events on the basis of such relationships” (p. 293). They believe that holistic individuals focus on relationships, connections, and broad areas. By contrast, the definition of “analytical thinking” is as “involving a detachment of the object from its context, a tendency to focus on attributes of the object to assign it to categories, and a preference for using rules about the categories to explain and predict the object’s behavior” (p. 293). Analytical thinking promotes people to focus on attributes and concrete components. Holistic thinking makes people focus on the contextual connection between objects, while analytical thinking makes people pay attention to attributes and categories (Monga & John, 2007). Differences are also found embedded in the cultural context. Holistic thinking is dominant in Eastern culture, while analytical thinking is more pronounced in Western society (Choi et al., 2003; Monga & John, 2007, 2008).

Complex causal theory explains the difference between holistic and analytical thinkers. It is believed that since holistic thinkers have more complex beliefs about causality, they consider more information during a thinking process than analytical thinkers (Choi et al., 2003). This phenomenon is also documented in the cultural context. The self-construal literature indicates that when a person needs to depict his- or herself, there are two paths: one is interdependent and the other is independent (Kuhnen, Hannover, & Schubert, 2001). Interdependent individuals are frequently

observed in Eastern culture, and they define identity based on social self-description. In this way, people consider more related things, which is consistent with holistic thinking. By contrast, an independent person only uses autonomous characteristics, which normally isolate him or her from the whole field. That's why more holistic thinkers are observed in Eastern society, while analytical thinkers are dominant in Western culture. Experiments demonstrate that when looking at a picture, Eastern people focus on the whole picture including the background, whereas Westerners only pay attention to the focal objects (Monga & John, 2007).

### **2.3.1 Differences in Thinking Styles**

Previous studies have found that holistic thinkers process more information and consider more situational context factors when making decisions (Choi et al., 2003; Kuhnen et al., 2001); they also focus more on background information than analytical thinkers (Monga & John, 2007; Nisbett & Miyamoto, 2005). This is confirmed by Choi et al.'s (2003) exclusion experiment, which finds that during the exclusion process, holistic thinkers exclude less information and have more resources left than analytical thinkers. Moreover, holistic thinking interprets things as whole, while analytical thinking considers them to be separate.

Some variables have been found to influence thinking styles. Even though holistic/analytical thinking styles are regarded as highly related to cultural issues as well as reasonably stable, holistic/analytical thinking can be elicited. McElroy and

Seta (2003) argue that personal relevance plays a role in promoting different thinking styles. For instance, in a high personally relevant situation, people adopt an analytical thinking style. Holistic thinking is dominant when no relevance exists.

### **2.3.2 Thinking Style and Negative Publicity**

Normally, people are more sensitive to negative information, which influences consumer decision processes to a certain extent. Based on cognitive dissonance theory (Festinger, 1957), a conflict exists when a person is exposed to inconsistent information. He or she has to decide which is more important and which to use to make the final decision.

In today's market, a frequently observed phenomenon is negative publicity. Companies can sometimes experience negative events and consumers can access this negative information easily. According to cognitive dissonance theory, how the information is perceived may lead to different results. Although previous research has addressed factors to reduce the negative effect of negative publicity, such as brand commitment and positive brand communication (Monga & John, 2008), this thesis suggests that different thinking styles play an important role. Monga and John (2008) believe that holistic thinkers are less sensitive to negative information if a brand suffers negative publicity and fewer alternative attitudes exist. Because holistic thinkers take more situational factors into consideration, they are more likely to make external attribution and think the brand is less responsible for the negative result.

Combined with the reviewed literature, even though animosity is a negative emotion experienced by consumers, it is elicited and triggered by negative information. At the same time, CSR information is regarded as positive. Different thinking styles are believed to affect the processing of these different values of information, which contributes to decision-making and consumer behavior.

## **Chapter 3 Research Framework and Hypotheses Development**

### **3.1 Framework**

Based on the literature review in chapter two, the research idea is presented in the proposed framework (Figure 1). It proposes to examine the effect of consumer animosity. The primary purpose of this study is to find whether the negative effect can be mitigated by considering other factors, such as CSR information and different thinking styles. Firstly, I propose that consumer animosity has a direct effect on consumer purchase intention. There is a negative relationship between these two variables. CSR information has a moderating effect on the relationship between consumer animosity and purchase intention. A high CSR level diminishes consumer animosity's negative effect. More importantly, different thinking styles influence the effect of CSR on the relationship between consumer animosity and purchase intention. This chapter addresses the relationship in more detail.

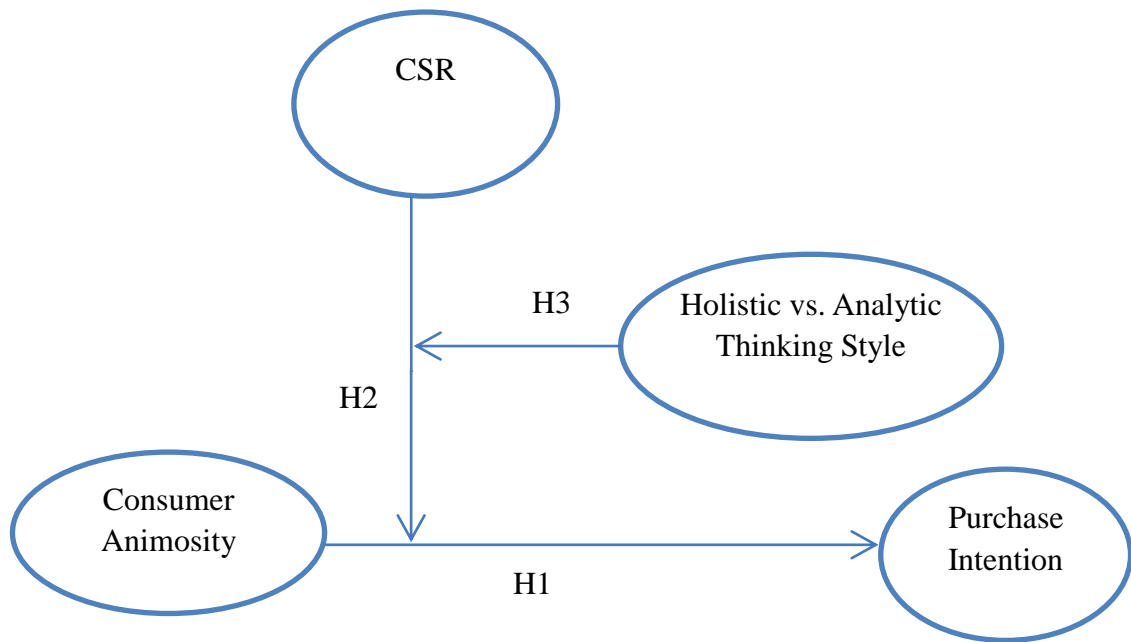


Figure 1 Conceptual Framework

### 3.2 The Impact of Consumer Animosity on Purchase Intention

Different emotion types have been studied in the psychology literature. Different impacts have been observed related to different emotions. Based on causal attribution theory (Folkes, 1984), anger is highly associated with the internal locus of control, highly stable, controllable attributing behavior. In addition, this attribution behavior leads to complaints, revenge, and so on. In marketing, frequently observed behaviors for consumers' angry emotions are negative word-of-mouth, lower purchase intention, and even boycott (Nyer, 1997). Consistent with the negative effect of anger, Klein et al. (1998) argue that people have a lower willingness to purchase products from a



certain country if they have feelings of animosity. Given the statement above, here is the hypothesis:

H1: Consumers with a higher (lower) level of animosity towards a hostile country have a lower (higher) intention to buy products from that country.

### **3.3 The Moderating Role of CSR**

According to corporate identity theory (Balmer & Soenen, 1999), CSR is an effective way for companies to promote positive images to consumers. CSR information can help consumers identify the connection between themselves and companies. Even though Bhattacharya and Sen (2004) address the negative effect of CSR information on consumer purchase behavior, most previous research demonstrates CSR's positive effect. This study also attempts to examine the valence of the effect. Based on the previous literature reviewed in chapter 2, many studies report the positive effect of CSR. This effect is documented by a positive word-of-mouth, favorable evaluation, sense of well-being, and support for the company.

According to cognitive dissonance theory, when people encounter information that challenges their prior attitudes or beliefs, they lower the importance of conflict information, add useful information, or reduce the conflict information (Festinger, 1957). People engage in this cognitive path to balance information. Hence, when faced with the conflict of dual information processing, individuals apply the cognitive dissonance process and make adjustments to achieve a balanced situation.

For consumers with animosity, new positive information may affect the original negative effect of the negative emotion. Specifically, since consumer animosity comes from the negative resource, and CSR is also a type of information for consumers, I predict that CSR information alters or reduces the negative effect of consumer animosity on purchase intention.

Attribution theory can explain the mechanism. According to causal attribution theory (Folkes, 1984), attributing behavior is composed of three dimensions: the locus of control, whether attribution is internal or external; controllability, whether the effect is controllable by actors; and stability, whether the impact is unchanging. Folkes (1984) demonstrates that angry people regard things as internal, controllable, and stable when encountering negative events. In other words, consumer animosity, an angry feeling, makes consumers believe that negative events (historical, military, and other reasons for consumer animosity) are controllable by hostile countries and the impacts are stable. In this circumstance, everything related to the actors are regarded as attributing objectives. Thus, the hostile country and companies from that country are held responsible for the negative consequences. However, Klein and Dawar (2004) illustrate in their study that CSR's halo effect could spill over to consumers' product judgments or even their attribution behavior. The attribution behavior of consumers with animosity could be altered by CSR. CSR associations help consumers divert companies from hostile countries and make consumers believe that CSR companies are disassociated with what the hostile country has been responsible for. In this case, CSR association alters the internal, controllable, and

stable attribution to an external, uncontrollable, and less stable one. Moreover, the subsequent product judgment and purchase behavior is then counteracted. For instance, if consumers believe that a company is responsible for a negative event in the intentional market together with the hostile country, they are more likely to make an internal, controllable, and stable attribution for that company. After receiving CSR information, consumers like to believe that negative things happen outside the firm's control. Since external attribution can reduce the impact of negative events (Klein & Dawar, 2004), this helps insulate firms from negative outcomes such as consumer animosity. Consequently, the animosity effect is diminished by CSR associations. Different perceived levels of CSR have different effects on consumer animosity. The hypothesis is thus proposed as below:

H2: CSR moderates the relationship between consumer animosity and purchase intention. The negative effect of consumer animosity on purchase intention is decreased under high CSR rather than low CSR.

### **3.4 The Moderating Effect of Different Thinking Styles**

Holistic thinkers consider more external and contextual information, and thus they are more prone to external attribution. Therefore, they are less sensitive to negative information. For consumers with animosity, holistic thinkers attribute negative events to external uncontrollable factors; they do not think companies should take serious responsibilities, so they are less sensitive to negative events. On the contrary,

individuals with analytical thinking styles process information in different ways. When encountering negative information, analytical thinkers pay less attention to contextual or external factors; rather, they care about internal attributes. Thus, angry people that have a dominant analytical processing system are more likely to make the internal, controllable, and stable attribution when encountering negative consequences, just like the normal case of people with angry feelings.

Following the arguments of cognitive dissonance theory and attribution theory above, different information processing routes could influence the way of processing information. According to the Heuristic-Systematic Model (Chaikens, 1987), people may focus on either central or peripheral resources when comprehending certain information. To be more specific, when facing different types of information, people focus either on the whole or on part of the whole. This leads to different thinking styles: holistic versus analytical. Then, people with different thinking styles have different constructions of positive and negative information. Specifically, consumers with different thinking styles weight animosity and CSR differently for purchase decisions. Since holistic thinkers are believed to be less sensitive to negative information and consider things as a whole (Monga & John, 2008), this group of people weight CSR information more compared with analytical thinkers. By contrast, analytical thinkers believe that firms' activities on good aspects are separate from negative events, and doing good cannot be helpful for companies. Analytical thinkers still believe that firms should take responsibility for negative results, and CSR

associations are not useful for diminishing the negative influence of consumer animosity. Therefore, I give my hypothesis as:

H3: Different thinking styles (holistic vs. analytical) influence the moderating effect of CSR on the relationship between consumer animosity and purchase intention. When the holistic thinking style is dominant, the moderating influence of high (vs. low) CSR on the effect of consumer animosity is stronger. By contrast, when the analytical thinking style is dominant, the moderating influence of high (vs. low) CSR on the effect of consumer animosity is weaker or it has even disappeared.

## **Chapter 4 Methodology**

### **4.1 Exploratory Study**

#### **4.1.1 Design**

The exploratory study aims to obtain preliminary knowledge about the research topic and to test the proposed study design. It aims to test the framework to find out the problem in manipulating materials. By uncovering the weak points of the study design, it can be beneficial for the improvement of later study designs.

A 2 (consumer animosity: high vs. low) x 2 (CSR: high vs. low) x 2 (thinking style: holistic vs. analytical) between-subjects factorial design was carried out. Japan has been shown in most studies as a hostile country because of its complex relationships with other countries in the global market (Riefler & Diamantopoulos, 2007); thus, this study chooses Japan as the target country. Canon was selected among 13 Japanese brands for its high familiarity among consumers based on the pretest results. Canon should be able to stand as a representative brand to test the effect of consumer animosity. The camera was selected because it is affordable and easily accessible to our subjects. To manipulate animosity into a high level, participants read a piece of information regarding the relationship between China and Japan. Here, the specific case was the Diaoyu Islands dispute. The low level of animosity was treated by giving subjects a basic geographic knowledge of Japan. In order to obtain different levels of CSR, Canon's goal and philanthropic activities were used to prime the high CSR level, while only basic introduction on Canon's

goal was used to prime the low CSR (see Appendix A for information). Different thinking styles were measured directly by using Choi et al.'s (2003) measurement scales. After testing the reliability in the pretest and in order to simplify the questionnaire, only section (b) of the measurement was adopted here.

#### **4.1.2 Procedure**

Since this study is an exploratory study, its objective is to assess whether the framework is workable and to test the research method and experiment materials. In total, 122 adult consumers were recruited from an online survey pool. It was a scenario-based computer-type experiment. Subjects first read two paragraphs: one provided information on consumer animosity and the other CSR information. They read both materials at the same time for each construct. Each construct was manipulated with either a high or low level. Then, they were asked to answer questions about consumer animosity, CSR, holistic/analytical thinking styles, and purchase intention. Three items from Tian et al.'s (2011) study were used to measure consumer purchase intention. Three items from Klein et al.'s (1998) study were used to test consumer animosity. To measure CSR, Brown and Dacin (1997)'s three-item measurement scale was used. Choi et al.'s (2003) three-item scale was used for thinking style measurement.

### 4.1.3 Findings

The manipulation check for consumer animosity was successful. Participants in the high consumer animosity group have higher animosity ( $M = 6.16$ ,  $SD = .84$ ) than people in the low condition ( $M = 5.48$ ,  $SD = .90$ ,  $F(1, 120) = 18.25$ ,  $p = .000$ ). The consumer animosity level for both high and low groups are pretty high, because the test was carried out in November, 2012 when the tension between China and Japan was still very strong. The manipulation check for CSR is also successful. There is a significant difference between high CSR ( $M = 5.01$ ,  $SD = .1.05$ ) and low CSR ( $M = 4.30$ ,  $SD = 1.16$ ,  $F(1, 120) = 12.824$ ,  $p = .000$ ). Consumer animosity has a marginal significant impact on purchase intention, while higher consumer animosity lead to lower purchase intention ( $M_{HAnimosity} = 4.29$ ,  $SD_{HAnimosity} = 1.35$ ;  $M_{LAnimosity} = 4.65$ ,  $SD_{LAnimosity} = .82$ ,  $F(1, 120) = 3.156$ ,  $p = .078$ ). There is a significant moderating effect of CSR on the relationship between consumer animosity and purchase intention in the exploratory study ( $F(1, 118) = 3.664$ ,  $p = .058$ ). However, no significant results were obtained for the moderating effect of different thinking styles.

### 4.1.4 Summary

This exploratory study confirms the negative effect of consumer animosity on purchase behavior. It also demonstrates the moderating effect of CSR on the relationship between consumer animosity and purchase intention. However, there are



some weak points in the study design. Firstly, the manipulation for consumer animosity and CSR should be improved. Because participants are exposed to both manipulating materials at the same time, there may be contamination between manipulations. A more rational process should be designed to provide different treatments beyond subjects' consciousness. This will be helpful to ascertain a true causal relationship. In addition, there is no treatment for different thinking styles in this exploratory study. The literature indicates that thinking styles may be embedded in the culture. Therefore, even though split groups were used for the analysis, it is possible that most participants have holistic thinking styles and that splitting the groups cannot perfectly distinguish the difference between them. That may be the reason for the non-significant results of the moderating role of different thinking styles. This exploratory study uses online adult consumers to do the experiment. There is possible noise raised. For example, no time constraint is applied. Participants answer the questionnaire without the author's control. To reduce the noise of the subjects, more homogeneous subjects and a stricter experimental procedure should be employed in the formal experiment.

## **4.2 Experiment**

### **4.2.1 Design**

Study 1 provides inspired results for the framework; however, based on the summary of the weak points, Study 2 aims to fix the problems by improving these aspects. The

present study uses a scenario-based lab-type experiment to test the hypotheses. A 2 (consumer animosity: high vs. low) x 2 (CSR: high vs. low) x 2 (thinking style: holistic vs. analytical) between-subjects factorial design is conducted

Consumer animosity composed two levels in this study, high vs. low. This is slightly different from previous research on consumer animosity. In the first study of consumer animosity, Klein et al. (1998) test the animosity effect by supposing that animosity truly exists and researchers just measure it directly. However, longitudinal studies (Ettenson & Klein, 2005) argue that consumer animosity cannot always be that strong and decreases over time. Scholars may have overestimated the negative effect of consumer animosity in recent research (Riefler & Diamantopoulos, 2007). Therefore, in this study I manipulate animosity into two levels, high vs. low. The results are as expected by comparing the differences of the two groups. Another variable in this study is CSR. Previous studies have demonstrated that a different value of CSR would have a different influence. Here, the study operationalized CSR into two different levels: high vs. low. It is expected that different levels of CSR have different impacts on the negative effect of consumer animosity. Different thinking styles contain holistic and analytical dimensions in this study, which is consistent with the literature. Only one dependent variable in this study - purchase intention - is measured. Since purchase intention is one of the most important variables for studying consumer behavior in marketing, we examine how consumers react towards animosity in terms of purchase intention in different situations.

#### **4.2.2 Subjects**

Because of the concern about the online adult survey pool as mentioned in the previous section, the present study uses a student sample to increase homogeneity and reduce sample noise. A total of 225 university students from Guangzhou (Sun Yat-Sen University, Guangdong University of Business Studies, and Guangdong Pharmaceutical University) were approached in this study. Participants were asked to voluntarily participate. Those who participated received either 10 RMB or a souvenir to take part in the experiment. Thirteen questionnaires were either not finished or had obvious careless answers (all questions were answered with the same value, for example). These were excluded from the data analysis pool, leaving 212 questionnaires included in the final analysis.

#### **4.2.3 Stimuli and Pretest**

##### **Selection of Country**

In the previous literature, Japan has been selected most frequently for animosity studies followed by the United States and Germany (Riefler & Diamantopoulos , 2007). Not only historical reasons make Japan the most worthy country for study (with the most complicated diplomatic relationships with other countries); its unceasing conflict with China makes it urgent to test the recent animosity among Chinese people. More importantly, it is meaningful to examine what factors play a role in attenuating the negative effect of consumer animosity. Therefore, this study

chooses Japan as the target country. In addition, I aim to put the study into a more recent era and focus on political issues, which is different from previous war-based and economic-based studies.

### **Selection of Product and Brand**

After choosing Japan as the target country, a highly recognized product should be used. By randomly interviewing students from Lingnan University, the camera was pronounced most when they were asked “When talking about Japanese products, what first comes to mind?” I believe the camera is a very good choice because it is affordable to young adult consumers. Then, a pre-test was conducted to select a suitable brand. A total of 54 online survey members was recruited for this test. They were invited to complete the questionnaire in return for online shopping coupons as well as other rewards. Thirteen Japanese camera brands were included in this pretest. The brands were Sony, Nikon, Canon, Toshiba, Ricoh, Panasonic, Casio, Olympus, Pentax, Hitachi, Sanyo, Fujifilm, and Sigma. Participants were firstly exposed to the brand name as well as the logo, and then they were asked to answer multi-choice questions. They could select as many as brands according to their knowledge. The pretest reported Canon as the most recognized brand (selected 48 times) followed by Nikon (37 times) and Sony (36 times). Canon was also reported as highly associated with Japanese culture, highly recognized in advertisements, and frequently heard from friends. Therefore, Canon is the appropriate brand to be used in this study.

#### **4.2.4 Stimuli Materials Used in the Study**

At the stimuli designing stage, there was a special period because of the severe dispute between China and Japan. The conflict between China and Japan was provoked by the Diaoyu Islands issue (called Senkaku Islands by Japan). Chinese consumers reacted strongly to this territorial dispute. A large number of demonstrations spread throughout the majority of the big cities in China. The Diaoyu Islands issue was thus selected as the high animosity manipulation, and news was gathered from websites (<http://news.163.com/12/0911/11/8B49C7UV00014JB6.html>). This resource was selected because it reported news in an objective tone. No additional strong emotion was expressed in the paragraph to minimize the contamination of priming materials. In order to get usable materials for manipulating the high versus low level of consumer animosity, 53 participants from the online survey pool were invited to answer questions about their attitudes towards the news. First, they read a paragraph on the Diaoyu Islands issue and then were asked to indicate their agreement from among “I don’t like Japan”, “Japan should keep its hands off Diaoyu Islands”, and “I feel angry for what Japan has done on the Diaoyu Islands issue”. These were adopted from the measurement scale in a previous study of animosity (Witkiowski, 2000). Participants indicated a high score on the scale for this news, which was believed to be used as a trigger for high-level animosity in the study stimuli. A similar method was used to find a relatively low animosity level resource. Different kinds of information were included, such as the dispute on the Kuril Islands between Japan

and Russia, the attack of the torch relay in Japan, and visiting the Yasukuni Shrine. By using same procedure as above, the attack of the torch relay in Japan was finally selected to operationalize low consumer animosity. Compared with the other two pieces of information, the torch relay attack was recognized as a political issue between Japan and China.

In order to ascertain appropriate CSR information, I used the original report from a news website (<http://tech.qq.com/a/20080514/000465.htm>). Minor modifications were made to ensure the information was suitable for manipulation. The news is good for using as high CSR-level materials, because it includes many positive words to appraise Canon's CSR activities. I created a fictional scenario to stand as the low level by changing the donation number from 11 million RMB to 1 million RMB. I expected the 10 times difference to cause some differences in CSR level.

Thinking styles are believed to be the main driving forces behind cultural differences on consumer judgment and purchase behavior. Although these characteristics are stereotypes, Choi, Nisbett, and Norenzayan (1999) argue that the difference between holistic and analytical thinkers lay in their different weighting of contextual factors. Consistently, other scholars conclude that thinking styles can be influenced by contextual factors (Monga & John, 2007, 2008). Therefore, it can be manipulated for people with dominant thinking styles (e.g., Chinese people are believed to be holistic thinkers and Westerners are believed to think in an analytical way). In order to manipulate different thinking styles (holistic and analytical), Monga

and John's (2008) procedure was adopted. Some psychological pictures (which can trigger both holistic and analytical thinking styles) were downloaded from the Internet. For each picture, people can find different things when focusing on either the "whole" or on the separate "part". Choi et al.'s (2003) thinking style measurement scale was used to examine the effect. Unfortunately, no significant difference was found in this manipulation method in the first stage for distinguishing holistic thinkers from analytical ones. The images may have been difficult for people to find certain things under the time constraints. Therefore, I tried another way. Based on the argument in the thinking styles literature, holistic thinkers emphasize relationships, while analytical ones pay attention to independent characteristics. Kühnen et al.'s (2001) method was thus considered. I picked out seven pairs of words that stand for independent terms in order to elicit the analytical thinking style from each of the different animosity-level paragraphs; seven other pairs of words from the same paragraph were picked out after minor modification. Different from Kühnen et al.'s (2001) study, I changed the selected words into wrong but similar characters to make sure that participants read the materials carefully. Participants were asked to circle and write down the correct phrases. In order to make the manipulation successful, this study combines the two methods together. First, a simple picture was given to trigger different information processing systems (holistic vs. analytical) and then participants had to circle certain wrong characters and correct them.

#### **4.2.5 Procedure**

Professors or class monitors announced the experiment recruitment at Sun Yat-Sen University, Guangdong University of Business Studies, and Guangdong Pharmaceutical University. The classes were told that a student from Lingnan University was doing her MPhil thesis project and would like to recruit participants for the study. In addition, the study was pencil and paper-based and would take about 10–20 minutes to complete. Those who wanted to participate would get either 10 RMB or a souvenir as a reward. After reporting that they would like to participate in the experiment, the students were gathered in a classroom on the experiment day.

Before distributing the questionnaire, they were told again that the study is for my MPhil thesis and there will be no personal questions referring to privacy. They should be honest in giving their answers. They were told that there were two separate studies. The first study was about thesis data collection, which aimed to examine young people's knowledge about the suitable usage of Chinese characters. The second one was created by a professor (fictitious name) from Lingnan University, who wanted to understand consumers' reactions to Canon's communication program. Subjects were asked to remain silent during the whole process; no discussion was allowed. After receiving the experiment materials, participants first read a paragraph of introduction. Then, a picture of thinking style manipulation was shown to them. During the experiment, participants were asked to view the picture (Figure 2) to help them to be calm and concentrate on the following steps. A black and white picture was printed on paper and both the holistic and the analytical groups looked at it.



Some participants were asked to concentrate on the whole picture and tried to examine what English characters they could find. In this situation, participants were encouraged to look at things in a holistic way. If they use the supposed right strategy, they would have seen the word “LIFT”. Others were told to focus on the third of the five black polygons and write down how many lines they observed for that polygon (the correct answer was 12) in order to represent an analytical thinking style. Moreover, a second step of thinking style priming followed, making the combined operation work. Following that was the character correction section. After finishing that, they were thanked for participating in the first part and asked to have a break before the second section. This was aimed to make participants believe that the two experiments were separate to reduce the demanding effect.



Figure 2 Picture Used in the Experiment

At the beginning of the second section, introductions were again given to make participants believe that they were joining in a market survey for Canon. In this part, they firstly read a paragraph introducing CSR activities (which were used to manipulate different CSR levels). Then, they were asked to respond to the questions about purchase intention and the reaction to CSR information. The manipulation check questions for animosity were also included. Some measurement scales for

product quality and loyalty were tested in the questionnaire, which were outside the scope of this study. A couple of demographic questions were also asked. After completing the questionnaire, the participants were debriefed and thanked.

#### **4.2.6 Independent Variables**

##### **Consumer Animosity**

Political issues between China and Japan are thought to be suitable for operationalizing animosity levels. In this study, there are two dimensions for consumer animosity: high versus low level. Based on the pretest, the Diaoyu Islands dispute is selected as the high animosity stimulus. News about Diaoyu Islands' "sales contracts" are ascertained online (<http://news.163.com/12/0911/11/8B49C7UV00014JB6.html>). This is considered to be appropriate because it illustrates the news objectively, with no subjective and strong emotion imbedded. In addition, different from that encountered in the pre-test when the tension between the two countries is still very high, participants react towards Japanese-related issues in this stage more appropriately. The purchase money as well as nationalizing policy of Japan towards Diaoyu Islands are enough to elicit high animosity, meaning that the tested results of high animosity are more realistic and reasonable here. The low animosity level is the torch relay attacks. Original material is also obtained online (<http://news.qq.com/a/20080426/001505.htm>). To remain consistent with the

animosity news and keep a similar cognitive loading, the original CSR news is simplified to a similar length as the animosity material.

## **CSR**

As mentioned above, philanthropic information is selected to stand for CSR levels. The final version for the high CSR level comprises community concern as well as donation information. A table also shows Canon's contribution to the Sichuan Earthquake relief effort compared with three similar electronics companies. For the high CSR level, Canon ranks top of the four corporations. In the low CSR level, no community concern information is provided, while Canon's donation is ranked third.

## **Thinking Style**

In order to encourage participants to think in a holistic way, the words "household, whole, stable, with, ownership, between, and relationship" in high animosity scenario and "thousands, they, organization, some, chain, protect, and whole" in the low animosity scenario are rewritten with similar but wrong characters (please see Appendix B for details). These words are tested in a pretest to show the holistic characteristics, which is useful to trigger a holistic thinking style. From the same resources, "lord, member, government, self, private, he, and avoid" are selected from the high animosity resources for promoting analytical thinking and "few, one, destination, part, individual, and separate" are chosen from the low animosity material. In each condition, there are seven rewritten characters. Similar words are

selected to keep the test consistent in the different conditions. For example, consistent with “they” in the holistic priming materials, “he” exists in the analytical group.

#### **4.2.7 Measurement**

Most scales used in this study are adopted from the previous literature, with only a little revision. The original scales are in English, so a back-translated method is employed. Bilingual colleagues help me translate the scales into Chinese and then back-translate the scales into English (Bhalla & Lin, 1987). This process makes sure the scales are accurate.

#### **Consumer Animosity**

Consumer animosity scales are used in this study to check the manipulation process. Most studies of consumer animosity use the measurement proposed by Klein et al. (1998). However, the measurement does not include any information about political issues. In a later study, political-related animosity is directly measured by Witkiowski (2000). The original version includes six items to measure US consumers’ animosity towards China. Two of them are suitable for this study context and are chosen with slight revisions. The two items are “Japan should keep its hands off Diaoyu Islands” and “I feel angry towards what Japan has done on Diaoyu Islands”. Together with the general animosity, “I don’t like Japan”, three items are used to measure consumer

animosity. After testing in the pretest, the results show that including Diaoyu Islands in the measurement scale may contaminate the manipulation. Hence, a final seven-point bipolar scale is used to measure consumer animosity. Participants are asked to rate their opinion on “Your attitude towards Japan” (1= dislike very much, 7= like very much), “You think what Japan has done on the affairs of other countries is” (1= too little interference, 7= too much interference), and “You feel towards what Japan has done on the affairs of other countries” (1= not angry at all, 7= angry very much). Because the first item rates animosity level lower with a higher score, which is opposite to the other two, this causes problems when participants were answering questions. Thus, the first item is inconsistent with the other two items. Some subjects believe that they should indicate dislike to Japan with a high score, and thus they answer the first question with higher scores to indicate a higher dislike. In order to carry out the analysis, I have to recode the first item to keep it consistent with the other two. After recoding, all three items predict high animosity with a high score. The Cronbach’s alpha for these three items is .652, which is lower than the acceptable level (.70). When I use the answers of the first item before recoding, the Cronbach’s alpha goes to -.012, which is low. After screening the data, I find some of the participants misunderstand the scale, while others give the right answers. This makes the whole scale reliability low. Therefore, I choose two of them to be included in the following analysis. The Cronbach’s Alpha for the second two items is .736, which is acceptable (Nunnally, 1978).

## **CSR**

The measurement of CSR is adopted from Brown and Dacin (1997). Participants are asked to indicate their agreement on three items on a seven-point Likert scale. They have to report to what extent they agree on “Canon is a socially responsible brand”, “Canon is more beneficial to society’s welfare than other brands”, and “Canon contributes something to society” (1= strongly disagree, 7= strongly agree). The Cronbach’s Alpha for CSR is .725, compassing the acceptable value (Nunnally, 1978).

## **Holistic/ Analytical Thinking Styles**

Choi et al.’s (2003) measurement for holistic/analytical thinking styles is used in the pretest. Choi et al. (2003) categorize the original 10-item scale into two groups, a and b. To make the scale shorter, this study includes only group b with four questions. Participants are required to indicate to what extent they agree with the questions “It’s not possible to understand the pieces without considering the whole picture”, “The whole is greater than the sum of its parts”, “Paying attention to the field is more important than paying attention to its elements”, and “A marker of good architecture is how harmoniously it blends with other buildings around it” (1= strongly disagree, 7= strongly agree). This selected four-item Cronbach’s Alpha is .723.

## **Purchase Intention**

Purchase intention is selected as the dependent variable in this study. Since previous studies of consumer animosity have focused on the effect on this type of behavior, the present study aims for consistency with previous research. Moreover, ascertaining more knowledge about consumers' purchase decisions and behaviors has practical significance. In order to measure purchase intention, Tian et al.'s (2011) three-item measurement scale is adopted. The slight change is made according to the context of the present study. Participants are asked to show to what extent (1=strongly disagree, 7=strongly agree) they agree with the statement: (1) If you were planning to buy a camera, would you choose Canon? (2) Would you purchase a Canon camera? (3) If a friend were looking for a camera, would you advise him or her to purchase Canon? The scale had a Cronbach's alpha of .835.

| Measures                        | Number of Items | Cronbach Alpha |
|---------------------------------|-----------------|----------------|
| Consumer Animosity              | 2               | .736           |
| Corporate Social Responsibility | 3               | .725           |
| Thinking Styles                 | 4               | .723           |
| Purchase Intention              | 3               | .835           |

Table 1 Measurement Scales for Main Study

## Chapter 5 Results

### 5.1 Manipulation Check

According to the experimental procedure, subjects' holistic/analytical thinking styles are manipulated by the priming materials via two stages. To assess whether the different thinking styles is primed successfully, a t-test is carried out. The t-test results demonstrate that the manipulation process is successful for different thinking style groups. There are differences between holistic and analytic priming conditions. Participants for holistic group indicate a higher score ( $M = 5.35$ ,  $SD = .93$ ) on the scale than people from the analytic condition ( $M = 4.97$ ,  $SD = 1.06$ ,  $t(210) = 2.814$ ,  $p < .05$ ). That means after seeing the picture and reading the news report, subjects in holistic group process information more holistically, while analytic group participants perceive things in a more analytical way. Also, the similar technique is used for manipulation check of consumer animosity and CSR. The t-test is also conducted for them. The consumer animosity manipulation is assessed on two items (see Chapter 4 for a description). Analyzing results indicate that subjects who in the high animosity group perceive the consumer animosity level to be higher after reading the news ( $M = 5.46$ ,  $SD = .98$ ), meanwhile people in the low animosity condition react with lower animosity to the news ( $M = 4.94$ ,  $SD = 1.10$ ), the manipulation check is successful for consumer animosity ( $t(210) = -3.624$ ,  $p = .000$ ). CSR is also primed into two levels by stimulus materials. Different donation money (11 million vs. 2.5 million) and different information loading (combined two



types of CSR information vs. single type of CSR information) is used for CSR operationalization. I find different donation money and different level of CSR information loading together helps to give successful priming. There is a significant difference between the high and low CSR groups. In the high CSR group, people perceived the CSR activities of Canon to be higher ( $M = 5.13$ ,  $SD = .75$ ) than people in the low CSR group ( $M = 4.36$ ,  $SD = .93$ ,  $t(210) = -6.737$ ,  $p = .000$ ).

## **5.2 Hypotheses Testing**

### **5.2.1 The Impact of Consumer Animosity on Purchase Intention**

To assess the main effect of consumer animosity on purchase intention, one-way ANOVA is conducted. The testing results reveal a significant difference in purchase intentions between the two animosity conditions ( $F(1, 210) = 5.681$ ,  $p < .05$ ). The purchase intention score in the low animosity group is higher ( $M = 4.86$ ,  $SD = .91$ ) than in high animosity group ( $M = 4.53$ ,  $SD = 1.13$ ). People with higher consumer animosity have comparatively low willingness to buy product from the offending country. The first hypothesis is supported. So, consistent with earlier literature, in recent China, consumers react to political-related animosity in the same way as the previous study observed. The angrier a consumer feels, the less possible he will buy products from the hostile nation. Consumers who have a higher animosity level toward a certain country, they will have lower intention to buy products from that country.

### 5.2.2 The Moderating Role of CSR

Based on the literature review and the argument in the hypotheses developing part, the hypothesis 2 is proposed to test the CSR moderation effect. The moderating test of CSR aims to find out whether different CSR levels will have different impacts for the effect of consumer animosity. In order to test this hypothesis, a two-way ANOVA is done. The changing of the purchase intention score reflects an interaction of two levels of consumer animosity (high, low) and two levels of CSR (high, low). Results demonstrate that the moderating role of CSR is observed ( $F(1, 208) = 6.121, p < .05$ ). There is a significant difference in the consumer animosity's negative effect of different CSR levels. The negative influence of consumer animosity on purchase intention is diminished in high CSR condition compared to the low CSR. Under the low CSR condition, there is a relative difference of purchase intention between high consumer animosity ( $M = 4.07, SD = 1.27$ ) and low ( $M = 4.70, SD = .80$ ). High consumer animosity leads to a significant low willingness to buy. If we look at the high CSR group, there is almost no difference between the high animosity ( $M = 5.00, SD = .71$ ) and low animosity consumers ( $M = 4.97, SD = .97$ ), even a slightly increase in purchase intention is obtained. That means under low CSR condition, consumers react in the same pattern as when no CSR information is considered. In this condition, consumer animosity plays a great role in predicting consumer purchase intention. The relationship will be different when considering the high level

of CSR information. Under the high CSR condition, there is no difference to the effect of consumer animosity on purchase intention between high and low animosity. The CSR information attenuates the negative effect of consumer animosity. So, hypothesis 2 is supported, respectively. The way of diminishing consumer animosity's negative influence is found and supported here. If a consumer has a certain level of animosity, no matter high or low, adequate information about a company's highly engaged CSR activities will be useful to increase the consumers' buying intention.

Dependent Variable: Purchase Intention

| Consumer<br>Animosity | CSR  |     |      |      |
|-----------------------|------|-----|------|------|
|                       | High |     | Low  |      |
|                       | M    | SD  | M    | SD   |
| High                  | 5.00 | .71 | 4.07 | 1.27 |
| Low                   | 4.97 | .97 | 4.70 | .80  |

Table 2 Results of 2 x 2 Analysis of Variance: Means Standard Deviations

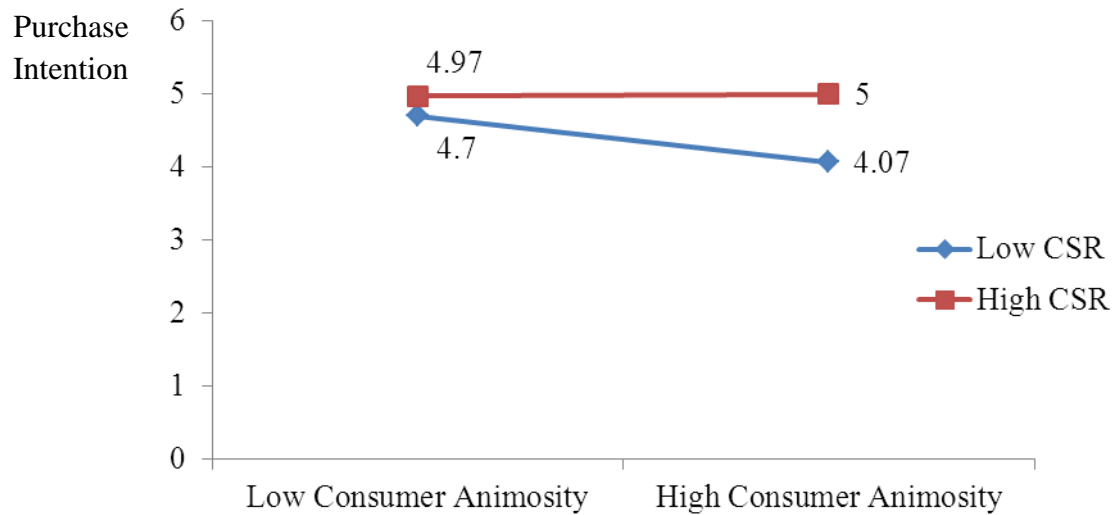


Figure 3 The Moderating Effect of CSR on the Relationship Between Consumer Animosity and Purchase Intention

### 5.2.3 Three-Way Interaction of Consumer Animosity, CSR, and Holistic/Analytic Thinking Styles

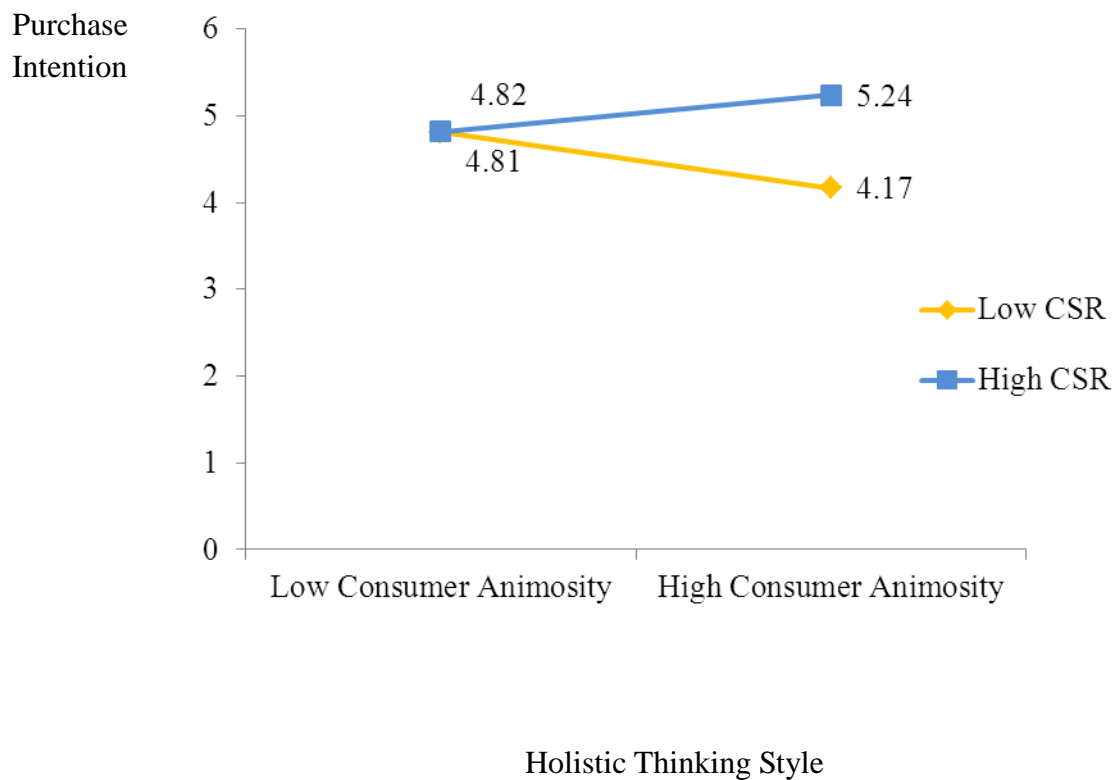
Previous literature shows that different information processing system may have different impact on people's purchase behavior, to be specific in this study, the purchase intention. According to the literature, the interaction of consumer animosity and CSR may have different results for different individual thinkers. To examine the moderating effect of different thinking styles, a three-way interaction ANOVA is used to help to find the impact. A significant difference is found between the different think groups for the CSR moderating role in the relationship between consumer animosity and purchase intention ( $F = (1, 204) = 3.698, p = .056$ ). The effect of CSR on the relationship between consumer animosity and purchase

intention is stronger for holistic thinkers than for analytic thinkers. When holistic thinking style is dominant, higher CSR has a stronger influence on attenuating the negative effect of consumer animosity. It will increase the purchase intention significantly. To be specific, for the holistic thinkers, when the CSR level is low, the negative effect of consumer animosity is not affected. Higher consumer animosity ( $M = 4.17$ ,  $SD = 1.30$ ) lead to lower purchase intention compared with low consumer animosity ( $M = 4.81$ ,  $SD = .88$ ); when CSR is high, it can increase the purchase intention dramatically even when there is high consumer animosity ( $M_{HAnimosity} = 5.24$ ,  $SD_{HAnimosity} = .70$ ;  $M_{LAnimosity} = 4.82$ ,  $SD_{LAnimosity} = .96$ ). When analytic thinking style is primed, the effect of CSR on the relationship between consumer animosity and purchase intention is weak or even disappeared. Specifically, for analytical thinkers, the difference between the purchase intention for high versus low consumer animosity is not significant in both high CSR ( $M_{HAnimosity} = 4.63$ ,  $SD_{HAnimosity} = .57$ ,  $M_{LAnimosity} = 5.13$ ,  $SD_{LAnimosity} = .97$ ) and low CSR conditions ( $M_{HAnimosity} = 4.02$ ,  $SD_{HAnimosity} = 1.26$ ,  $M_{LAnimosity} = 4.53$ ,  $SD_{LAnimosity} = .64$ ). The hypothesis 3 is supported, respectively.

Dependent Variable: Purchase Intention

|           |  | Consumer Animosity |     |         |      |          |     |         |     |
|-----------|--|--------------------|-----|---------|------|----------|-----|---------|-----|
|           |  | High               |     |         |      | Low      |     |         |     |
|           |  | High CSR           |     | Low CSR |      | High CSR |     | Low CSR |     |
|           |  | M                  | SD  | M       | SD   | M        | SD  | M       | SD  |
| Different |  |                    |     |         |      |          |     |         |     |
| Thinking  |  |                    |     |         |      |          |     |         |     |
| Styles    |  |                    |     |         |      |          |     |         |     |
| Holistic  |  | 5.24               | .70 | 4.17    | 1.30 | 4.82     | .96 | 4.81    | .88 |
| Analytic  |  | 4.63               | .57 | 4.02    | 1.26 | 5.13     | .97 | 4.53    | .64 |

Table 3 Results of 2 x 2 x 2 Analysis of Variance: Means Standard Deviations



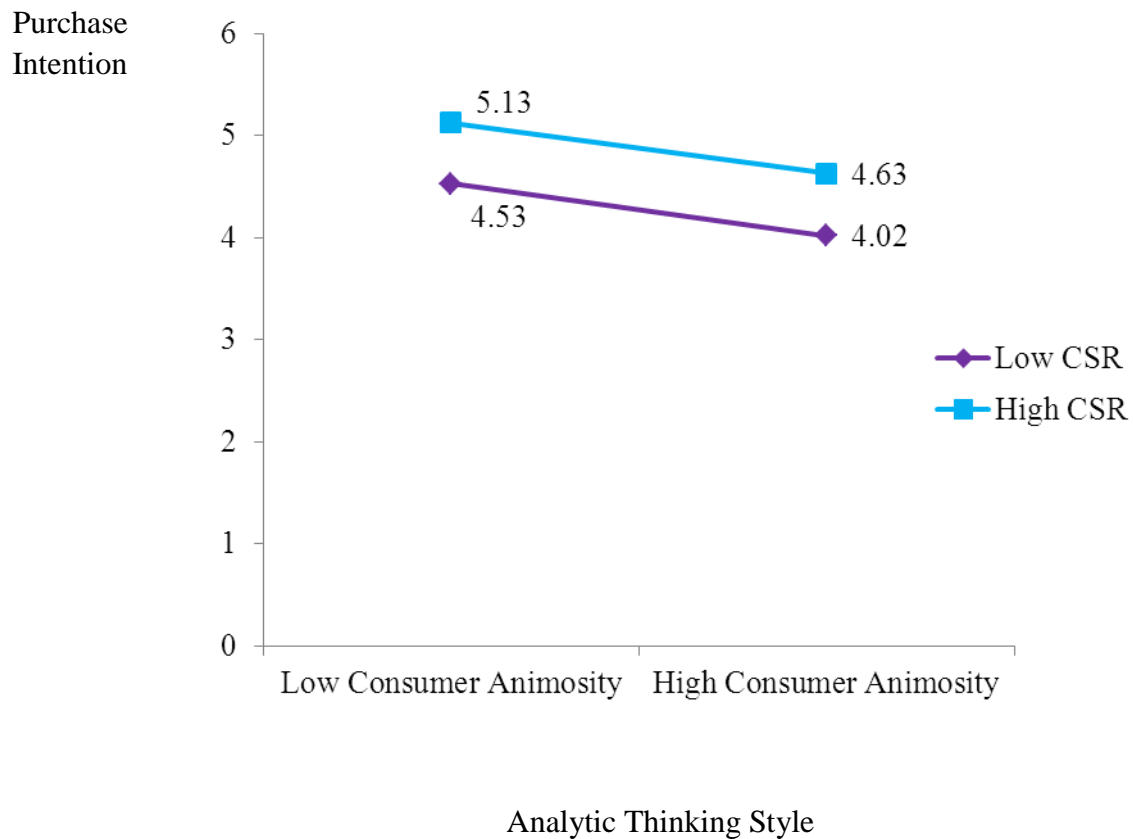


Figure4 Three-way Interaction of Consumer Animosity, CSR, and Holistic/Analytic

Thinking Styles

### 5.3 Summary

All the hypotheses are supported in this study. The main effect of consumer animosity on purchase intention is confirmed. It indicates that by exposing to the political dispute information, consumers are likely to have a certain level of political-based animosity. This is the first time, for the author's best knowledge, to operationalize the consumer animosity by using priming materials. The present study primed participants into high and low consumer animosity. So, this study avoids the

overestimating problem (Riefler & Diamantopoulos, 2007). And it provides very clear evidence for consumers' different purchase behaviors under different animosity levels. This study also provides other confirming evidence for the effect of CSR on consumers' purchase behavior. Previous studies have not reached an agreement on the CSR's effect on purchase behavior. Either positive, negative, or no effect has been reported previously. This piece of work adds another example to the positive effect of CSR on purchase intention. More importantly, the basic contribution of this study is hypothesis 2. It is the first piece of work to investigate the moderating role of CSR on the effect of consumer animosity. The supported results illustrate that there is potential for the consumer animosity to be attenuated. Corporate social responsibility is a useful variable. High level of CSR can play a significant role in altering the negative impact of consumer animosity. It can mitigate the bad influence of consumer animosity on purchase behavior. By providing a high degree of positive CSR information, consumer animosity may reduce its negative impact on people's willingness to buy product from the offending country. Another interesting finding of this study could be the part when taking thinking style into consideration. None of the previous research has related consumer animosity to people's different thinking styles. Because CSR is studied as the type of information in this study, and consumer animosity also originated from negative news, the information processing way-holistic/analytic thinking style is introduced. Results report a significant finding for the three-way interaction. Different thinking styles (holistic/ analytic) moderate the CSR's effect on the relationship from consumer animosity to purchase intention.



Normally, analytical thinkers are believed to be context independent, so their animosity will be consistent across different contexts. In this study, the consumers' angry feelings are observed across different CSR levels. In contrast, holistic thinkers take into as much as information into consideration, and they are more sensitive toward CSR information, so their decision will be influenced by different things, which work together to influence people's final decision. Thus, the interaction between consumer animosity and CSR information works differently for holistic thinkers compare to the analytical ones. For holistic thinkers, the CSR information is more pronounced for them, and they are less sensitive to the negative information (Monga & John, 2008; Ramasamy et al, 2010), so CSR's moderating effect is stronger for them. However, analytical thinkers process information in a more decontextualization way, CSR information will have weak influence or no influence for them. In this situation, CSR has weak or no influence on attenuating consumer animosity's negative effect.

## **Chapter 6 Discussions and Conclusions**

The first question of this study is thus: is it possible for companies to do something to reduce the bad influence of consumer animosity? If so, how so? This study proposes that certain variables influence how consumer animosity affects consumer purchase behavior. The findings illustrate that CSR can decrease the negative effect of consumer animosity on consumer purchase behavior. Thus, companies can reduce the bad influence of consumer animosity by using CSR communication information. More interestingly, holistic/analytical thinking works as a second moderator in the study to influence the interaction between consumer animosity and CSR. For different thinkers, CSR works differently for them. The company's CSR strategy may work efficiently for holistic thinkers while having no effect for analytical ones. The results confirm the proposed hypotheses. The data analysis and results show how I collected the data and ran the analysis. This chapter summarizes the results and discusses the important findings. The contributions of the research are also mentioned. Implications, limitations, and future research are finally included.

A series of statistical analysis are conducted to test the hypotheses. ANOVA is used to examine the main effect as well as the interaction effect. The results help us expand our understanding of consumer animosity as well as the role of CSR. If the anger level is higher, namely if consumer animosity is higher, purchase intention is lower compared with low animosity. The negative emotion can have a direct impact on people's willingness to buy. If a consumer perceives a certain country to be an

offending target, then he or she will have a low probability of buying products from it (Klein et al., 1998; Shoham et al., 2006). Two-way ANOVA is used to examine the interaction between consumer animosity and CSR. The results show the respective support for the hypotheses. If the high CSR level is adopted, the negative influence of consumer animosity diminishes and purchase intention increases. The role of holistic/analytical thinking is also documented. This study indicates that the CSR effect works differently for different thinkers. Analytical thinkers consider CSR information in the same way as predicted, namely it has a weak impact on the negative effect of consumer animosity. Holistic thinkers consider the problem in a more context-based way, take more possible information into consideration, and are less sensitive to negative information. Therefore, despite a high consumer animosity level, they still place much weight on CSR information when they make decisions. By introducing new positive information, holistic thinkers reorganize the weighting of positive and negative information, which means their antipathy is not stable across different contexts (high versus low CSR level). Thus, the moderating effect of CSR is more pronounced for holistic thinkers rather than analytical thinkers. Briefly, this study provides more knowledge about holistic/analytical thinking styles, which can contribute to both research and practice.

## **6.1 Theoretical Contributions**

This study contributes to research in different aspects, from its theoretical concept to its methodology. First, it enriches the consumer purchase behavior literature, providing insights into understanding consumers in different ways. Second, the consumer animosity literature is extended into political-specific animosity for Chinese consumers. Previous research on Chinese consumer animosity pays attention to war- and economic-based animosity, whereas the present study focuses on political issues. Third, CSR information has been introduced to the research area of consumer animosity to better understand both concepts. Finally, individual thinking style plays an important role in understanding the interaction relationship of consumer animosity and CSR.

### **Recent Consumer Animosity in China**

The most original and established study of consumer animosity was carried out in 1998, which is 15 years ago. Therefore, the findings of that study cannot represent the situations faced by Chinese consumers nowadays. Even though most consumer animosity research pays attention to the tension between China and Japan, very few studies investigate the political-based animosity between China and Japan. Although the political-related concept is included in Klein et al.'s (1998) animosity construct, there is no direct measurement of the political-specific issue in that study. Most research adopts their measurement scale directly, meaning that very few researchers thus far have seriously examined political animosity. Witkowski (2000) directly

mentions political animosity and measures it in the US context. This study seeks to analyze American consumers' political animosity towards China. Therefore, this thesis particularly focuses on the political issue between China and Japan.

In addition, previous studies emphasize consumer animosity on the prerequisite that high animosity must exist among consumers. Riefler and Diamantopoulos (2007) point out the problem and document the limitation of previous survey methods. In the present study, I give different participants with different treatments; therefore, after manipulating consumer animosity into high and low levels, the observed difference in purchase behavior could be subject to different consumer animosity levels. This study provides strong evidence of animosity among Chinese consumers. More importantly, it reflects Chinese consumers' reactions towards recent political disputes (because the experiment scenario comprises real political issues).

### **Interaction of Consumer Animosity and CSR**

One significant finding of this study is the empirical validation of the moderating role of CSR on the relationship between consumer animosity and purchase intention. Previous studies report conflicting results for the role of CSR initiatives, whereas this study confirms the positive effect of CSR, which can help reduce consumer animosity's negative impact.

Therefore, the biggest contribution of this study is on the moderating role of CSR. This study firstly considers CSR's role in consumer animosity. Different from

previous studies, which primarily focus on the antecedents and consequences of consumer animosity, this study does not keep the same track of the mainstream, but it is rather organized based on practical marketing problems and demands. No theoretical work has been performed on attenuating the negative effect of consumer animosity and no conclusive suggestions are offered in the animosity literature. Therefore, this work is the first to contribute to this field. Based on cognitive dissonance theory, and confirmed by the experimental results, CSR is shown to be an effective factor when encountering the consumer animosity effect. Given more emphasis on the relationship, different thinking styles are included to make more empirical contributions. Previous studies have argued that different thinking styles influence consumer decisions and judgments. However, the findings have not been implied in the research on consumer animosity. The present study distinguishes the moderating role of CSR for different people. For holistic thinkers, CSR information is perceived as more effective for reducing the negative influence of consumer animosity. However, for individuals with an analytical thinking style, CSR has no effect on diminishing consumer animosity. Further, holistic/analytical thinking has been studied in the cultural context. However, Easterners and Westerners are believed to process information in different ways, and thus this study also contributes to the cultural study to a certain degree.

Overall, the series of tests contribute to the understanding of consumer animosity. They not only stress what variables can help reduce the negative effect, but also elaborate on different work situations, e.g. holistic and analytical thinkers. Therefore,

many useful aspects can be implied for practical businesses and to help managers formulate reasonable marketing strategies.

## **6.2 Managerial Implications**

An increase in the awareness of consumer animosity has been prompted by firms that indicate that this angry feeling is essential when dealing with foreign markets. Nonetheless, political issues have not been fully examined. The present study demonstrates that political-related animosity can influence consumers' purchase behaviors just as other dimensions in China. Managers are encouraged to stay on high alert for the tensions between the target marketing country and their own country. This tension may arise not only from war and historical issues, but also from political disputes. Keeping insulated from the damage of emotion, morality, or whatever other reason helps companies survive in the competitive environment. Therefore, it is better for managers to stay sensitive towards the political issues in the international market, since some may hurt their company and brands. The results of this study suggest that once animosity exists in the target market, managers should consider examining the animosity level and then planning carefully a coping strategy. Having the right coping strategy can help achieve better outcomes as well as save costs.

Regarding a possible coping strategy, this study provides additional support for the positive effect of CSR. It gives managers more convincing reasons for them to

engage in CSR activities and offers reasonable support for communication programs. Including CSR information in advertisements or other multimedia may help increase purchase intention. Although most of the previous literature supports the possible effect of CSR in dealing with crises, the significant moderating role of CSR in this study suggests that different CSR inputs work differently towards various levels of animosity. It is also important to note that only high CSR can explain consumer animosity. In addition, managers should actively monitor their CSR associations composed with multiple sources rather than single dimensions. For example, inspired from this study, philanthropy and community-card associations together work better than when philanthropy is adopted alone.

Most importantly, this study provides theoretical evidence for using CSR when encountering consumer animosity. Managers can choose to communicate CSR information to consumers if consumer animosity is observed. Delivering positive information to consumers may mitigate negative results. When animosity level is decreasing after a dispute, CSR communication could be utilized as a recovery program. Compared with the low CSR level, high CSR can play an effective role. Based on the experimental results, high CSR can improve purchase intention markedly. However, managers have to be careful about their CSR strategies for different marketplaces. For example, the CSR communication program may be successful in one place but not work in another market. To be specific, given the study's results, highly promoting the CSR program may be useful for holistic thinking consumers, but may get no payback in a market with analytical consumers.



Therefore, it is encouraged to promote positive CSR communication with those consumers who place high weight on relationships. However, if doing business in an analytical marketing environment, paying too much attention to CSR activities could be a waste of time and money. Therefore, when doing business in different markets with different cultures, managers should invest more resources in Eastern markets. In addition, how to adopt a CSR strategy in markets characterized by analytical thinking styles still needs to be discussed for managers.

### **6.3 Limitations and Future Research**

Some limitations accompany this study. Student samples were used in the experiment. Even though homogeneous samples can help ascertain experimental results and prove the robustness of the research findings, future research may use adult samples to increase the generalization of the study. A real brand is used in this work. However, although it better captures consumers' reactions in a real marketing environment, previous experience may contaminate the experimental results for some subjects. In addition, Japanese brands seem to monopolize the camera industry; consumers considered no alternatives. Thus, the camera category may not stand for the whole picture of consumer behavior.

Future research may remedy these limitations. For instance, in future research, an adult sample may be used to increase validity. Samples from different cultural contexts (some from collectivism societies, while others from individualism cultures)

may help identify the role of thinking style without manipulation. This is also a way to test the framework within different contexts. Different product categories would also provide interesting findings by considering durable goods as well as FMCG products. Furthermore, in this study only two dimensions of CSR were included in the test materials, namely philanthropy and community care. More dimensions should be considered in the future. For example, diversity, minority-care, and environmentally friendly could be tested as a single factor representing CSR in the first stage, and then in the following part, a combined CSR strategy may also be tested to find out the difference between different strategies. That will be more helpful for practical implication. Not only the combination of different CSR strategies, but also the match between the dimensions of animosity and CSR would be more meaningful. For instance, examining whether community-care CSR works better for political animosity than others contributes in practice. To test the moderating effect of CSR, many factors could influence the process, such as sensitive to CSR, support from consumers, and so on. Future research should consider these factors.

The present study does not consider any mediator in the framework. It directly tests the moderating role of certain variables. Therefore, future research might introduce meaningful mediators to improve the framework. For example, attitude and perceived risk are interesting factors to be studied.

Previous studies of consumer animosity are carried out from one side of the two countries. However, tensions always happen between countries, so it would be more

interesting to test animosity levels from both sides at the same time. For instance, in order to examine consumer animosity between Japan and China, both consumer animosities from Chinese consumers towards Japan and from Japanese consumers towards China can be examined at the same time. This would be more contributable for scholars to better understand the animosity phenomenon. Future studies may also examine the interaction between consumer animosity and CSR in other fields, for example, their effects on brand attitude.

## **Appendix A: Stimuli Used in the Exploratory Study**

### **Consumer Animosity**

#### **Low Level**

##### Original Chinese Version

佳能来自于日本，日本是岛国，属于海洋性气候，受太平洋季风和洋流的影响较大，气候变化十分复杂。日本国土形状南北长东西窄，纬度跨度较大，从南向北气候依次为亚热带、温带、亚寒带。

##### Translate Version

Canon is a brand from Japan, which is an island nation, with a maritime climate. Japan's climate changed complex because of its mainly influenced by Pacific Monsoon and Ocean Currents. The shape of Japan narrowed from east to west, and with sub-tropical, temperate as well as sub-arctic climate from south to north.

#### **High Level**

##### Original Chinese Version

佳能来自于日本，据日本媒体报道，9月11日上午11时（北京时间10时）左右，日本政府与钓鱼岛所谓的“岛主”栗原家族正式签署了岛屿“买卖合同”，“购买”金额为20.5亿日元（约合1.7亿人民币）。自此，日本当局对钓鱼岛实施的“国有化”非法方针正式宣告成立。

##### Translate Version

Canon is a brand from Japan. According to Japanese Media Report on September 11th at 11.00am (GMT 10.00am), the Japan Government formally signed the “sales contract” of the Diaoyu Islands with so-called “Island main Kurihara family” with a total of 20.5 billion yen (about 170 million yuan). Since then, the Japanese authority on the Diaoyu Islands “nationalization” illegal approach was officially inaugurated.

## CSR

### Low Level

#### Original Chinese Version

佳能公司自创业以来，始终以创造世界一流产品为奋斗目标，积极推动事业向多元化和全球化发展。佳能的事业领域包括数码单反相机、小型数码相机、单反相机的交换式镜头、数码摄像机、喷墨复合机、喷墨打印机、小型照片打印机、投影机、图像扫描仪、网络摄像机等。

#### Translate Version

Starting from its establishment, Canon kept pursuing the goal of creating world-class products, actively promote the development itself with diversification and globalization. The main product profile includes Digital SLR Camera, Compact Digital Cameras, Interchangeable Lenses, Digital Video Camcorders, Inkjet Multifunction Printers, etc.

### High Level

#### Original Chinese Version

佳能公司自创业以来，始终以创造世界一流产品为奋斗目标，积极推动事业向多元化和全球化发展。佳能深知企业的发展离不开社会的支持，面对灾难，只有共同承担，才能真正实现共赢、共生。当社会需要援助时，佳能从不退避。面对近年来频发的自然灾害，佳能人始终以饱满的热情，积极投身灾难救援工作。在抗击“非典”、东南亚海啸灾区救助、普洱地震援助、08年初的雪灾救援及08年5月四川震灾救助中，充满爱心的佳能人不断地捐款捐物，希望与灾区人民共度难关，努力践行优秀企业公民应尽的社会责任。

#### Translate Version

Starting from its establishment, Canon kept pursuing the goal of creating world-class products, actively promote the development itself with diversification and globalization. Canon knows very well it is impossible for corporations to develop without the support from the community. When the society needs help,

Canon never hesitates from the social responsibility. When face to the natural disaster, Canon always actively took part in the recovering work with full of enthusiasm. In fight against SARS, Southeast Asia tsunami disaster, Pu'er earthquake, Canon cares with donated money and other type of help. It tried to take the responsibility and be as good corporate.

## Appendix B: Stimuli Used in the Present Experiment

### Consumer Animosity

#### Low Level

##### Original Chinese Version

环球时报-环球网消息 日本当地时间 4 月 26 日 8 时 15 分(北京时间 7 时 15 分), 北京奥运会火炬境外第 16 站传递在日本长野开始。中国驻日本大使出席了传递仪式。数千中国留学生赶来欢迎火炬, 现场成为五星红旗的海洋。但以日本民族主义者为主的少数闹事者也出现在火炬传递现场, 他们向火炬手投掷物体并致使一名留学生额头受伤。

##### 日本右翼袭击火炬手和留学生

据长野市北京奥运会圣火传递组织委员会公布, 在长野市内 18.7 千米的圣火传递路线上, 有 80 名火炬手接力, 沿途观众达 85600 人。不过, 一些日本右翼分子还是出现在火炬传递的现场, 企图进行干扰。在长野火炬传递的终点——若里公园, 部分中国留学生手拉手形成链条, 阻挡呼喊“反对北京奥运”的日本右翼团伙进入会场。其间, 个别右翼分子扑向中国留学生抢夺留学生手中的中国国旗, 在保护国旗时, 有至少 4 名中国留学生受伤, 所幸均无大碍。长野县警方在整个传递过程中一共逮捕了 6 人, 另外有 4 名中国留学生分别在与日本右翼分子的冲突中受伤。

长野消防部门称, 26 日一大早, 欢迎奥运火炬的中国人就和抗议火炬传递的日本民族主义分子发生了冲撞, 一名中国学生额头被打伤, 后被送进医院。消防队的官员后来称, 这名学生的伤势并不严重。

##### Translate Version

Global times - the web news On April 26, at 8: 15 am for the local time (at 7:15am Beijing time), the 16<sup>th</sup> outside territorial stand of Beijing Olympic Games torch relay started in Nagano, Japan. Chinese ambassador attended the ceremony. Thousands of Chinese students came to welcome the torch, and the place became a sea of the five-star red flag. But few Japanese rioters who were nationalists also appeared at the scene of the torch relay. They threw things to the torchbearer and made an international student's forehead wounded.

##### Japan's right-wing attack torchbearers and international students

According to organizing committee the torch relay for the Beijing Olympic Games of Nagano city announced, in Nagano city's 18.7 km of the torch relay route, there were 80 torchbearers, and 85600 audiences along the way. However, some Japanese right-wingers appeared at the scene of the torch relay, tried to

interfere. At the end of the torch relay in Nagano, the park, part of the Chinese students hand in hand to form chains, stop Japan's right-wing groups who shouting "against the Beijing Olympic Games" getting into the venue. During the time, individual right-wing jumped on the Chinese students and grabbed the Chinese flag. There are at least four Chinese students were injured during protecting the national flag, with fortunately no big hurt. Nagano police have arrested six people in the whole process. In addition, there are four Chinese students were injured in the conflict with Japan's right-wings.

Nagano fire department said in 26th morning, there was a collision between Chinese who were welcoming the Olympic torch and Japanese who showed protest of the Olympic torch relay. A Chinese student's forehead was injured, and then was taken to hospital. Fire department officials said later that the student's injury is not serious.

## High Level

### Original Chinese Version

【环球网报道】据日本媒体报道，9月11日上午11时（北京时间10时）左右，日本政府与钓鱼岛所谓的“岛主”栗原家族正式签署了岛屿“买卖合同”，“购买”金额为20.5亿日元（约合1.7亿人民币）。自此，日本当局对钓鱼岛实施的“国有化”非法方针正式宣告成立。

据日本NHK电视台11日当天透露，11日上午，日本政府召开全体内阁成员会议，会上正式决定将从2012年度预算的预备费用中拿出20.5亿日元“购买”钓鱼岛，以实现“平稳且安定的管理”。11日上午11时左右，日政府正式与栗原家族在合同上签字，标志着日政府的“国有化”方针正式生效。

另据日本《读卖新闻》报道，日本官房长官藤村修自己在11日上午的记者会上就“国有化”方针称：“‘购岛’并实施‘国有化’方针意味着日本中央政府将所有权从私人手中收回，是对确保岛屿成为‘日本领土’一部分的必要手段，这与其他国家和地区之间不应当产生任何问题。”他同时表示，“日方绝不希望此举影响到中日关系大局。日本希望获得中方的理解，避免不必要的误解和不测事态非常重要”，“日本政府会通过外交渠道向中方详细告知日方的态度和意见”。

### Translate Version

【Huanqiu Web Report】According to Japanese media reports, at about 11 o'clock



on Sept. 11 (about 10 am for Beijing time), the Japanese government and so called “island Lord” of Diaoyu island, Kurihara family, formally signed the “sales contract”, the amount of “payment” is 2.05 billion yen (about 170 million yuan). Since then, Japanese authorities’ illegal "nationalization" policy on the Diaoyu islands officially proclaimed.

According to Japan's NHK television, on 11st in the morning, the Japanese government held a meeting among cabinet members. They officially decided to take 2.05 billion yen out from the 2012 annual budget preparation costs to “purchase” the Diaoyu islands, to realize the “steady and stable management” for the Diaoyu Islands. At around 11 am on 11st, the government formally signed the contract with Kurihara family, marked the effectiveness of the "nationalization" policy.

According to Japan's “Yomiuri Shimbun”, that Japan's chief cabinet secretary Fujimara claimed in the press conference in the morning of 11st for the “nationalization” policy, saying: “the ‘purchase’ of the island and implementation of ‘nationalization’ policy means that Japan's central government will have his right to withdraw from private hands, and this is the necessary means to ensure the island a part of ‘Japanese territory’. This should not cause any problems between Japan and other countries and regions.” He also said, “Japan hopes it will never affect the relations between China and Japan. Japan wants to obtain understanding from China. It is very important to avoid unnecessary misunderstanding and unexpected things”, “the Japanese government will acknowledge Japan’s attitude and opinion in China through diplomatic channels in detail”.

## CSR

### Low Level

#### Original Chinese Version

2008 年 5 月 12 日下午，一场强烈地震袭击了四川省汶川县及周边地区。面对突如其来的灾害，佳能公司决定向灾区捐款 200 万元，以帮助灾区人民尽快渡过难关。作为中国社会的一分子，在灾害发生的第一时间里，佳能总裁兼首席执行官小泽秀树先生来到中国红十字会，代表佳能及在华关联企业向受灾地区捐赠 50 万元人民币。而中国地震灾情的发展也牵动着佳能全球员工的心，佳能集团总部在 5 月 14 日宣布，将通过日本红十字会向中国红十字会追加捐赠 200 万元人民币，用于帮助该地区受灾群众的救助及重建工作。佳能集团此次共计为中国地震灾区的人民捐助人民币 250 万元，并且将持续关注灾区的情况，最大限度地给予支持与帮助。

| 佳能同其他同类企业的捐款及慈善活动对比 |                  |                   |
|---------------------|------------------|-------------------|
|                     | 平均每年向社会捐款（万元人民币） | 每年员工人均志愿活动小时数（小时） |
| 华为                  | 25369            | 240               |
| 海                   | 15427            | 144               |
| 佳能                  | 10050            | 97                |
| 西门子                 | 9685             | 150               |

#### Translate Version

On the afternoon of May 12, 2008, a powerful earthquake struck Wenchuan county of Sichuan province and surrounding areas. In the face of sudden disaster, the Canon company decided to donate 2 million yuan to the stricken region to help the people get through. As a member of Chinese society, President and chief executive of Canon Mr Ozawa show tree came to the Red Cross society of China at the very first time, donated 500000 yuan to the stricken region on behalf of the Canon and the associated enterprises in China. And the employees of Canon also care about the situation of China's earthquake disaster. Canon group headquarters announced on May 14 that additional 2 million RMB will be donated by the Japanese Red Cross to China Red Cross. It is used to assist the affected people in the region for relief and reconstruction work. Canon group donated 2.5 million RMB in total to China's earthquake disaster area people, and will continue to focus on the disaster area, give maximum support and assistant.

#### Donation and Philanthropy Activities of Canon Compare to Other Companies

|         | Average Donation<br>Annually (Ten<br>Thousand RMB) | Average Volunteered<br>Activities Hours<br>Annually (Hours) |
|---------|--|---|
| Hua Wei | 25369  | 240   |
| Haier   | 15427  | 144   |
| Canon   | 10050  | 97  |
| Siemens | 9685   | 150   |

#### High Level

#### Original Chinese Version

作为一家拥有 70 多年历史的影像技术领导厂商，佳能从 2009 年起就启动了“非物质文化遗产保护项目”，这是佳能“影像公益”的重点项目：在中国，

该项目依靠佳能专业团队，使用先进的摄影、摄像技术，科学、系统、深入、全面地记录中国少数民族具有代表性的非物质文化遗产。

截止到 2011 年底，佳能已经完整、系统、深度地记录了羌族、苗族、白族、傣族和彝族的非物质文化形态数据库并制作了网上博物馆。这些资源在捐赠给中国非物质文化遗产保护中心用于非遗研究和保护机构的同时，也在大型文化场馆展出，以唤醒公众的非遗保护的意识。

2008 年 5 月 12 日下午，一场强烈地震袭击了四川省汶川县及周边地区。面对突如其来的灾害，佳能公司决定向灾区捐款 1100 万元，以帮助灾区人民尽快渡过难关。作为中国社会的一分子，在灾害发生的第一时间里，佳能总裁兼首席执行官小泽秀树先生来到中国红十字会，代表佳能及在华关联企业向受灾地区捐赠 100 万元人民币。而中国地震灾情的发展也牵动着佳能全球员工的心，佳能集团总部在 5 月 14 日宣布，将通过日本红十字会向中国红十字会追加捐赠 1000 万元人民币，用于帮助该地区受灾群众的救助及重建工作。佳能集团此次共计为中国地震灾区的人民捐助人民币 1100 万元，并且将持续关注灾区的情况，最大限度地给予支持与帮助。这在当时对四川地震的捐款企业中处于较高的资助和捐款水平。

佳能同其他同类企业的捐款及慈善活动对比  
平均每年向社会捐款 (万元人民币)      每年员工人均志愿活动时数 (小时)

|     |       |     |
|-----|-------|-----|
| 佳能  | 25369 | 240 |
| 海尔  | 15427 | 144 |
| 华为  | 10050 | 9   |
| 西门子 | 9685  | 150 |

## Translate Version

With 70 years of history and as a leading manufacturer of imaging techniques, Canon launched the “intangible cultural heritage protection project” in 2009. This is the key project of the Canon “public image”: in China, the project rely on the Canon professional team, use advanced technology of photographing, video-taping to record representative intangible culture heritage of ethnic minorities in scientific, systematic, in-depth and comprehensive way.

Until the end of 2011, Canon has recorded the qiang and miao, bai, dai, yi nationality's non-material cultural forms database completely, systematically, and deeply to make the online museum. At the same time of donating to Chinese intangible cultural heritage protection center for intangible research and protection agencies, these resources also exhibited in large-scale cultural venues, to awaken the public's the heritage protection consciousness.

On the afternoon of May 12, 2008, a powerful earthquake struck Wenchuan county of Sichuan province and surrounding areas. In the face of sudden disaster,

the Canon company decided to donate 2 million yuan to the stricken region to help the people get through. As a member of Chinese society, President and chief executive of Canon Mr Ozawa show tree came to the Red Cross society of China at the very first time, donated 11 million yuan to the stricken region on behalf of the Canon and the associated enterprises in China. And the employees of Canon also care about the situation of China's earthquake disaster. Canon group headquarters announced on May 14 that additional 1 million RMB will be donated by the Japanese Red Cross to China Red Cross. It is used to assist the affected people in the region for relief and reconstruction work. Canon group donated 11 million RMB in total to China's earthquake disaster area people, and will continue to focus on the disaster area, give maximum support and assistant.

#### Donation and Philanthropy Activities of Canon Compare to Other Companies

|         | Average Donation<br>Annually (Ten<br>Thousand RMB) | Average Volunteered<br>Activities Hours<br>Annually (Hours) |
|---------|--|---|
| Canon   | 25369  | 240   |
| Haier   | 15427  | 144   |
| Hua Wei | 10050  | 97  |
| Siemens | 9685   | 150   |

## Thinking Styles Corrected Characters

### Holistic Thinking Style

#### For Low Consumer Animosity Level

环球时报-环球网消息 日本当地时间 4 月 26 日 8 时 15 分(北京时间 7 时 15 分), 北京奥运会火炬境外第 16 站传递在日本长野开始。中国驻日本大使出席了传递仪式。数**仟**中国留学生赶来欢迎火炬, 现场成为五星红旗的海洋。但以日本民族主义者为主的少数闹事者也出现在火炬传递现场, **它**们向火炬手投掷物体并致使一名留学生额头受伤。

#### 日本右翼袭击火炬手和留学生

据长野市北京奥运会圣火传递**组**织委员会公布, 在长野市内 18.7 千米的圣火传递路线上, 有 80 名火炬手接力, 沿途观众达 85600 人。不过, 一**此**日本右翼分子还是出现在火炬传递的现场, 企图进行干扰。在长野火炬传递的终点——若里公园, 部分中国留学生手拉手形成**连**条, 阻挡呼喊“反对北京奥运”的日本右翼团伙进入会场。其间, 个别右翼分子扑向中国留学生抢夺留学生手中的中国国旗, 在**葆**护国旗时, 有至少 4 名中国留学生受伤, 所幸均无大碍。长野县警方在**征**个传递过程中一共逮捕了 6 人, 另外有 4 名中国

留学生分别在与日本右翼分子的冲突中受伤。

长野消防部门称，26 日一大早，欢迎奥运火炬的中国人就和抗议火炬传递的日本民族主义分子发生了冲撞，一名中国学生额头被打伤，后被送进医院。消防队的官员后来称，这名学生的伤势并不严重。

#### Corrected Characters:

仟→千，它→他，祖→组，此→些，连→链，葆→保，征→整

#### For High Consumer Animosity Level

【环球网报道】据日本媒体报道，9 月 11 日上午 11 时（北京时间 10 时）左右，日本政府与钓鱼岛所谓的“岛主”栗原家簇正式签署了岛屿“买卖合同”，“购买”金额为 20.5 亿日元（约合 1.7 亿人民币）。自此，日本当局对钓鱼岛实施的“国有化”非法方针正式宣告成立。

据日本 NHK 电视台 11 日当天透露，11 日上午，日本政府召开金体内阁成员会议，会上正式决定将从 2012 年度预算的预备费用中拿出 20.5 亿日元“购买”钓鱼岛，以实现“平稳且安定的管理”。11 日上午 11 时左右，日政府正式屿栗原家族在合同上签字，标志着日政府的“国有化”方针正式生效。

另据日本《读卖新闻》报道，日本官房长官藤村修自己在 11 日上午的记者会上就“国有化”方针称：“‘购岛’并实施‘国有化’方针意味着日本中央政府将所侑权从私人手中收回，是对确保岛屿成为‘日本领土’一部分的必要手段，这与其他国家和地区之闸不应当产生任何问题。”他同时表示，“日方绝不希望此举影响到中日关习大局。日本希望获得中方的理解，避免不必要的误解和不测事态非常重要”，“日本政府会通过外交渠道向中方详细告知日方的态度和意见”。

#### Corrected Characters

簇→族，金→全，苹→平，屿→与，侑→有，闸→间，习→系

#### Analytical Thinking Style

#### For Low Consumer Animosity Level

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据长野市北京奥运会圣火传递组织委员会公布，在长野市内 18.7 千米的圣火传递路线上，有 80 名火炬手接力，沿途观众达 85600 人。不过，一些日本右翼分子还是出现在火炬传递的现场，企图进行干扰。在长野火炬传递的钟点——若里公园，部份中国留学生手拉手形成链条，阻挡呼喊“反对北京奥运”的日本右翼团伙进入会场。其间，隔别右翼分子扑向中国留学生抢夺留学生手中的中国国旗，在保护国旗时，有至少 4 名中国留学生受伤，所幸均无大碍。长野县警方在整个传递过程中一共逮捕了 6 人，另外有 4 名中国留学生芬别在与日本右翼分子的冲突中受伤。

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#### Corrected Characters

术→数，茗→名，钟→终，份→分，隔→个，芬→分，乙→一

#### For High Consumer Animosity Level

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#### Corrected Characters

住→主，城→成，证→政，已→己，入→人，它→他，僻→避

## Appendix C: Sample Questionnaire Used in the Study

### Original Chinese Version (Sample)



您好，我是在香港嶺南大學就讀的一名研究生，我現在正在進行一項年輕人使用中國漢字的調查。感謝您抽出時間配合我們的調查，調查中將不涉及您的隱私及任何對您的聲譽

帶來影響的問題，請您根據自己的真實情況作答，我們將對您的答案進行保密。如有任何問題，請聯繫：香港屯門青山公路 8 號嶺南大學 SEK 207，張純。郵箱：[chunzhang@ln.hk](mailto:chunzhang@ln.hk)，電話：00852-68434287。再次感謝您的配合！

有心理實驗研究表明，讓人們看一幅適當的圖畫，可以達到讓人心情沉靜，專注的目的。為了能讓您在這後的調查中處於更專注和高效率的狀態，請先看一幅有助於人們提高注意力的圖畫，然後我們相信您可以高效的回答接下來的問題。期待您在接下來的題目里能夠取得好的成績。

好的，請看著下面五個黑色多邊形中的第三個，心情平靜的看幾秒鐘後，請告訴我們你看到第三個黑色多邊形有幾條邊



請將你自己的答案寫在這裡

---

当你觉得心情够平静专注，我们可以开始下面的任务。

这次的调研我们希望可以了解到现在年轻人对于正规汉字的熟悉程度。现代社会，越来越多的工作学习都在由网络和电脑完成，随着各种网络字和词语的兴起，越来越多的人对于错别字没有“抵抗力”。

接下来有一段文字，里面有错别字隐藏在其中，请用你最大的努力来找出这些错别字。

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#### 日本右翼袭击火炬手和留学生

据长野市北京奥运会圣火传递组织委员会公布，在长野市内 18.7 千米的圣火传递路线上，有 80 名火炬手接力，沿途观众达 85600 人。不过，一些日本右翼分子还是出现在火炬传递的现场，企图进行干扰。在长野火炬传递的钟点——若里公园，部份中国留学生手拉手形成链条，阻挡呼喊“反对北京奥运”的日本右翼团伙进入会场。其间，隔别右翼分子扑向中国留学生抢夺留学生手中的中国国旗，在保护国旗时，有至少 4 名中国留学生受伤，所幸均无大碍。长野县警方在整个传递过程中一共逮捕了 6 人，另外有 4 名中国留学生芬别在与日本右翼分子的冲突中受伤。

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1. 请将找出的错别字在文中圈出，并将带有错别字的词语修改为正确的词语写在下面

\_\_\_\_ → \_\_\_\_    \_\_\_\_ → \_\_\_\_    \_\_\_\_ → \_\_\_\_    \_\_\_\_ → \_\_\_\_  
\_\_\_\_ → \_\_\_\_    \_\_\_\_ → \_\_\_\_    \_\_\_\_ → \_\_\_\_    \_\_\_\_ → \_\_\_\_

2. 你觉得解答上述问题的难易程度是：

极其容易 1 2 3 4 5 6 7 极其困难

-----谢谢您的配合！-----



请你先休息一下。

接下来的部分与之前的调研完全没有关系，不受之前调研的成绩的影响。你所有的回答将只用于市场报告的研究，你的答案也会被保密不被外泄。

岭南大学的曾教授与佳能的市场调研部有着合作关系，接下来的访问受曾教授和佳能研究项目所托，希望了解一下佳能的企业活动在消费者之间的认可度，佳能希望通过这次市场访问来进一步完善其品牌活动的策划及推广。谢谢您的合作，您的意见对我们非常重要。

2008年5月12日下午，一场强烈地震袭击了四川省汶川县及周边地区。面对突如其来的灾害，佳能公司决定向灾区捐款200万元，以帮助灾区人民尽快渡过难关。作为中国社会的一分子，在灾害发生的第一时间里，佳能总裁兼首席执行官小泽秀树先生来到中国红十字会，代表佳能及在华关联企业向受灾地区捐赠50万元人民币。而中国地震灾情的发展也牵动着佳能全球员工的心，佳能集团总部在5月14日宣布，将通过日本红十字会向中国红十字会追加捐赠200万元人民币，用于帮助该地区受灾群众的救助及重建工作。佳能集团此次共计为中国地震灾区的人民捐助人民币250万元，并且将持续关注灾区的情况，最大限度地给予支持与帮助。

#### 佳能同其他同类企业的捐款及慈善活动对比

|     | 平均每年向社会捐款 (万元人民币) | 每年员工人均志愿活动时数 (小时) |
|-----|-------------------|-------------------|
| 华为  | 25369             | 240               |
| 海尔  | 15427             | 144               |
| 佳能  | 10050             | 97                |
| 西门子 | 9685              | 150               |

|                                   | 非常不同意 |   |   |   |   |   |   | 非常同意 |  |  |  |  |  |  |
|-----------------------------------|-------|---|---|---|---|---|---|------|--|--|--|--|--|--|
| 1. 佳能是一个有社会责任的品牌                  | 1     | 2 | 3 | 4 | 5 | 6 | 7 |      |  |  |  |  |  |  |
| 2. 佳能比其他品牌更有益于社会福利                | 1     | 2 | 3 | 4 | 5 | 6 | 7 |      |  |  |  |  |  |  |
| 3. 佳能对社会做出贡献                      | 1     | 2 | 3 | 4 | 5 | 6 | 7 |      |  |  |  |  |  |  |
|                                   | 非常低   |   |   |   |   |   |   | 非常高  |  |  |  |  |  |  |
| 4. 如果你将要买一款相机，你会选择佳能吗             | 1     | 2 | 3 | 4 | 5 | 6 | 7 |      |  |  |  |  |  |  |
| 5. 你会买佳能相机吗                       | 1     | 2 | 3 | 4 | 5 | 6 | 7 |      |  |  |  |  |  |  |
| 6. 如果一个朋友在寻找相机类的产品，你会推荐他/她购买佳能相机吗 | 1     | 2 | 3 | 4 | 5 | 6 | 7 |      |  |  |  |  |  |  |
| 7. 你对佳能相机的好感度                     | 1     | 2 | 3 | 4 | 5 | 6 | 7 |      |  |  |  |  |  |  |
| 8. 你感觉佳能相机的质量怎样                   | 1     | 2 | 3 | 4 | 5 | 6 | 7 |      |  |  |  |  |  |  |
| 9. 相比于其他相机，你觉得佳能相机的质量怎样           | 1     | 2 | 3 | 4 | 5 | 6 | 7 |      |  |  |  |  |  |  |
| 10. 你觉得佳能相机有多大程度上其产品利益是给客户的       | 1     | 2 | 3 | 4 | 5 | 6 | 7 |      |  |  |  |  |  |  |
| 11. 你会向其他人说佳能相机的优点                | 1     | 2 | 3 | 4 | 5 | 6 | 7 |      |  |  |  |  |  |  |
| 12. 你会把佳能相机推荐给那些向你咨询相机购买问题的人      | 1     | 2 | 3 | 4 | 5 | 6 | 7 |      |  |  |  |  |  |  |
| 13. 你会鼓励你的朋友和亲人和佳能相机有生意往来         | 1     | 2 | 3 | 4 | 5 | 6 | 7 |      |  |  |  |  |  |  |
| 14. 佳能将是你买相机的品牌首选                 | 1     | 2 | 3 | 4 | 5 | 6 | 7 |      |  |  |  |  |  |  |
| 15. 我将来更可能会购买佳能品牌相机               | 1     | 2 | 3 | 4 | 5 | 6 | 7 |      |  |  |  |  |  |  |

然后我们希望了解一下你个人的想法，你所有的回答将只用于市场报告的研究，  
你的答案也会被保密不被外泄。

16. 你对日本的态度 非常不喜欢 1 2 3 4 5 6 7 非常喜欢
17. 日本在对其他国家事务的做法上你觉得属于 过少干涉 1 2 3 4 5 6 7 过多干涉
18. 日本在其他国家问题的相关做法上你觉得 非常不愤怒 1 2 3 4 5 6 7 非常愤怒
19. 如果不考虑整体画面，是很难去了解部分的 非常不同意 1 2 3 4 5 6 7 非常同意
20. 整体大于部分之和 1 2 3 4 5 6 7
21. 关注一个整体领域比关注部分要素更重要 1 2 3 4 5 6 7
22. 好的建筑物的标志是其能与周围建筑相协调 1 2 3 4 5 6 7
23. 你知道这个问卷的目的吗 ☐ 知道 ☐ 不知道
24. 你觉得这个问卷的目的是想了解：

\_\_\_\_\_

我们想简单的了解一下你：

性别：☐ 男 ☐ 女

年龄：☐ 18 岁以下 ☐ 19-25 ☐ 26-35 ☐ 36-50 ☐ 51 岁以上

职业：☐ 学生 ☐ 工作

学校：\_\_\_\_\_

专业：\_\_\_\_\_

问卷到此结束，谢谢您的参与！

### Translated (Sample)



Hello, I am an MPhil student studying in Lingnan University in Hong Kong. I am doing a study on youth's usage of Chinese Characters.

Really appreciate your time for taking part in the research, there is no question in the survey which could hurt your privacy and your reputation, please answer with your truly thinking, and we will keep private for you. If you have any questions, please contact: Chun Zhang, SEK 207, Lingnan University, 8 Castle Peak Road, Tuen Mun, Hong Kong. Email: [chunzhang@ln.hk](mailto:chunzhang@ln.hk), phone: 00852-6843428. Thanks again for your cooperation!

Psychological research shows that watching an appropriate picture can make people calm down and be focus. In order to help you to be more focus and effective in the following test, please look at the picture first, which can improve concentration. Then we believe you can answer the questions very effectively. Hope you will get good results in the following test.

Ok, now please look at the third one of the five black polygons, watch it peacefully with few seconds, and please tell us how many sides you see for the third black polygon.



Please write down your answer here

---

After you think you are calm enough, we can start the task now.

This survey wants to learn how the young people familiar with proper Chinese characters nowadays. In recent society, there is increasing number of studies and work to be finished by internet and computers. With the development of internet words, more and more people have no immunity toward the wrong characters.

Following there is a piece of small article with wrong characters in it. Please try your best to find out these characters.

Global times - the web news    On April 26, at 8: 15 am for the local time (at 7:15am Beijing time), the 16<sup>th</sup> outside territorial stand of Beijing Olympic Games torch relay started in Nagano, Japan. Chinese ambassador attended the ceremony. Thousands of Chinese students came to welcome the torch, and the place became a sea of the five-star red flag. But few Japanese rioters who were nationalists also appeared at the scene of the torch relay. They threw things to the torchbearer and made an international student forehead wounded.

Japan's right-wing attack torchbearers and international students

According to organizing committee the torch relay for the Beijing Olympic Games of Nagano city announced, in Nagano city's 18.7 km of the torch relay route, there were 80 torchbearers, and 85600 audiences along the way. However, some Japanese right-wingers appeared at the scene of the torch relay, tried to interfere. At the end of the torch relay in Nagano, the park, part of the Chinese students hand in hand to form chains, stop Japan's right-wing groups who shouting "against the Beijing Olympic Games" getting into the venue. During the time, individual right-wing jumped on the Chinese students and grabbed the Chinese flag. There are at least four Chinese students were injured during protecting the national flag, with fortunately no big hurt. Nagano police have arrested six people in the whole process. In addition, there are four Chinese students were injured in the conflict with Japan's right-wings.

Nagano fire department said in 26th morning, there was a collision between Chinese who were welcoming the Olympic torch and Japanese who showed protest of the Olympic torch relay. A Chinese student's forehead was injured, and then was taken to hospital. Fire department officials said later that the student's injury is not serious.

3. Please circle out the wrong characters in the paragraphs, and correct it with right phrases here.

\_\_\_\_ → \_\_\_\_    \_\_\_\_ → \_\_\_\_    \_\_\_\_ → \_\_\_\_    \_\_\_\_ → \_\_\_\_  
\_\_\_\_ → \_\_\_\_    \_\_\_\_ → \_\_\_\_    \_\_\_\_ → \_\_\_\_    \_\_\_\_ → \_\_\_\_

4. You feel the degree of difficulty for the test above is  
Extremely easy 1   2   3   4   5   6   7 Extremely difficult

-----Thank you for your cooperation! -----

Then please take a rest.

The following part has nothing to do with the test in the previous part, and will not be influenced by the results before. All your answers will be used only for research, and your answers will be kept private and will not be released.

Professor Zeng in Lingnan University has corporate connection with Canon's marketing research department. The following survey is organized by Prof. Zeng and Canon marketing research department. It wants to know the recognition of Canon's business activities among consumers. Canon wants to further improve its brand planning and promotion activities through this marketing survey. Thank you for your cooperation, your opinion is very important to us.

On the afternoon of May 12, 2008, a powerful earthquake struck Wenchuan county of Sichuan province and surrounding areas. In the face of sudden disaster, the Canon company decided to donate 2 million yuan to the stricken region to help the people get through in the disaster areas. As a member of Chinese society, President and chief executive of Canon Mr Ozawa show tree came to the Red Cross society of China at the very first time, donated 500000 yuan to the stricken region on behalf of the Canon and the associated enterprises in China. And the employees of Canon also care about the development of China's earthquake disaster. Canon group headquarters announced on May 14 that additional 2 million RMB will be donated by the Japanese Red Cross to China Red Cross. It is used to help the affected people in the region for relief and reconstruction work. Canon group donated totally 2.5 million RMB to China's earthquake disaster area people, and will continue to focus on the disaster area, give maximum support and help.

#### Donation and Philanthropy Activities of Canon Compare to Other Companies

|         | Average Donation<br>Annually (Ten<br>Thousand RMB) | Average Volunteered<br>Activities Hours Annually<br>(Hours) |
|---------|--|---|
| Hua Wei | 25369  | 240   |
| Haier   | 15427  | 144   |
| Canon   | 10050  | 97  |
| Siemens | 9685   | 150   |

|  | Strongly disagree |   |   |   |   |   | Strongly agree |
|--|-------------------|---|---|---|---|---|----------------|
| 1. Canon is a socially responsible brand   | 1                 | 2 | 3 | 4 | 5 | 6 | 7              |
| 2. Canon is more beneficial to society's welfare than other brands                       | 1                 | 2 | 3 | 4 | 5 | 6 | 7              |
| 3. Canon contributes something to society  | 1                 | 2 | 3 | 4 | 5 | 6 | 7              |
|  | Very Low          |   |   |   |   |   | Very High      |
| 4. If you were planning to buy a camera, would you choose Canon?                         | 1                 | 2 | 3 | 4 | 5 | 6 | 7              |
| 5. Would you purchase Canon camera?  | 1                 | 2 | 3 | 4 | 5 | 6 | 7              |
| 6. If a friend were looking for a camera, would you advise him or her to purchase Canon? | 1                 | 2 | 3 | 4 | 5 | 6 | 7              |

- |  |   |   |   |   |   |   |   |
|--|---|---|---|---|---|---|---|
| 7. How favorable is your judgment of Canon camera?   | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 8. What do you think about the quality of Canon camera?  | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 9. What do you think about the quality of Canon in comparison with similar camera of other brands? | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 10. How high do you think the returns of Canon camera are for the customer?                        | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 11. You say positive things about Canon camera to other people                                     | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 12. You will recommend Canon camera to someone who seeks your advice                               | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 13. You will encourage friends and relatives to do business with Canon                             | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 14. Consider Canon your first choice to buy a camera   | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 15. I am more likely to patronize Canon camera in the future                                       | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

Then we want to learn your own opinion, all of your answers will be used only for the survey of market report, **your answers will be keep secrete and will not be released.**

- |  |                         |   |   |   |   |   |   |                         |
|--|-------------------------|---|---|---|---|---|---|-------------------------|
| 16. Your attitude toward Japan   | Dislike very much       | 1 | 2 | 3 | 4 | 5 | 6 | 7Like very much         |
| 17. You think what Japan has done on the affairs of other countries is                         | Too little interference | 1 | 2 | 3 | 4 | 5 | 6 | 7 Too much interference |
| 18. You feel towards what Japan has done on the affairs of other countries                     | Not angry at all        | 1 | 2 | 3 | 4 | 5 | 6 | 7angry very much        |
|  | Strongly disagree       |   |   |   |   |   |   | Strongly agree          |
| 19. It is not possible to understand the pieces without considering the whole picture          |                         | 1 | 2 | 3 | 4 | 5 | 6 | 7                       |
| 20. The whole is greater than the sum of its part  |                         | 1 | 2 | 3 | 4 | 5 | 6 | 7                       |
| 21. Paying attention to the field is more important than paying attention to its elements      |                         | 1 | 2 | 3 | 4 | 5 | 6 | 7                       |
| 22. A marker of good architecture is how harmoniously it blends with other buildings around it |                         | 1 | 2 | 3 | 4 | 5 | 6 | 7                       |
| 23. Do you know the purpose of the survey?   |                         |   |   |   |   |   |   |                         |
| <input type="checkbox"/> Know <input type="checkbox"/> Don't Know                              |                         |   |   |   |   |   |   |                         |
| 24. You think the purpose of this survey is to know:   |                         |   |   |   |   |   |   |                         |

---

We want to get simply know about you:

Gender : ☐ Male    ☐ Female  
 Age : ☐ Under 18    ☐ 19-25    ☐ 26-35    ☐ 36-50    ☐ 51Above  
 Occupation : ☐ Student    ☐ Work  
 School : \_\_\_\_\_  
 Major : \_\_\_\_\_

This is the end of the survey, thanks for participating!

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