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**CORPORATE SOCIAL RESPONSIBILITY AND CREATING SHARED
VALUE: A CASE STUDY OF PFIZER IN TURKEY**

DISSERTATION BY

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ABSTRACT

The competition environment in business landscape has been changing steadily on the back of the increased technological advances as well as dynamically changing customer expectations. In this regard, corporations have started to focus on more holistic approaches to target all expectations, that brought the dominance of stakeholder theory over the shareholder theory notions. However, there are certain industries which are observed to suffer from chronic negative perceptions from public due to their industry structure, economic models and the public's further social expectations from these companies compared to any other generic industries.

Herein, the pharmaceutical industry can be defined as the members of these groups, in which the pharmaceuticals are observed to significantly and negatively affected by media coverages especially when the case is not about the pharmaceuticals' financial or operational issues. In addition to this fact, the unique characteristics of young generations – toward an emphasis on authenticity, integrity and transparency – can be deemed as important negative threats on pharmaceuticals' stakeholder relationship. In this regard, the dissertation investigates the Gen Z's perceptions and preferences of social and environmental responsibilities of pharmaceuticals by focusing on Pfizer Turkey in which the study comprises both quantitative and qualitative primary research methodologies. The dissertation's findings indicate that the demographic characteristics play an important role as to whether people expect Pfizer to focus on its core operations under social and environmental responsibilities or not. While the dissertation provided that the increased observation of CSR practices is positively associated with the preferences of core operations in CSR practices of Pfizer. Also, the qualitative findings and other secondary resources indicate that the distortion in Turkey's economic conditions increases the expectations of Gen Z for Pfizer to focus on the drug prices, in which the dissertation proposed that it can be implemented in most efficiently by focusing on core operations. Therefore, beyond CSR or strategic CSR practices, it is advisable that Pfizer should concentrate on intrinsic mission-based responsibility actions, that should be conducted under creating shared value that would both address integrity and transparency expectations of these individuals – as it would bring measurable social impact -, in which the demographic differences across Gen Z groups are recommended to be targeted with differing communication strategies for different sub-segments (e.g, extrinsic mission emphasis for female.)

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1. INTRODUCTION

The increased impact of the customer awareness regarding the social and environmental responsibility of corporations on the business landscape is visible in today's conditions, of which these perceptions are argued to significantly shape and drive the corporations' sustainability-centric and corporate responsibility-based practices in almost every industry (Barnett, 2007; Smith, 2003). Even though it is observable that corporations respond these mechanisms under their branding and marketing activities substantially (Smith Read and Lopez-Rodriguez, 2010), the impacts of these responses to shape the perceptions on the customer decision making is still questionable as the studies indicate mixed and potential presence of contingent relationship between these variables (Bhattacharya and Sen, 2004; Vogel, 2005). However, these mixed relationships might be attributed to the fact that lack of sufficient awareness and the comprehension about the rationale and dynamics of the CSR and sustainability-centric actions might limit the perceptions toward affecting the decision making processes of consumers. Herein, there are certain studies indicating the importance of the degree of awareness of people about the dynamics, mechanism, philosophy, rationale and importance of these practices in favor of societies in a holistic fashion (Lobachevska and Daub, 2021). In other words, even though the legitimacy theory can be identified as valid in the corporate social responsibility and sustainability practices in the mindsets of consumers (Pradhan, 2017), turning such perception – i.e., believing that corporations generate through society, so they should give it back to public with responsibility initiatives – in the positive attitudes or the positive decision making for purchasing is still questionable due to lack of complete comprehension about the functions of CSR practices for all elements in societies.

It is also true that, albeit such complex, complicated and intricate interaction basis between corporations and consumers, there is a substantial increase of the dominance of the stakeholder theory across the world (Jaffe, 2021), which brings the necessity of focusing on such shift across corporations. In other words, in addition to the ongoing increase in customer perceptions and emphasis towards the legitimacy theory – which puts an increasing pressure on corporations with increased availability of perfect information collection environment that moves the customer bargaining power upwards (Porter, 1985) -, the corporations might also start to recognize the

potential competitive advantage source of CSR-centric and sustainability-based practices for their financial and operational performance. In this sense, as proposed by Freeman (1984) the adoption of stakeholder theory – by taking both all external and internal stakeholders into account for decision making process -, corporations can achieve financial and operational differential advantage against rivals, comprising a vast scope from the cost-related issues to the advantages in talent acquisition.

While such paradigm shift in the corporate world brings important implications about the future dynamics for competitive advantage, it also suggests the deterioration of the validity of shareholder primacy as proposed by Friedman (1970) that asserts the priority principle for shareholder value maximization for corporates. Therefore, unlike the past competition landscape, the dominance of stakeholder theory brings a thorough understanding of the mechanisms of CSR practices, sustainability emphasis for businesses, that also indicates the importance of the evolution of these practices and the existing principles and philosophies in today's conjuncture. It is also true that, there are certain important differences in these practices based on the industry type as it shapes both customer perceptions and the feasibility of these practices without substantially jeopardizing the existing business model's profitability. In this sense, the pharmaceutical industry can be deemed having unique and idiosyncratic characteristics in terms of the business model, industry structure and the stakeholder relationship dynamics compared to any generic industry, which brings an intriguing analysis basis in the context of the corporate social responsibility-related actions' interaction with competitive advantage issues.

1.1. RATIONALE OF THE DISSERTATION

The pharmaceutical industry is recognized as having a unique economic structure due to the substantial dominance of fixed costs in overall costs compared to the variable costs, which also shapes the pricing mechanism and the competition environment (i.e., the prevalence of M&A activities to overcome the excessive R&D costs and to maintain the oligopolistic structure). While the industry is observed to be shaped under oligopolistic structure (Lall, 1974; Financial Times, 2017), the competition landscape is also argued to provide contrasting outcomes in terms of R&D spending, innovation or marketing and branding expenses (Swanson, 2015; Lakdawalla, 2018). Considering an industry having a significantly vital role in societies – i.e., human life and public

health -, these contrasting and questionable issues can be considered as distorting in public image, that brings the importance of corporate social responsibility actions given such environment. Indeed, the innovative and effective corporate social responsibility actions are prerequisite for the pharmaceutical industry on the back of the unique public perception dynamics people's attitudes towards the pharmaceutical companies' operations as to whether they violate the human rights or societies' benefits. Therefore, the pharmaceutical industry companies focus on the different forms of corporate social responsibility actions, such as the creating the shared value (Kherchi and Mohamed, 2015), especially in the developing markets (Smith, 2016). While the creating shared value practices are argued to provide a differential advantage basis for pharmaceuticals to overcome the challenges in oligopolistic structure given the maturity conditions in developed countries (Smith, 2016), it can also be considered as being effective in shaping the consumer perceptions with actions clustering around aggregate development of societies.

It is also true that the increased emphasis on the corporate social responsibility is more visible in young generations' perspectives (Taylor, 2019) as the authenticity plays a crucial role in shaping the perceptions of these groups (Francis and Hoefel, 2018; Talbot, 2021). What is more, it is also observable that the legitimacy theory is dominant across these groups, which brings certain pressure on companies as young generations are price conscious / sensitive (Taylor, 2019) and they are not willing to pay premium in exchange for sustainability-based and socially responsible actions' costs for companies. Therefore, one might argue that the young generations imply an imperative roadmap for companies through forcing them holistic and effective stakeholder theory-centric business models with avoiding premium charging for these efforts.

Based on these facts, the unique characteristics of the pharmaceutical industry and the young generations' perceptions about the role of socially and environmentally responsible actions can be considered as an important analysis and investigation resource, in which the dissertation focuses on the interaction of these two elements by focusing on the young generations' perceptions – Gen Z residing in Turkey - about the world's one of the leading companies, Pfizer's social and environmental responsibility actions that is conducted through mixed methodological choice with primary data usage. The dissertation provides a comprehensive literature review, that is followed by the hypotheses for the analysis. Following this, the methodology and research design is

provided, and the results and discussion section represents a detailed discussion basis with literature review findings. Finally, the dissertation provides the findings' managerial implications as well as the study's limitations.

2. LITERATURE REVIEW

2.1. THE EVOLUTION OF CORPORATE SOCIAL RESPONSIBILITY

The beliefs and discussions about the role of corporations in terms of their responsibilities is not a new issue, which is argued to start to be observed with several centuries ago (Carroll, 2008). On the other hand, Chaffee (2017) asserted that, in the law context, the roots of corporate social responsibility can even be observed in Roman empire periods. However, this sub-section focuses on the modern era, comprising the periods starting from 1950s, as this period can be argued to be an important dynamic to shape the corporate social responsibility with the impact of WWII (Latapí Agudelo, Jóhannsdóttir and Davídsdóttir, 2019). In this regard, Bowen's (1953) proposition for setting the principles of corporate social responsibility can be deemed the first framework of modern era CSR context that emphasized the businessmen's direct impact on societies during their operations and the preferences during running their business. Following this, the increased social movements especially across the US boosted the attention towards these notions (Latapí Agudelo, Jóhannsdóttir and Davídsdóttir, 2019), combined with the rapid population growth, resource depletion and pollution issues (Du Pisani, 2006).

Following the increased antiwar sentiment with the Vietnam War and the exhausting impact of two WWs, the CSR emphasis gained momentum and resulted in the occurrence of first governmental policy frameworks – i.e., Committee for Economic Development's (CED) corporate social policy publication -, that paved the way for a roadmap for corporations for embedding social responsibility into their business models (Baumol, 1970). Combined with the low growth and inflationary environment, corporations started to look for alternative policy sets – other than the shareholder theory-centric models -; thus, the first examples of these models started to be observed in 1970s, such as Ben & Jerry's and BodyShop (Latapí Agudelo, Jóhannsdóttir and Davídsdóttir, 2019).

In 1980s, the CSR became an important agenda for managers in decision making process, meaning that the CSR was started to be embedded into the operationalization of the businesses. Herein, Tuzzolino and Armandi (1981) proposed five criteria-based frameworks for organizations to assess the company's CSR performance, meaning that 1980s can be identified as the starting point in understanding the potential interaction between performance and CSR practices.

During 1990s, the CSR continued to gain momentum on the back of the substantial dominance of global warming notion in mass media, that boosted the public awareness and consciousness (Latapí Agudelo, Jóhannsdóttir and Davídsdóttir, 2019). In addition to the operationalization discussion of CSR, the 1990s embraced and welcomed the emergence of the stakeholder theory in a holistic fashion in which the theory sits in the opposite direction with the shareholder theory. The stakeholder theory focuses on the identification of all external and internal stakeholders as being extremely crucial in operationalization and strategic direction decision making process under a competitive advantage pursuing strategy basis (Freeman, 1994). It is also true that, the increased impact of digitalization, communication channels and the globalization also brought further pressure on corporations to obtain effective and socially and environmentally friendly business models to positively address the people in new targeted regions (Latapí Agudelo, Jóhannsdóttir and Davídsdóttir, 2019) under corporate growth strategies. During these periods, the triple bottom line approach by Elkington (1994) also brought important insights for professionals and scholars to define the economic, social and environmental responsibilities and impacts evenly without sacrificing any of these elements for shareholder value maximization.

In this respect, 1990s can be considered as an important period of time for conceptualization and contextualization of CSR as it reflected the differing views of scholars in terms of the scope and context of responsibilities of corporations. In other words, while the CSR practices were mostly identified as being philanthropic issues (Carroll, 1991), others argue that CSR is also an imperative roadmap for corporations for sustainable competitive advantage in financial and operational performance. As a result, the concept and context of CSR has started to deepen since 1990s, that increased the recognition and implementation of CSR in 2000s (Latapí Agudelo, Jóhannsdóttir and Davídsdóttir, 2019). During the 2000s, the EU authorities focused on publishing green papers and

policy frameworks to propose a roadmap for entities under socially responsible business models and strategies (Eberhard-Harribey, 2006). Therefore, it is observable that CSR became the new paradigm in the EU policy sets through officially embedding regulation frameworks and guidance sets for entities in the context of CSR practices.

In addition to the regulatory integration of CSR in prominent and developed regions, the attachment of 'strategic' to the CSR also occurred in 2000s, meaning that the 2000s were also the period of time that created a further discussion basis about the strategic role of CSR practices for businesses. In this sense, scholars argued that the strategic perspective of CSR practices should be the focal point for corporations rather than giving commitments under philanthropic perspectives (Werther and Chandler, 2005). Herein the strategic source of CSR in competitive advantage discussed further in the literature, in which Porter and Kramer (2006) emphasized that the strategic perspective of CSR should be treated as a source of constituting bridge across businesses and stakeholders under a win-win environment. In other words, the scholars emphasized the fact that strategic CSR should be defined as a notion reflecting the 'creating the shared value' to both overcome the social and environmental challenges and to achieve competitive advantage at the same time (Porter and Kramer, 2006). After their insightful article in 2006, Porter and Kramer defined the creating shared value under three main pillars (Porter and Kramer, 2011), which emphasized the importance of redefinition of productivity in value chain, creation of supportive industry and business clusters and reconceiving products and markets.

As a result, the creating shared value is recognized as being the third generation of CSR (Trap, 2012), yet the creating shared value can be deemed characteristically different compared to its origins as it was mostly reflected under philanthropic, voluntaristic and discretionary responsibility sets (Carroll, 1991). However, today's conditions are likely to perfectly reflect the importance of creating shared value as it does not deteriorate the shareholder value maximization purpose in the long run while it enables the creation of new markets, increasing productivity and efficiency in favor of all stakeholders and companies (Smith, 2015).

2.1.1. THE CSV AND ITS RELEVANCE WITH THE PHARMACEUTICAL INDUSTRY

Indeed, there are numerous examples showing the presence of creating shared value ('CSV') in today's pharmaceutical industry conditions. The reason is, the pharmaceutical industry's growth projections indicate a slowdown in developed markets (Smith, 2015), that necessitates the innovative corporate growth strategies. In other words, the CSV can be defined as an effective solution set for market development and product development through combining each corporate growth strategies under CSV practices.

As mentioned, the stakeholder theory has been discussed under two main pillars, which are the philanthropic aspects and its potential contribution to the competition advantage opportunities. In this regard, it is true that, given the subdued market growth in developed markets, focusing on corporate growth strategies by addressing both market and product development can be best achieved through CSV, that would serve and emphasize the competitive advantage pillar of the stakeholder theory. However, this perspective should also be aligned with the legitimacy theory, meaning that unless the competitive advantage-centric efforts – and potentially positive outcomes – are supported with relevant public image in the mindsets of individuals, this would not bring an effective strategy in the long-run. In this respect, as stated by the former Senior Vice President of Pfizer and former R&D President of the company, John LaMattina (2014), the substantial R&D and innovation efforts would not be effective unless the public completely comprehends these efforts without any negative perception. Herein, the CSV also addresses this fact effectively as it brings a communication bridge with stakeholders and pharmaceuticals with collaboration environment with suppliers, local businesses and other communities to develop a road map for low-cost healthcare – or medicine – services in the developing or underdeveloped regions.

As mentioned, the pharmaceutical industry has been facing severe criticism and skepticism from public regarding their business models and their priorities (Chen, 2021). As a result, the pharmaceutical industry has been identified as the worst industry in terms of public perception and image (McCarthy, 2019), that necessitates a rigorous analysis about the underlying reasons of such perception distortion in the mindsets of people. Accordingly, the qualitative findings of the study of Bogaert et al. (2018) revealed that people believe the pharmaceutical companies'

responsibilities are wider compared to any industry in which people believe that the generic and standardized corporate social reporting-based efforts would not be effective to satisfy such responsibility burden. In this respect, people believe that the pharmaceuticals can best serve the society – under the legitimacy theory – by inventing low-cost and effective drugs in favor of all – including vulnerable groups – without prioritizing the shareholder value maximization or emphasis on branding and marketing efforts to address MDs or focusing on the lobbying practices.

While the vaccine development processes and successful vaccine discovery outcomes are argued to provide a boost for pharmaceuticals in terms of public image (Geddes, 2020; Chen, 2021), it might not be long-lasting unless this momentum is maintained with CSV-centric and holistic stakeholder and legitimacy theory-based practices in their operations. It is also true that, the media coverage related to the responsibilities of pharmaceuticals is problematic, of which the study of Pampulevski et al. (2020) revealed that media coverage is neutral when the financial news flow for pharmaceuticals is the case, but it becomes to have a negative sentiment when the topics are based on social issues related to pharmaceuticals. Therefore, there are numerous challenges against pharmaceuticals' public image, which should be addressed with effective communication strategies under the creating shared value practices.

2.2. THE INDUSTRY STRUCTURE AND THE ECONOMIC MODEL OF PHARMACEUTICAL INDUSTRY AND ITS RELEVANCE WITH CSR & CSV DESIGN

As mentioned, the negative public perception can be considered to be arise with lack of sufficient knowledge and awareness about the industry dynamics, that necessitates the analysis of the industry structure, cost breakdown and the economic model of the pharmaceuticals.

The economics of pharmaceuticals is built upon the extremely high fixed costs (Mohamed, 2013), which is based on the substantial burden of R&D expenses under the fixed costs. As a result, it is argued that the pricing mechanism is shaped around these facts as the development of a drug development is excessively high with these costs (Herper, 2017), that necessitates a price threshold to offset these costs under a reasonable period of time. Indeed, this situation can be discussed under the dominance of shareholder theory as the shareholder pressure clusters around the payback period of investment. In other words, the investors – i.e., shareholders – also look for the payback

period¹ of their initial investments for investing a pharmaceutical company, that requires minimizing the return of investments; thus, the priority is to maintain prices above a threshold rather than waiting to offset the initial investment with sales volume over a relatively long period of time.

In addition to the burden of R&D costs, there are certain issues related to the potentially misleading public image about the economic structure of pharmaceuticals, which are the paradigm shift in M&A activities in the industry and the pharmaceutical companies' marketing and branding expenses. It is true that, the industry structure can be deemed having an oligopolistic form as the HHI² figures for both US and the worldwide indicate the dominance of a few players in shaping the market share (Richman et al., 2017). In this sense, it is true that the industry is shaped with the merger and acquisition activities to maintain the advantages of oligopolistic structure on global basis. As a result, the industry is recognized as being the second in terms of M&A activities – and their corresponding value – after the energy & power industry (Statista Estimates, 2021). While the long-term trends indicate a steady upward momentum in the number of M&A activities of pharmaceutical industry (Institute for Mergers, Acquisitions and Alliances, 2021), the context of these activities are different in today's conditions. The reason is, the industry focuses on M&A activities for niche scientific institutions, rather than the merger of gigantic-sized pharmaceutical companies. In this regard, it is observable that there has been a steady increase in M&A activities between pharmaceuticals and biotech companies since the last decade, which is observed to peak in 2015 (Evaluate Vantage, 2021). The rationale of such increased integration between biotech and pharmaceutical companies is to achieve a collaborative environment between an exchange across R&D – biotech – and manufacturing and distribution – pharmaceuticals – parameters under the business model.

While such paradigm shift indicates the changing cost structure of pharmaceuticals – as the efforts are based on allocating these efforts to the biotech firms with M&A or outsourcing activities –,

¹ Payback period is an investment appraisal technique which disregards the time value of Money but focuses on the estimated time point when the initial investment will be offset; that is calculated by the sum of cumulative cash flows until they are equal to the initial investment amount.

² Herfindahl-Hirschman Index ('HHI') is based on calculating the square of market share of each competitor to define the market concentration, in which the approximation towards the cap value of 10,000 would indicate an increased likelihood of oligopoly, duopoly and monopoly, respectively (European Commission, n.d.).

there is also another important issue in the context of public perception. Correspondingly, there is a significant number of media coverage emphasizing the relatively high marketing expenses of pharmaceuticals compared to their R&D expenses (Swanson, 2015; Healy, 2019; Mole, 2019), whereas it is argued that these news flow might be misleading. The reason is, it is argued that the marketing and selling figures in the media coverage represent the selling, general and administrative expenses ('SG&A'), meaning that it reflects the sample drugs or other many items like, facility costs, fees paid for legal work, audit costs, etc. (Brennan, 2019). As a result, there might also be a miscommunication issue between the media bodies and the pharmaceuticals, that might also be considered as an important implication for deteriorated public image.

As a result, while the pharmaceuticals focus on a more effective merger and acquisition activities to grasp the biotech advances, the substantial burden in R&D efforts is likely to be allocated to these scientific institutions or niche entities. Also, the media coverage issues are also likely to be another issue in the pharmaceuticals as the cost breakdown and expense structure of the pharmaceutical companies possess a significant negative sentiment in the media coverage.

2.3. GEN Z: ITS DEFINITION, CLASSIFICATION AND CHARACTERISTICS

Gen Z is recognized as the individuals born between 1997 and 2012 (Dimock, 2019), which possesses numerous unique characteristics compared to previous generations, millennials, Gen X, Boomers and Silent. Gen Z is observed to be more racially and ethnically diverse compared to other generations (Parker and Igielnik, 2020), which might provide important implications regarding their perceptions, attitudes towards social issues. The reason is, the ethnic diversity's impact on the social cohesion is an important investigation basis for scholars, in which findings provide mixed interpretation about the role of ethnic diversity on the degree of trust of communities. Correspondingly, against the findings indicating the negative impact of ethnic diversity on social cohesion, Laurence, Schmid and Hewstone (2018) argued that these findings and models are premature and do not reflect such phenomenon. In this regard, there are also numerous studies indicating the positive impact of ethnic diversity on cohesion and trust (McKenna et al., 2018), suggesting that the increased ethnicity composition of Gen Z in the context of social cohesion – and people's perception about trust towards other ethnicities and social issues

– is might be a crucially important research topic. Considering the prevalence of shareholder value maximization purpose over the centuries, certain groups might build negative perceptions towards multinational corporations over the years, in which the increased diversity in ethnicity might result in the increased emphasis on these potential negative perceptions in the forthcoming years or decades.

Additionally, the characteristics of Gen Z can be classified as being highly sensitive to the sustainability issues, while they are also recognized as giving a significant attention to the authenticity, integrity and honesty (Williams, 2020; Bapna, 2021). Also, it is also confirmed that the new technologies are natural environment for Gen Z individuals (Dolot, 2018), that brings certain issues about the importance of communication strategies of corporations with these groups. More importantly, the studies suggest that Gen Z individuals remarkably refuse to be framed under a stereotype – i.e., lack of loyalty to brands, employers, avoiding face-to-face communication and interaction, etc. -, (Deloitte, 2019), which also puts pressure on corporations to constitute an effective communication strategy while they are planning to shape their CSR – or CSV – communication methods.

2.3.1. GEN Z AND CSR AND CSV INTERACTION

As for the perceptions towards sustainability, Gen Z is recognized to be significantly aware of the importance of sustainability-centric practices adopted by corporations (Lashbrook, 2021), in which they are keen on participating in climate change activism and social media engagement with the environmental and social issues (Tyson, Kennedy and Funk, 2021). In this respect, albeit the common sense and stereotype towards Gen Z, they are not insensitive to these issues; rather they are interested in and are enthusiastic about using their tech savvy and significant integration with social media to reflect these global and regional environmental and social issues. While the sustainability-centric perceptions also shape the purchasing behavioral patterns of these groups (Jahn, 2021), the emphasis on sustainability and sensitivity towards social and environmental issues are also important dimensions of conducting an effective and holistic CSR design for corporations.

As mentioned, the mass media coverage is mostly negative biased towards the pharmaceuticals when the social and environmental issues are the case. Considering the significant digital platforms integration with Gen Z, this fact might work against pharmaceuticals with a double down fashion given the substantial dominance and threat of disinformation in today's digital communication platforms. Correspondingly, it is true that the disinformation is an endemic problem in today's digital environment conditions (Fisher, 2021), which brings both misguidance people and bringing skepticism about the trustworthiness of the news sources (Pew Research, 2020). As a result, given the dominance of disinformation, constituting an effective CSR – CSV communication with Gen Z – in addition to the negative media coverage sentiment conditions – might be challenging for pharmaceuticals. Therefore, the CSR-CSV practice design should also reflect these facts to overcome the chronic negative public perception problem and to foster competitive advantage with such support through addressing these people's perceptions effectively.

It is also true that the demographic characteristics also play important role in CSR perceptions of individuals, in which the study of Hur, Kim and Jang (2015) revealed that female have higher perception toward CSR compared to male. Similarly, the empirical study of Hatch and Stephen (2015) suggests that female have higher moral identity compared to male respondents and female participants were observed to have a more significant belief that corporations should be more integrated with social and environmental issues compared to male participants. Even though the literature does not provide any meaningful investigation regarding the potential difference across gender of Gen Z in terms of CSR perceptions, one might argue that the prevalent women dominance in sensitivity and consciousness regarding the CSR might be subject to an investigation for Gen Z groups as to whether this fact is still valid across these individuals.

2.4. THE INTERACTION BETWEEN AWARENESS, INTEREST, TRUST IN CSR AND THE PERCEPTIONS AND EXPECTATIONS TOWARDS CSR PRACTICES

Indeed, beyond attitudes, the perceptions are also shaped by awareness, interest and trust, in which the studies indicate that these factors also play a decisive role in constituting a positive communication landscape and positive perception. In this regard, the study of Lobachevska and Daub (2021) emphasized this fact as the study indicated a correlation between the positive association between the level of awareness and the positive perceptions towards the

trustworthiness of CSR practices of corporations. In this regard, it might be arguable that the level of awareness reflects the communication part of CSR practices, in which the combination of awareness, attitudes and norms (personal and societal) shapes the perceptions.

2.5. CSR AND PUBLIC PREFERENCES

Even though the CSR and CSV concepts can be regarded as being highly widespread, it might be logical to classify these practices under certain groups. In other words, the CSR practices can be subject to a dichotomous classification in terms of practices with business relevancy or business irrelevancy. In this regard, the study of Lee et al. (2019) focused on such implicit classification under the survey design, in which the findings indicate that people expect pharmaceuticals to adopt CSR practices relevant to their businesses and operations. In other words, the study indicated that people expect pharmaceuticals to focus on the drug innovation, low-cost drug innovation processes, in which such practices are argued to bring pharmaceuticals to maximize their contribution under CSR and CSV context. In this regard, it is arguable that, the public preferences might be expected to be shaped around the business-relevant CSR practices and their corresponding efforts, in which studies investigating such interaction between different age cohorts or cultural – historical backgrounds might provide insightful findings and interpretation basis.

2.6. PFIZER, PFIZER TURKEY AND THE COMPANY'S CSR PRACTICES

As the world's one of the leading pharmaceutical companies, Pfizer focuses on innovative business segments and value business line. In other words, the company split its organizational structure under three segments, in which two of them represent innovative businesses one represents the value business line (Keown, 2018). The first innovative segments reflect therapeutic areas, the second innovative segments focus on vaccine development, oncology and health care areas. As for the value business line, it focuses on the maximization of treatment with lower cost and accessible medicine solutions (Keown, 2018). As a result, it is clear that, since 2018, Pfizer positions the low cost and accessible treatment under a main segment by separating the innovative processes with this segment.

Considering the company's priority issue assessment, product innovation, equitable access and pricing, product quality, colleague diversity, equity and inclusion and the climate change are defined as being the most important elements and are having the highest impact on stakeholders. In this regard, the assessment indicates that the company does not prioritize the healthcare infrastructure or well-being elements above the factors mentioned above, while the disease prevention and global community investment are determined to have the lowest priority and least impact on stakeholders (Pfizer, 2021).

As for the company's Turkey operations and its interaction with ESG efforts, it is observable that the company's Turkey segment focuses on the community development – rather than any implications about environmental responsibilities – in which the community development is addressed through social responsibility project involvement through donations for education and healthcare infrastructure development, comprising scholarships, health education-centric programs, or charity-based campaigns for addressing vulnerable groups basic health needs (Pfizer Turkey, n.d.).

2.7. RESEARCH HYPOTHESES

Based on the literature findings, the dissertation focuses on Gen Z and its interaction with pharmaceutical companies' CSR practices in terms of perceptions and attitudes. Herein, the study concentrates on investigating the gender's role in shaping the awareness level, its association with different expectations and preferences. What is more, the study is also based on conducting an analysis about the impact of attitudes, demographic characteristics and perceptions on the public preferences for Pfizer's CSR practices.

Therefore, the alternative hypotheses are provided as follows:

$H_{1,1}$: There is a significant difference across genders in terms of their preferences toward CSR practices.

$H_{1,2}$: Level of awareness / interest of CSR is positively associated with preferences toward intrinsic CSR practices.

$H_{1,3}$: Observation in CSR concept is positively associated with preferences toward intrinsic CSR practices.

$H_{1,4}$: The responses regarding the further responsibility action expectations from pharmaceuticals is positively associated with preferences toward intrinsic CSR practices.

$H_{1,5}$: Perceived capability of pharmaceutical companies to overcome healthcare issues is negatively associated with preferences toward intrinsic CSR practices.

$H_{1,6}$: Household income possesses a positive association with preferences toward intrinsic CSR practices.

$H_{1,7}$: Educational status possesses a positive association with preferences toward intrinsic CSR practices.

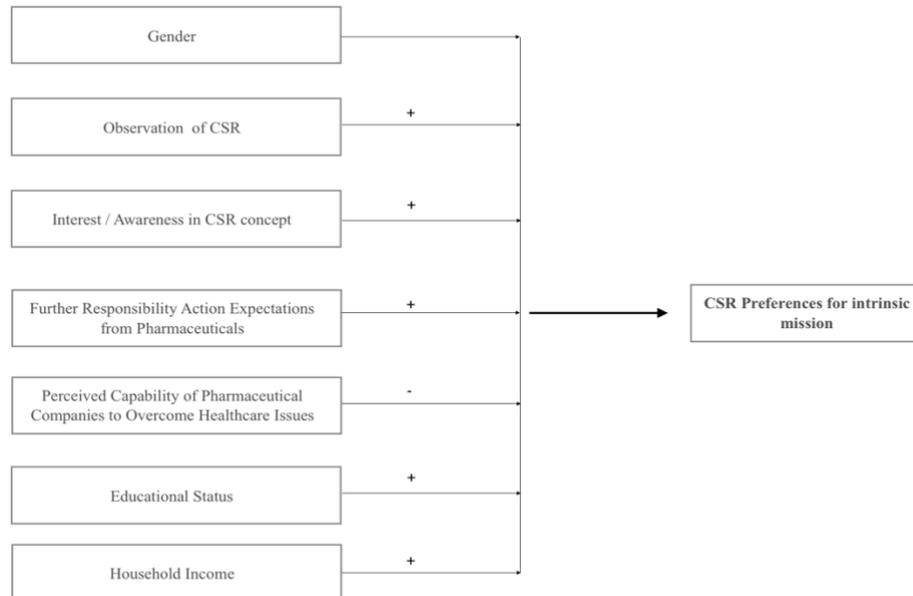


Figure 1: Framework for the Quantitative Part of the Dissertation. (Source: Developed for this research)

3. RESEARCH METHODOLOGY

The research philosophy is one of the most crucial components of the research design due to its function in providing a bridge among research assumptions and research design components (Saunders, Lewis and Thornhill, 2019). Since the research is mostly based on a value-free context and focusing on the universal truth assumptions, the research philosophy can be considered as being a positivism, which brings the adoption of testing the generalized hypotheses. In parallel with the positivist philosophy, the research design comprises the deductive reasoning, meaning that the generalized beliefs are tested under appropriate testing methods. To conduct testing these generalized beliefs and hypotheses, the study encompasses the use of mixed methodological choice, through combining both quantitative and qualitative methods at the same time (i.e., preferring the concurrence in these methods). It should also be noted that, the mixed method complex methodological choice is built upon the primary data, which comprises the use of survey and in-depth interviews.

As for the strategy of research design, Pfizer is the focal point, while the study also focuses on the interaction between pharmaceuticals and CSR perceptions of young people. This means that the study's strategy is case study as it focuses on Pfizer, CSR practices and young people's perceptions in depth with using quantitative and qualitative data with using the cross sectional data rather than on a longitudinal basis.

3.1. RESEARCH DESIGN

As mentioned, the quantitative and qualitative methodological choices are based on primary data usage, in which the qualitative method is conducted with semi-structured in-depth interviews. As for the quantitative methodological choice, several statistical analyses procedures are followed. While the respondents' – age cohorts under Gen Z classification, residing in Turkey -, demographic characteristics are outlined, the research also focuses on inferential statistical analysis tools for explaining the variation in the CSR practice preferences of individuals. Also, the regression modelling is adopted through using gender, awareness of CSR, interest in CSR concept, expectations, perceived urgent issues in pharmaceutical industry and perceived capability in overcoming the pharmaceutical issues by pharmaceuticals as being the independent variables.

Regarding the dependent variable, the responses indicating the respondents' preferences for which type of social responsibility actions should be taken and adopted by Pfizer, in which the options can also be classified under intrinsic (i.e., the actions solely based on pharmaceutical industry operations) and extrinsic (i.e., the actions do not represent pharmaceutical industry operations and scope) contexts.

Since all of the defined variables are either categorical or ordinal, the prediction of the independent variables' impact on social and environmental responsibility preferences of respondents are based on binary logistic regression.

3.2. SAMPLING AND DATA COLLECTION

The study's sampling is built upon the snowball sampling, meaning that the initial contacts were asked to identify further cases (Saunders, Lewis and Thornhill, 2019) who possess two characteristics at the same time: to participate in Gen Z age cohorts and residing in Turkey. As a result, through such non-probabilistic sampling, the research's aim is conveniently achieved with relatively low time allocation for sampling efforts. As for the sample size, in line with the findings of Jenkins and Quintana-Ascencio (2020), the minimum sample size for the research is determined to be 25 ($N \geq 25$).

The research's snowball sampling technique is constrained with two parameters: residing in Turkey and aged between 18 and 24. As a result, with the minimum 25 cases, the study is conducted quantitative analysis based on descriptive and inferential statistics. As for the qualitative segment, the semi-structured in-depth interviews is implemented with 7 individuals, in which the characteristics of the participants are the same with the respondents in the survey through the snowball sampling. Therefore, both methods' respondent / participant characteristics are coherent and identical, in which the rationale of the semi-structured in-depth interview is to provide additional insights to the quantitative analysis findings.

The data is collected through the internet, which is implemented via Google Forms facility, in which the procedure is followed by sending survey invitation link to the prospect respondents and asking them to provide other cases – that are in the networks of the respondent.

3.3. DATA ANALYSIS

The data analysis is conducted under SPSS, in which the quantitative segment of the study comprised two main elements, descriptive and inferential statistics. While the descriptive statistics concentrate on the distribution of the responses and the demographic characteristics' central tendency and dispersion, the inferential statistics is based on three main issues. Firstly, the relevant correlations are investigated – e.g., the correlation between the level of awareness and the expectations -. Secondly, the study uses the binary logistic regression to understand if the respondents' responses – about the preferences of pharmaceuticals responsibility actions to be based on either intrinsic or extrinsic missions -are shaped with different independent variables, comprising the factors of expectations, awareness, interest, perceptions. While one of the aims is to explore if such model can be effectively account for by the variation in responses about preferences, the model is also used to capture the impact of each factor on the responses through determining the odds ratio (Exp(B) and Beta coefficients of each independent variable. It should also be noted that, the alpha threshold of the research design is decided to be 0.05, which indicates a 95% confidence level in interpreting the corresponding p-values of Chi-Square tests of the binary logistic regression procedure.

4. RESULTS AND DISCUSSION

4.1. QUANTITATIVE ANALYSIS: SURVEY

4.1.1. DESCRIPTIVE STATISTICS

The research is conducted with 102 responses in which all the responses are observed to be valid. The reason is the survey is constrained with the initial question indicating the necessity of being aged between 18 and 24 to proceed the remaining sections of the questionnaire. As for the

demographic characteristics of the respondents, there is a uniform distribution across different ages between 18 and 24 in which each age comprised approximately 15% proportion in all 102 respondents. Regarding the gender, 55.9% of the respondents are male and 43.1% of the respondents stated their gender identity as being female.

The annual household income of the participants indicates a dominance of relatively high income status groups as 43.1% of the respondents (i.e., 44 out of 120) stated that their annual household income is above TRY100,000. Considering the minimum wage of Turkey to be approximately TRY48,000, almost half of the respondents' annual household income is two times greater than the household income of a household living with one job under minimum wage. While 48% of the respondents declared that they have a high school diploma or less, the least proportion comes from the respondents having master's degree or above with 10.8%.

As a result, the mean value of respondents' age is determined to be 21.46 – with mode of 22 - in which the Kurtosis and Skewness value indicate a normal distribution across respondents' age frequencies.

As for the responses to the CSR and Pfizer related questions, 47.1% of respondents indicated that they 'somewhat interested' in CSR practices that is followed by 'no interest' and 'significantly interested' with 26.5% for each. Therefore, the distribution of the interest levels of the respondents can be considered as being moderate. Additionally, 57.8% of the respondents stated that they observed at least one CSR activities adopted by a pharmaceutical company in Turkey, whereas 44.1% of the respondents rated the pharmaceutical companies' efforts in CSR context as being lower than moderate. Therefore, even though almost 60% of the respondents observed at least one CSR practice adopted by pharmaceuticals, the beliefs cluster around the assertion that these might not be considered as sufficient. Therefore, this might bring an implication that people perceive the pharmaceuticals as having unique characteristics and responsibility sets compared to any other generic industry, that necessitates further and more frequent CSR-centric activities across Turkey. In parallel to this argument, approximately 60% of the respondents rated above 4 out of 7 Likert-Scale through agreeing the statement of "Pharmaceutical companies should bear more social responsibility issues and should take more frequent and extensive CSR actions compared to

generic industries”. Therefore, the perceptions are likely to cluster around dissatisfaction and further expectations from pharmaceutical companies and their CSR practices across Turkey.

Interestingly, even though Pfizer is Turkey’s one of the leading pharmaceutical players, 57.8% of the respondents stated that they have not seen any social responsibility actions taken by the company so far. Therefore, it might be arguable that, the other pharmaceutical companies in Turkey – e.g., Merck, Bayer Group – might be more visible in these action contexts in Turkey.

Regarding the perceptions about the urgent issues in pharmaceutical landscape in Turkey, 30.4% of the respondents stated that drug prices should be the priority, that is followed by effective and fast healthcare service provision for vulnerable groups with 25.5%. While the healthcare infrastructure is argued to be the priority with 22.5% of the respondents, the lowest proportion comes from the arguments about the priority of doctor/patient ratio in Turkey. Interestingly, the figures and statistics suggest that Turkey’s Doctor / Patient ratio has been declining since 2017 on the back of the declining wages in USD basis – with significant depreciation in TRY – (World Bank, 2022), that results in MDs to prefer working abroad with certain orientation courses or examination. In this regard, the ongoing decline in doctor / patient ratio is not observed to have a dominant perception in the mindsets of respondents, which might be due to the fact that the economic turmoil in Turkey³ – especially in the last two years – might shape the perceptions and preferences of people to focus on ‘price’ context in almost every issue.

As for the perceptions about pharmaceutical companies’ capability in overcoming the chronic problems in Turkey, 48% of the respondents declared that the collaboration between pharmaceutical companies and Pfizer would be sufficient to overcome, that is followed by the respondents – with 30.4% - arguing that government is the only mechanism to handle the healthcare problems. 21.6% of the respondents believe that Pfizer can be sufficiently powerful to overcome healthcare service problems to be diminished.

³ Given the substantial depreciation of TRY and the extremely high inflationary environment in Turkey (Balci, Yilmaz and Ant, 2022; Devranoglu and Butler, 2022), the Google Trends statistics indicate that searching of the economic crisis-related terms increase substantially (Google Trends, 2022) that indicates a changing perception towards the economic turmoil / crisis issues in the mindsets of individuals residing in Turkey.

Finally, the respondents indicate that public-health related policies specified in Turkey by using innovation and R&D should be the priority of Pfizer – with 28.4% - that is followed by policies addressing the vulnerable groups, emergency and disaster support policies and social development with 24.5%, 14.7% and 12.7%, respectively. The emphasis on employees and environmental protection policies are observed to have the least proportion in respondents with 9.8% for each. As a result, the intrinsic mission emphasis of Pfizer’s social and environmental responsibility is observed to outweigh other all expectations reflecting extrinsic missions.

4.1.2. INFERENCE STATISTICS

The inferential statistics comprise the analysis of predicting the patterns of respondent expectations for Pfizer’s environmental and social responsibility actions through using awareness level, interest level, education status, gender, perceived capability of Pfizer as being the predictors of the model. In other words, the regression model is adopted to predict the expectations toward Pfizer and its social and environmental responsibility by these variables, in which the binary logistic regression is adopted. Therefore, the dependent variable – expectations for Pfizer’s social and environmental responsibilities – is classified into two groups by separating the item into dichotomous response context. Therefore, “Public Health-related policies specified in Turkey context (e.g., innovative distribution, supply-chain and R&D efforts to reduce drug prices, investment and collaboration to meet healthcare infrastructure needs in Turkey – which is based on specific infrastructure needs of Turkey -, adopting price adjustments in drug prices based on the prevalence of diseases – adopting inflation price-adjustment exemption for diseases which are observed to be common among Turkish patients)” is classified under the ‘intrinsic mission’ option, and the remaining five options are classified under the ‘extrinsic mission’ option.

Before conducting the binary logistic regression, the multicollinearity is investigated through focusing on the bivariate correlation figures of each independent variables and the VIF figure of each variable. In other words, before conducting the binary logistic regression, the multiple linear regression logic is followed, and the dependent variable is treated as a scale variable – rather than a nominal / categorical – and the VIF is checked. As a result, it was observed that, while any of

the biconrelation figures is not substantially high and there is not any value for any variable having VIF above the threshold of 5.

	Collinearity Statistics	
	Tolerance	VIF
Gender	0.935	1.07
Household Income	0.789	1.267
Educational Status	0.581	1.721
CSR Interest	0.603	1.658
CSR Awareness / Observation	0.703	1.423
Further Expectations	0.845	1.183
Perceived Capability	0.93	1.075

Figure 2: Collinearity Statistics of the Proposed Regression Model by Treating it as a MLR Model. (Source: Developed for this research)

Therefore, the selected variables can be considered as not having multicollinearity problem; thus, the elimination of variables are not chosen as an option in the regression modelling procedure. It should also be noted that, the reliability analysis for this particular model is not available as the items are not constructed to represent a similar path in parallel with the expectations. In other words, even though there are three ordinal items – except the items in demographic questions -, these three items are not expected to provide any internal consistency (e.g., having a significant interest in CSR concept might also bring a significantly low expectations for pharmaceuticals to adopt further social and environmental issues-based policies).

	Extrinsic Mission	Intrinsic Mission	Percentage Correct
Extrinsic Mission	65	7	90.3
Intrinsic Mission	14	15	51.7
Overall Percentage			79.2

Figure 3: Classification Table of the Proposed Regression Model. (Source: Developed for this research)

The table above suggests that the proposed model fits with the original classification with 79.2% overall percentage correctness. In other words, the classification of responses under two options are correctly classified under the model with 79.2% overall success. Therefore, this figure can be identified as sufficient to proceed the remaining procedures of the binary logistic regression analysis process.

	Chi-Square	d.f.	Significance
Step	28.212	16	0.03
Block	28.212	16	0.03
Model	28.212	16	0.03

Figure 4: Omnibus Test of Model Coefficients. (Source: Developed for this research)

In the second stage, the omnibus test of model coefficients is conducted in which the significance is observed in the model ($X^2 = 28.212, p = 0.03$). Therefore, the model can be considered as a good fit. The reason is the null hypothesis of the omnibus test ‘the model is not a good fit with the existing data sets’ is rejected with p value lower than our alpha threshold of 0.05.

	Minus 2 Logarithmic Likelihood	Cox & Snell R-Square	Nagelkerke R-Square
1st Step	92.900	0.244	0.349

Figure 5: Cox & Snell and Nagelkerke R-Square Figures. (Source: Developed for this research)

It is observable that the R-squared figures indicate that the R-square figures of the proposed model are below 20%. This means that approximately 25%-35% of the variation in the CSR preferences – between intrinsic and extrinsic missions – is accounted for by the variables of CSR interest, CSR Awareness / Observation, Further Expectations, Educational Status, Household Income and Perceived Capability.

In this regard, even though the aforementioned figure might be deemed insufficient, it can also be considered as having important implications to explain the pattern of the responses for dependent variable. Therefore, it is decided to proceed⁴ with the regression analysis procedure to explain the coefficients' impact on the responses of the dependent variable.

	Chi-Square	d.f.	Significance
1st Step	3.171	8	0.923

Figure 6: Hosmer and Lemeshow Test. (Source: Developed for this research)

The proposed model's goodness of fit is also investigated with Hosmer and Lemeshow test through determining the Hosmer and Lemeshow Chi-Square value to compare the observed and expected values' patterns as to whether their proportions are same across all points or not. Herein, since the null hypothesis of the Hosmer and Lemeshow test is "The observed and expected proportions are same across all points" it is desirable to not reject the null hypothesis to interpret the model possess a sufficient and satisfactory goodness of fit. Therefore, the null hypothesis would not be rejected ($X^2 = 3.171, p = 0.923$) as the Hosmer and Lemeshow Chi-Square value is not great enough to be greater than the table value. Thus, the model is decided to have sufficient goodness of fit.

	Beta	S.E	Wald	Significance
Gender	-0.846	0.586	2.081	0.149
CSR Interest/Awareness (1)	-1.159	0.744	2.424	0.119
CSR Interest/Awareness (2)	-0.368	0.896	0.169	0.681
CSR Observation	0.048	0.672	0.005	0.944
Educational Status (1)	1.759	0.765	5.287	0.021
Educational Status (2)	2.732	1.166	5.494	0.019

⁴ It is true that, the R-square figure can be improved through certain methods, such as the elimination of the items having substantial multicollinearity or imposing logarithmic transformation. However, the nature of the study does not allow such methods – except the additional independent variables; thus, the existing R-squared is decided to be sufficient to move further in the inferential analysis procedure.

Household Income (1)	1.569	1.093	2.059	0.151
Household Income (2)	0.031	1.077	0.001	0.977
Perceived Capability (1)	-10.081	0.714	2.292	0.13
Perceived Capability (2)	-1.02	0.769	0.018	0.895
Further Expectations (1)	20.438	15565	0	0.99
Further Expectations (2)	20.41	15565	0	0.99
Further Expectations (3)	20.133	15565	0	0.99
Further Expectations (4)	20.696	15565	0	0.99
Further Expectations (5)	19.48	15565	0	0.99
Further Expectations (6)	20.403	15565	0	0.99

Figure 7: Binary Logistic Regression Variables Output. (Source: Developed for this research)

The Figure 7 provides the information about the binary regression model's output in terms of the independent variables' corresponding coefficients and their significance. It should be noted that the regression model design is built upon as treating the responses indicating 'intrinsic mission' to be having 1 and the responses indicating 'extrinsic mission' to be having 0 value. Therefore, based on these recoding variables, it is true that the target response is the 'intrinsic mission', in which the interpretation of these coefficients and log odds are conducted based on this fact. Also, the reference categories are chosen to be the lowest elements of the ordinal measures, meaning that all the coefficient comparisons are made by considering the lowest elements in each ordinal measure for each item.

Correspondingly, the gender variable (Female = 1, Male = 0) indicates that the probability of the responses to fall into the 'intrinsic mission' declines when the respondents become female. In other words, there is a positive association between being male and the probability of responding the preference under 'intrinsic mission'. However, the coefficient is observed to be significant with only 85% confidence (Beta = -0.846, $p = 0.149$).

As for the responses for CSR interest level, it is observable that there is insignificant and negative association between the level of awareness and the likelihood of falling into the 'intrinsic mission' in responses. In other words, the likelihood of falling into the 'intrinsic mission' in responses declines in when the respondent's response about interest of CSR is 'somewhat' ($B = -1.159$, $p =$

0.119) or 'significantly interested' ($B = -0.368, p = 0.681$) compared to 'not interested. As for the observation, the likelihood of falling into the 'intrinsic mission' response increases when the observation increases ($B = 0.048, p = 0.944$). Similarly, the likelihood of falling into the 'intrinsic mission' response increases with the educational status when bachelor's degree is compared with high school diploma or less ($B = 1.759, p = 0.021$) and the master's degree or more is compared with high school diploma or less ($B = 2.732, p = 0.019$). This pattern can also be observed in household income as the likelihood of falling into the 'intrinsic mission' response steadily increases when the annual household income upsurges (For comparing the cohorts of TRY50,000 and TRY50,000 – TRY100,000; $B = 1.569, p = 0.151$; for comparing the cohorts of Above TRY100,000 and TRY50,000; $B = 0.031, p = 0.977$).

It is also observable that the people's perceptions about the potential capability of Pfizer in overcoming certain healthcare issues in Turkey is negatively associated with the likelihood of falling into the 'intrinsic mission' response. This can be deemed logical as people who believe that Pfizer can be capable in these issues are likely to be keen in believing that 'extrinsic missions' should be the priority of Pfizer to address a broader set of problems in Turkey's healthcare problems.

Finally, the output also reveals that people's further expectations from pharmaceuticals – including Pfizer – is positively associated with 'intrinsic mission' response likelihood, meaning that in case people have the expectation of further responsibility actions, the more people expect these actions should be comprised under 'intrinsic mission' contexts.

As a result, the figures suggest that the first null hypothesis would not be rejected. The reason is albeit the negative association between being female and having intrinsic mission response, the gender-based difference is not found to be statistically significant with alpha value of 0.05. Regarding the second null hypothesis would not be rejected as the association is found to be negative instead of the alternative hypothesis' assertion of positive likelihood association between the level of awareness / interest and the 'intrinsic mission' responses. As for the third null hypothesis, it would be rejected as the observation and the intrinsic mission response likelihoods move in tandem with a positive association. The fourth null hypothesis would be rejected at all

differences with the reference category and higher expectation levels are positively associated with the likelihood of giving ‘intrinsic mission’ response. The fifth null hypothesis would be rejected as the increase in belief in Pfizer’s capability in overcoming healthcare problems shapes responses to be clustered around the ‘extrinsic mission’ context, rather than ‘intrinsic mission’ context.

Also, the sixth and seventh null hypotheses would also be rejected as both educational status and household income level are positively associated with the likelihood of falling into the ‘intrinsic mission’ response.

4.2. QUALITATIVE ANALYSIS: SEMI-STRUCTURED IN-DEPTH INTERVIEWS

The qualitative analysis indicates that people’s perceptions cluster around different concepts in terms of the expectations about Pfizer’s social and environmental responsibility actions. While some participants emphasized the potential contribution to gender or income inequalities, others underlined the company’s potential contribution to innovative drug development. Also, two participants highlighted the deterioration in Turkey’s economic conditions; thus, they proposed Pfizer to focus on pricing mechanisms under their social responsibilities.

It is also observable that almost every participant’s view about the trustworthiness of pharmaceuticals is either neutral or negative, while almost every participant stated that any traditional CSR practices would not help the company to overcome these negative perceptions about the trustworthiness of the company.

As for the expectations’ scope about CSR practices, the majority of participants expect Pfizer to focus on its core operations while conducting CSR efforts, whereas there are also other different opinions such as the assertion that being balanced or being distant from core operations might provide further and greater social impact.

Regarding the trustworthiness of Pfizer, the majority of participants believe that the company can be defined as trustworthy due to its long-lasting professional stance for long years and the company’s successful collaboration effort with BioNTech for vaccination. Also, the participants declared that their opinions about the Pfizer’s trustworthiness is either positively changed or not

changed – as it was positive before that. Therefore, it is observable that Pfizer does not possess any trustworthiness problem by contrast to the literature findings indicating the threat of misinformation especially with the issues beyond pharmaceutical operations scope.

It is also interesting that many participants are not aware of Pfizer's CSR practices, in which one respondent emphasized this fact due to the company's strict disclosure policies in ESG efforts in Turkey.

As a result, the expectations about Pfizer's social responsibility issues might be changed over the years with Turkey's economic conditions' distortions. As a result, it might be arguable that the drug pricing mechanism can be considered as an important implication area for Pfizer's intrinsic mission scope in the forthcoming years as being the source of addressing external stakeholder expectations from the company. In this sense, the study's findings are partially in tandem with the findings of Lee et al. (2019) the study revealed that gender provides a shaping factor in responses between intrinsic or extrinsic mission preferences for pharmaceuticals. In this regard, the study partially supported the study of Lee et al. (2019) in terms of gender, whereas, by contrast to that study, this research also found that other personal – i.e., demographic – factors also shape the likelihood of the responses about intrinsic or extrinsic mission preferences.

However, by contrast to the study of Lobachevska and Daub (2021), the study did not reveal any positive relationship between the level of awareness and the preferences toward intrinsic socially and environmentally responsible actions for pharmaceuticals. On the other hand, this study indicated that the observation increases might increase the preferences toward the intrinsic mission of Pfizer by external stakeholders, in which all of these findings bring important managerial implications, including the communication strategies for these groups.

5. CONCLUSION

As a result, the findings and the literature review indications reveal that Pfizer Turkey's social responsibility actions should be customized towards Turkish external stakeholders given the unique characteristics of Gen Z as well as the distortion in Turkey's economic conditions. In this respect, these findings can be subject to certain recommendation sets or implications, in which the following sub-sections provide certain recommendation sets and insights in the context of managerial practices and the communication strategies. Therefore, the implication sets cluster around the effectiveness emphasis of CSV to address the findings as well as the importance of customized communication strategies to reflect the differing personal characteristics of young individuals.

5.1. MANAGERIAL IMPLICATIONS

Based on these findings, it is observable that the customer expectations cluster around the fact that deteriorating economic conditions should be taken into account as an important issue under social responsibility actions by Pfizer. In this regard, while this issue can be targeted through either intrinsic – i.e., innovative drug development for low-cost medicine combined with accessible healthcare and drugs - or extrinsic issues – i.e., offsetting the drug prices with certain monetary or other contributions to the society -, it is true that increasing these responsibility actions through making them more visible under authenticity and integrity emphasis is essential and the company should align these efforts under efforts of the 'value business line' segment of Pfizer.

In other words, it is proposed that, considering the defined characteristics of these groups – i.e., Gen Z – focusing on extrinsic mission to offset the economic distortion environment of Turkey would not perfectly address these individuals' preferences and might not effectively positively affect their perceptions. The reason is, 'offsetting' mechanisms⁵ are mostly believed to be 'challenging to measure', which would bring threats about the authenticity and integrity expectations of these external stakeholder groups. Herein, it is recommended that, the adoption of value business line segment to effectively used under social responsibility actions by Pfizer across

⁵ The underlying logic of offsetting mechanism is a similar context with the 'carbon offsetting' which is adopted by many industries, in which the emphasis in pharmaceutical industry is used here for the purpose of 'offsetting the relatively high drug prices with other social contributions.

Turkey to target the increasing pressure of economic conditions on stakeholder expectations, perceptions, and preferences. Therefore, the use of creating shared value can be deemed an effective solution set, which can be implemented by focusing discovering new clusters, reconceiving markets, and focusing on extensive collaboration with local suppliers. In other words, it would be logical to pursue the intrinsic mission to address Gen Z groups under creating shared value, which might bring the advantages of ‘measurable positive impact’, that would bring the transparency, integrity, and authenticity characteristics. As a result, beyond focusing on education-centric donation, charity and campaign-related efforts, the company might pursue creating shared value practices under a separate sub-segment within business value line segment of the corporation in Turkey – or perhaps in a particular region sub-segment comprising Turkey – to focus on low-cost drugs, combined with accessible medicine conditions.

5.2. COMMUNICATION STRATEGY IMPLICATIONS

Indeed, these findings also bring important implications about Pfizer Turkey’s communication strategies with these groups. It is observable that, there are important differences within Gen Z respondents in terms of demographic characteristics. Therefore, the communication strategies should be shaped by considering these facts. For instance, the gender-related differences can be subject to different communication strategies, in which the extrinsic mission emphasis can be used for female stakeholders in these groups, that can be implemented under social media and digital environment branding and marketing efforts. In other words, the emphasis on the extrinsic missions can be used for targeted marketing analytics for female groups, whereas the company might also opt for more significantly underline its intrinsic social responsibility actions by targeting male groups under such analytics approach.

While these findings can also be shaped under different education levels and household income characteristics, the adoption of differing intrinsic and extrinsic mission emphasis based on these demographic characteristics’ differences can be considered to be an important source of increasing positive interaction with these external stakeholder groups.

5.3. LIMITATIONS OF THE STUDY

Even though the research provided insights about the Gen Z characteristics' interaction with pharmaceutical industry CSR practices, there are certain limitations of the study. Firstly, since the study solely focused on Gen Z – as the underlying logic is to investigate the presence of any similarities with broader groups that are investigated in the literature review -, the primary research can also be subject to a between-group methodology. In other words, these findings can also be compared with other groups participating in a different generation classification. Therefore, these findings can also be discussed on a comparative basis, which originates from the same primary research, rather than using the literature review findings.

Secondly, even though the number of cases can be considered as sufficient ($N = 102$), this might also lead to the insignificant findings of the inferential statistical analysis process. Therefore, increasing the number of cases might bring the opportunity to reach statistically significant results.

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7. APPENDICES

7.1. CONSENT FORM

Title of Study: Corporate Social Responsibility and Creating Shared Value: A Case Study of Pfizer in Turkey

Researcher: ALP SARGIN

- | | | |
|--|---------------------------------|--------------------------------|
| I have been given the Participation Information Sheet and/or had its contents explained to me. | Yes
<input type="checkbox"/> | No
<input type="checkbox"/> |
| I have had an opportunity to ask any questions and I am satisfied with the answers given. | Yes
<input type="checkbox"/> | No
<input type="checkbox"/> |
| I understand I have a right to withdraw from the research at any time and I do not have to provide a reason. | Yes
<input type="checkbox"/> | No
<input type="checkbox"/> |
| I understand that if I withdraw from the research any data included in the results will be removed if that is practicable (I understand that once anonymised data has been collated into other datasets it may not be possible to remove that data). | Yes
<input type="checkbox"/> | No
<input type="checkbox"/> |
| I would like to receive information relating to the results from this study. | Yes
<input type="checkbox"/> | No
<input type="checkbox"/> |
| I wish to receive a copy of this Consent form. | Yes
<input type="checkbox"/> | No
<input type="checkbox"/> |
| I confirm I am willing to be a participant in the above research study. | Yes
<input type="checkbox"/> | No
<input type="checkbox"/> |
| I note the data collected may be retained in an archive and I am happy for my data to be reused as part of future research activities. I note my data will be fully anonymised. | Yes
<input type="checkbox"/> | No
<input type="checkbox"/> |

Participant's Name: _____

Signature: _____ **Date:** _____

This consent form will be stored separately from any data you provide so that your responses remain anonymous.

I confirm I have provided a copy of the Participant Information Sheet approved by the Research Ethics Committee to the participant and fully explained its contents. I have given the participant an opportunity to ask questions, which have been answered.

Researcher's Name: _____

Signature: _____ **Date:** _____

7.2. PARTICIPANT INFORMATION SHEET

Corporate Social Responsibility and Creating Shared Value: A Case Study of Pfizer in Turkey

Researcher(s): ALP SARGIN

Supervisor: DAWN DE KOCK

You are being invited to take part in a research study on Pfizer, which is based on investigating the perceptions of Turkish citizens as being external stakeholders of Pfizer in Turkey in the context of the company's existing corporate social responsibility and creating shared value practices. Given the increased vaccination efforts, the study aims at focusing on Turkish external stakeholders' opinion regarding the effectiveness of the company's corporate social responsibility and creating shared value practices.

This research is being undertaken as part of the researcher's studies for programme at the university.

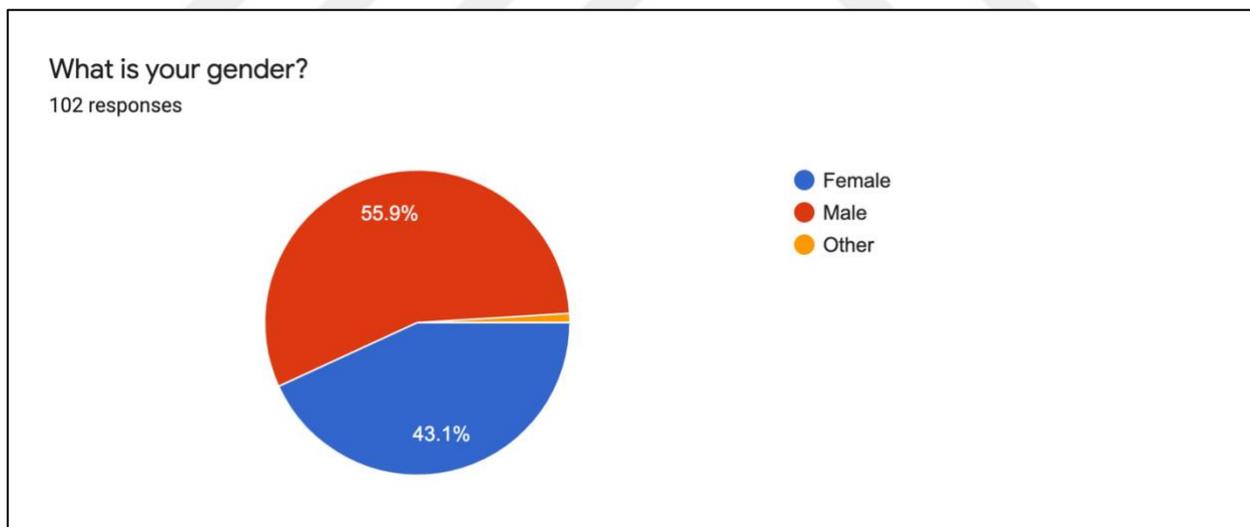
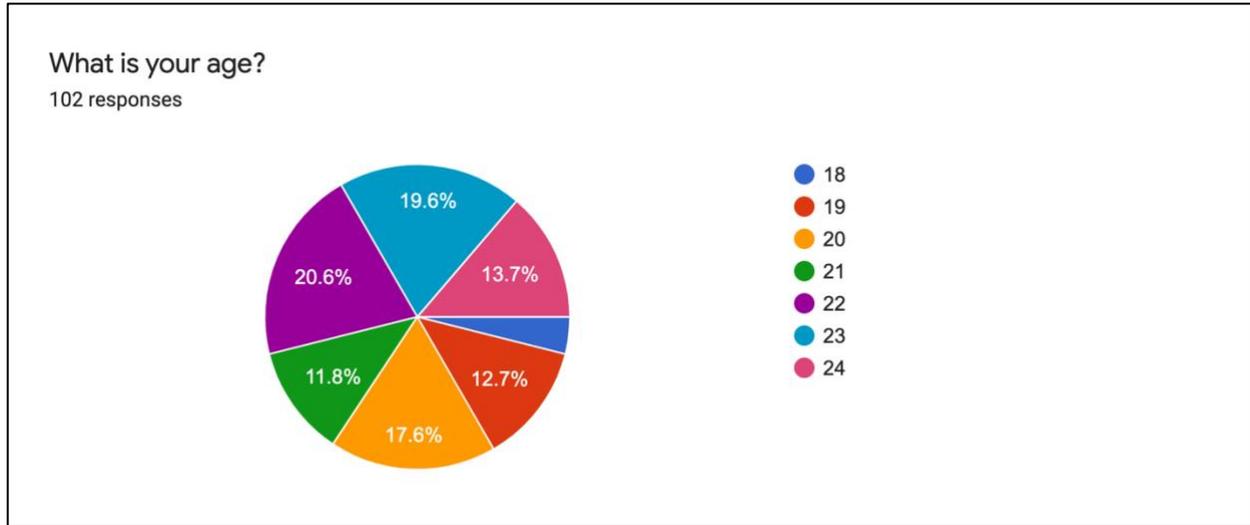
The study will involve you:

- 1) Completing an interview with me, that is expected to last approximately 30 minutes to complete.

Please note:

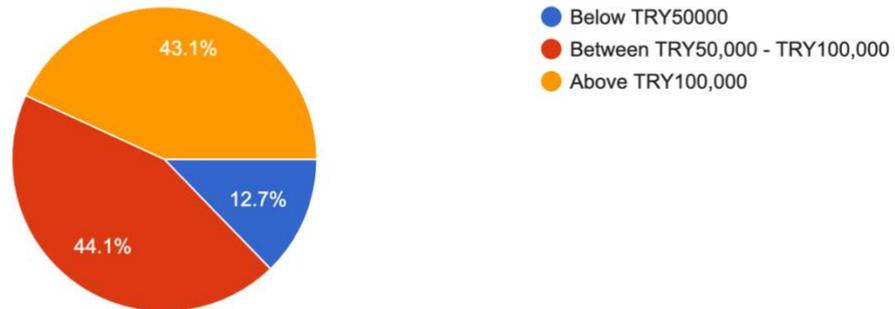
- Your participation in this research is entirely voluntary.
- You have the right to withdraw at any time without giving a reason.
- Wherever practicable, withdrawal from the research will not affect any treatment and/or services that you receive.
- You have the right to ask for your data to be withdrawn as long as this is practical, and for personal information to be destroyed.
- You do not have to answer particular questions either on questionnaires or in interviews if you do not wish to do so.
- No individuals should be identifiable from any collated data, written report of the research, or any publications arising from it.
- All computer data files will be encrypted and password protected. The researcher will keep files in a secure place and will comply with the requirements of the Data Protection Act.
- All hard copy documents, e.g., consent forms, completed questionnaires, etc. will be kept securely and in a locked cupboard, wherever possible on University premises. Documents may be scanned and stored electronically. This may be done to enable secure transmission of data to the university's secure computer systems.
- If you wish you, can receive information on the results of the research. Please indicate on the consent form if you would like to receive this information.
- The researcher can be contacted during and after participation by email (w1666103@my.westminster.ac.uk) or by telephone (+44 7492 750150).
- If you have a complaint about this research project you can contact the project supervisor, **Dawn De Kock** by e-mail (D.Dekock@westminster.ac.uk).

7.3. QUESTIONNAIRE ITEMS AND RESPONSES



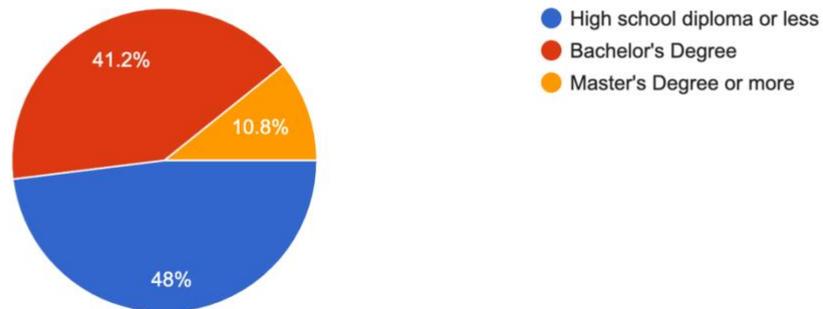
What is your annual net household income?

102 responses



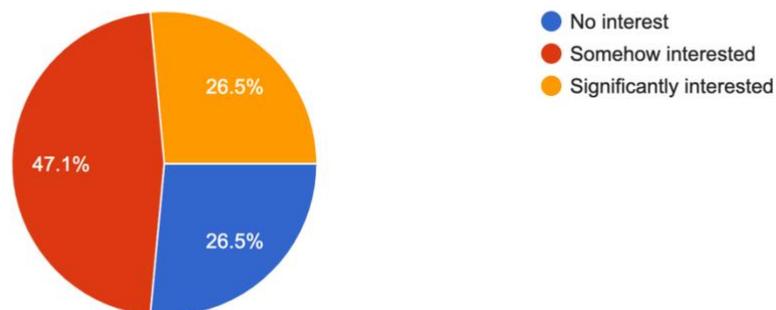
What is the latest educational degree you received?

102 responses



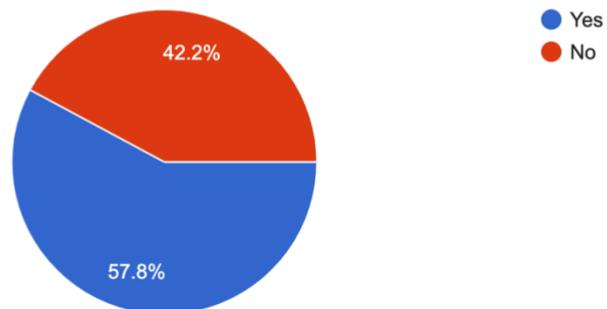
To what extent are you interested in CSR practices?

102 responses



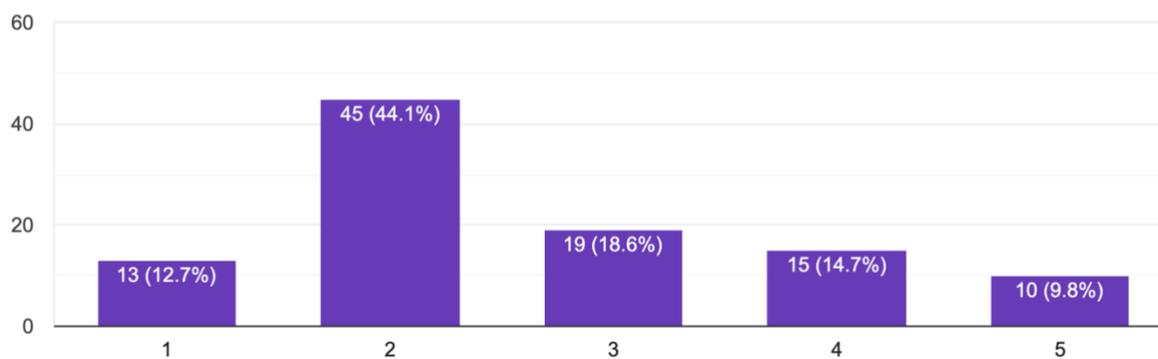
Have you observed any CSR activities implemented by a pharmaceutical company in your country?

102 responses



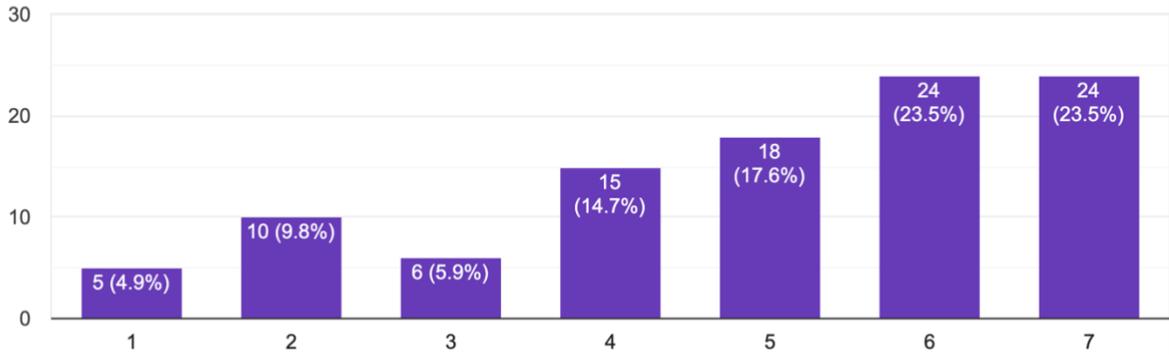
In comparison to the generic industries, how active do you think pharmaceutical companies are in the context of CSR practices?

102 responses



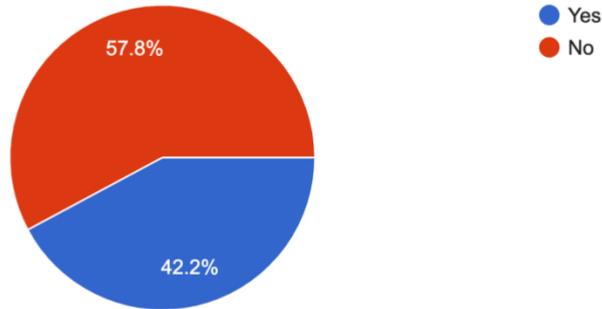
“Pharmaceutical companies should bear more social responsibility issues and should take more frequent and extensive CSR actions compared to ge...ease indicate your opinion about this statement.

102 responses



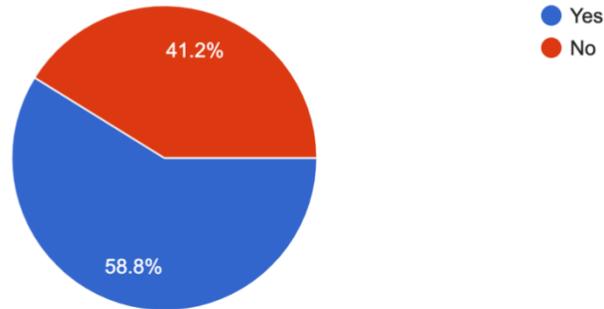
Have you observed or have encountered any CSR practices adopted by Pfizer Turkey?

102 responses



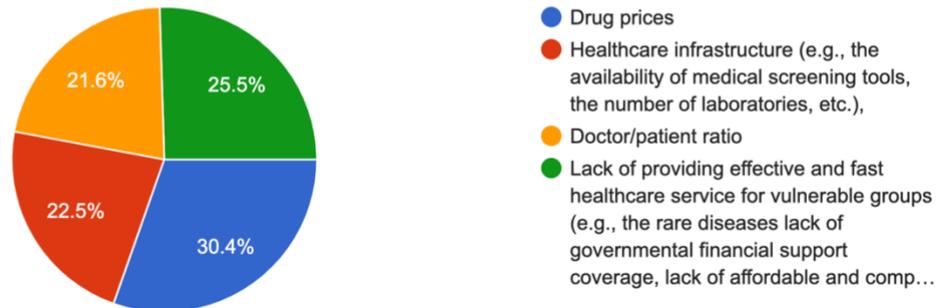
Do you think Pfizer should adopt different social responsibility actions differently in Turkey compared to the global social responsibility needs in pharmaceutical industry?

102 responses

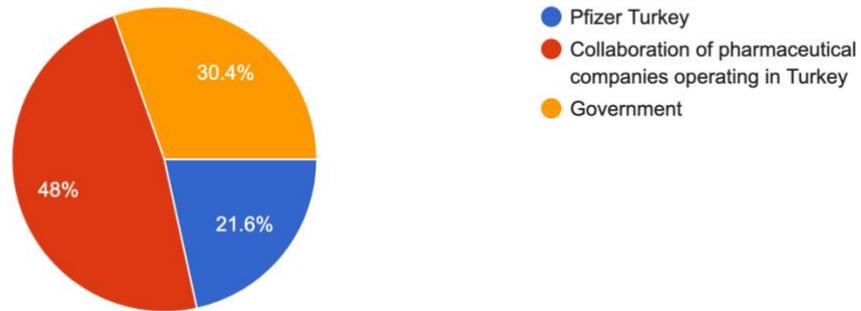


Which one of the healthcare-related issues you think has the most urgent and crucial need for taking action in Turkey?

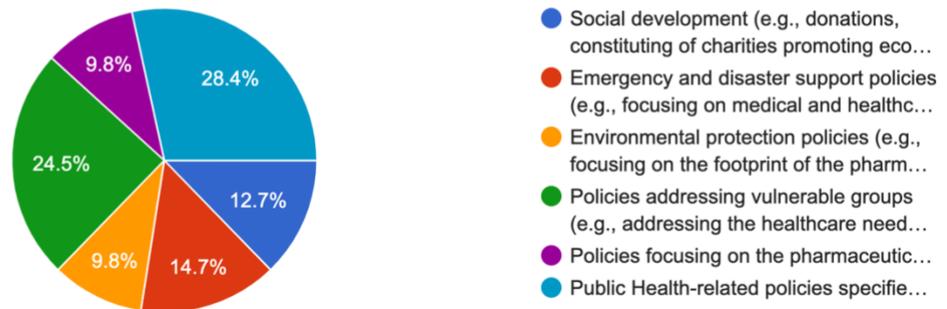
102 responses



Which one you think possesses higher capability in handling Turkey's healthcare service problems?
102 responses



Please indicate which type of CSR activities of Pfizer Turkey you prefer the most.
102 responses



7.4. SEMI-STRUCTURED INTERVIEW QUESTIONS AND RESPONSES

QUESTION 1

“The corporate social responsibility is the entities’ voluntaristic efforts to solve or diminish societal and environmental issues, which brings addressing all stakeholders beyond shareholders of the firms. Therefore, these efforts may vary in a wide range, the main rationale and motivation is to reflect the perception that firms are social institutions, which bring necessity of acting socially responsible”

Based on the statement above, do you think that corporations should be treated as socially responsible organisms like human? Also, could you provide me your knowledge and familiarity with the CSR practices including your opinion about these practices’ effectiveness for societies and environments’ good?

PARTICIPANT 1

Yes, I think so. It is obvious that companies can reach wider audiences within the scope of this social responsibility, and that they can go far beyond the efforts of an individual alone. For this reason, companies must be responsible organisms like humans. These practices are within the lives of people who are in almost every society and are one of us. There are responsibility projects that look like a campaign and are made to ease the difficulties a little bit. As an example of CSR, the studies carried out to provide an easier and livable life for disabled people so that their disabilities do not complicate their lives can be shown as an example. Many examples can be given such as special prints made for the disabled on the sidewalks, the parts next to the stairs that enable them to move more easily, the parts specially arranged for their alphabet in public areas for the visually impaired individuals.

PARTICIPANT 2

We start to learn from the time we are born; every experience, every encounter gives us a new perspective on things and corporations must be involved on this evolving. If people are not recycling at home, they must go to work and see that their company is acting against waste, they must constantly be reminded of how valuable water is. It’s the same with all resources for

environment. Or for society, again, similar actions should be taken against hunger, racism, human rights and so on.

PARTICIPANT 3

I do think corporations are responsible from executing various societal initiatives for the greater good. I know of a few companies in Turkey that strive to promote gender equality in education and employment; plus, others that work with the disabled and less fortunate.

PARTICIPANT 4

No, I don't think companies should be treated as socially responsible organisms like humans since they are not humans. Companies that define themselves as socially responsible are deceiving the society. Most companies in Turkey focus only on the environmental aspect of CSR whereas it actually covers a broader spectrum.

PARTICIPANT 5

I believe the corporations, especially larger ones, should be socially responsible. Their overall effects on the community and environment are quite sizeable. In the past decade CSR has gained more importance and almost all major corporations have adapted to announcing their CSR practices. Of course, it's difficult to judge the overall effects of these practices but it is a valuable step taken towards being more responsible. For example, many manufacturers are taking steps to become more sustainable and environmentally friendly.

PARTICIPANT 6

Yes, donating medicine to poor countries, building schools, sponsoring historical renovations, sign language education, promoting art initiatives like music and sculptures.

PARTICIPANT 7

Yes definitely, corporations should be treated as socially responsible organisms like humans. Yes I'm familiar.

QUESTION 2

Are you familiar with the CSR practices adopted by pharmaceutical corporations? If yes, can you describe what they do in terms of CSR practices? Which companies do you know about in terms of CSR practices?

PARTICIPANT 1

With the waste drug detox application, the expiration date has passed and a campaign to collect unused drugs has been started. Thus, the collected drugs will be destroyed in a way that will not harm the environment.

PARTICIPANT 2

No, I am not familiar with those practices.

PARTICIPANT 3

I don't know of any CSR practices by pharmaceutical companies.

PARTICIPANT 4

I especially do not believe in any of the CSR practices adopted by pharmaceutical corporations. When pharma companies engage in such activities, it is mainly to change people's perception of the company and prove that they are actually doing something good for the society.

PARTICIPANT 5

I know that CSR practices are a little bit different for pharmaceutical industry. As the industry is focused on healthcare and drugs CSR practices evolve around that. They usually contribute to drug donations for certain disease or providing certain drugs for some areas. I know that GSK has multiple CSR practices to help developing countries. They also work with multiple NGOs and other organizations. Also, recently AstraZeneca distributed Covid-19 vaccine to developing countries and also shared the formulation for local production of the vaccine.

PARTICIPANT 6

Yes, they teach sign language to people working in pharmacies. They donate clothes, renovate schools, donate Covid medicine to poor countries. They also renew buildings related to their field. They set up education funds for the poor and disabled.

PARTICIPANT 7

No, I'm not very familiar with the CSR practices adopted by pharmaceutical corporations

QUESTION 3

Are you familiar with the CSR practices adopted by pharmaceutical corporations particularly in Turkey? If yes, can you describe what they do in terms of CSR practices? Which companies do you know about in terms of CSR practices?

PARTICIPANT 1

With the waste drug detox application, the expiration date has passed and a campaign to collect unused drugs has been started. Thus, the collected drugs will be destroyed in a way that will not harm the environment.

PARTICIPANT 2

No, I am not familiar unfortunately.

PARTICIPANT 3

Unfortunately, not. I know of companies in other industries like FMCG and automotive that have such practices.

PARTICIPANT 4

Bayer and GSK do it.

PARTICIPANT 5

I am not familiar with the CSR practices of pharmaceutical companies in Turkey.

PARTICIPANT 6

Pfizer, Abdi Ibrahim. They do the above.

PARTICIPANT 7

No, I'm not quite familiar with the CSR practices adopted by pharmaceutical corporations particularly in Turkey I don't have much knowledge about pharmaceutical corporations and the industry.

QUESTION 4 (If the response is Yes; then continue with Q5; else, omit Q5)

Do you think that CSR practices can help pharmaceutical companies gain competitive advantage?

PARTICIPANT 1

Yes.

PARTICIPANT 2

Yes.

PARTICIPANT 3

Yes absolutely.

PARTICIPANT 4

Not really.

PARTICIPANT 5

Yes.

PARTICIPANT 6

Yes.

PARTICIPANT 7

Yes.

QUESTION 5

What type of potential effects would such CSR practices have on the competition of pharmaceutical companies against their rivals?

PARTICIPANT 1

Socially responsible companies will be more effective on the society and will be recognized with their campaigns. Situations such as slogans in campaigns will make these pharmaceutical companies more prominent than their competitors. In this way, individuals will also feel happy for shopping from a socially responsible company and will turn towards it.

PARTICIPANT 2

I would prefer to buy medication of a company that is donating some of their revenue to help save the world for environmental issues or help children in less developed countries to access medicine. It is a big sector and small changes in their attitude can change the whole perspective against the company.

PARTICIPANT 3

I think those that have CSR practices seem more humanly than those who don't. Pharma companies usually work with high budgets and high margins, so they have the capability to help various other groups. If they have CSR practices, they can put a positive spin on their efforts by highlighting their work for the society as a whole. If they don't, they'll look greedier and profit-hungry which never plays well with people.

PARTICIPANT 5

As companies are not only competing with numbers and profitability anymore practices like CSR has huge importance for the big picture. The same also goes for pharmaceutical companies. People want to trust in these companies when they are agreeing to use their products. Not only users but also governments and investors care about these as well. For example, when a country announces

to approve a drug from a certain pharmaceutical company the image of this company should be a good fit for the overall appreciation and approval of this decision.

PARTICIPANT 6

Looking at greater good, it's not specifically the company's reputation CSR practices impact.

QUESTION 6

Do you think that pharmaceutical corporations are trustworthy organizations? If yes why; If no, why not?

PARTICIPANT 1

Yes, I think. They work on human health and a situation that will enable the whole world to exist. In case of any insecurity, all mankind will be affected.

PARTICIPANT 2

Yes, otherwise nobody would use medicine for treatment. However, probably it depends on the company.

PARTICIPANT 3

I don't fully believe they are. They make money off people's illnesses so it's difficult to trust any such entity.

PARTICIPANT 4

No. I believe that most pharma companies sway doctors and healthcare professionals to use their products over rivals'.

PARTICIPANT 5

Yes and no... It is difficult to trust any organization let alone when these organizations are dealing with people's health. At some level I have to trust them as they directly effect our health and wellbeing. But as these organizations are big cooperation and they are for profit in the end they

are all businesses. And we all know profitability may not be always equal to people's wellbeing and benefits. As expected, they don't act as NGOs and some decisions they take may not be for the better good.

PARTICIPANT 6

No, they sometimes initiate certain diseases and have people buy pills for it.

PARTICIPANT 7

In some sense yes, because they have the power and knowledge for health. It will help people to regain their health through illness. In some ways not because of the monetary purposes and/or unknown side effects differing with time - conditions.

QUESTION 7

Do the CSR practices of pharmaceutical corporations have any effect (positive or negative) on your perceptions regarding the trustworthiness of the pharmaceutical corporations?

PARTICIPANT 1

The fact that the social responsibility situation is only for commercial purposes can destroy the perception of reliability for me. My trust is negatively affected for companies that are socially responsible and focus on the commercial side of the business and whose sole purpose is to generate income.

PARTICIPANT 2

Not really, the campaigns can be scam or their marketing strategy is good, and they do the CSR practices, however, their medicine may not be effective.

PARTICIPANT 3

They wouldn't have any impact on my trustworthiness, but I'd have a more positive view of the company if they have CSR practices.

PARTICIPANT 4

Not really.

PARTICIPANT 5

No, not really. I do appreciate CSR practices and I do value them. However, being Turkish and skeptical in nature I do not trust a company because they donate or support a certain cause. I believe those functions are led by different departments and necessarily directly correlated.

PARTICIPANT 6

No.

PARTICIPANT 7

Yes, CSR practices have a positive effect on my perception however not a direct effect regarding the trustworthiness of the pharmaceutical corporations

QUESTION 8

Do you think pharmaceutical corporations should mostly focus on CSR practices based on their core operations (such as vaccination campaigns) or should they be engaged in other types of CSR activities (such as constituting a charity for funding the education needs of students of vulnerable groups), regardless of the topic of their core business?

PARTICIPANT 1

I think that their main business should be in their own field, namely in the field of health. I believe that they will follow a more accurate way because they are knowledgeable on the subject.

PARTICIPANT 2

All my answers so far suggest charity, I think vaccination campaigns should not be considered as an optional CSR practice, but it should be a must.

PARTICIPANT 3

I think branching out and distancing themselves from their core operations would be better

PARTICIPANT 4

I think they should mostly focus on CSR practices based on their core operations.

PARTICIPANT 5

They should definitely focus on CSR practices related to their core operations as they are healthcare related this would have a great impact. However, this shouldn't stop them to take additional responsibilities to be engaged in CSR activities in various fields.

PARTICIPANT 7

I think the focus can be both, but by prioritizing the main core operations where vaccination campaigns should be urgent.

QUESTION 9

Do you think the pandemic has changed your perceptions regarding what the social role and responsibilities of pharmaceutical corporations should be?

PARTICIPANT 1

In the pandemic process, it was necessary to impose that drug companies could supply all kinds of needed drugs calmly and without stressing individuals and society. Roles and responsibilities in this regard have changed for me.

PARTICIPANT 2

Yes, it has changed my perception about pharmaceutical companies especially about the ones that involved in the process to beat the Covid-19 pandemic.

PARTICIPANT 3

Slightly yes.

PARTICIPANT 4

No.

PARTICIPANT 5

Not necessarily, I always thought there is an important social role that pharmaceutical companies should take. This is important as there is lots of inequality and we should try to minimize this especially for healthcare.

PARTICIPANT 6

Yes. They didn't give enough vaccines to the poor countries in Africa – which caused a new variant to circulate. They should be more aware of their impact.

PARTICIPANT 7

Yes, the pandemic has changed my perception where pharmaceutical corporations' importance on the social role and responsibility have been increasing. pharmaceutical corporations' roles have become vital where the world needs them in order to return to normal life.

QUESTION 10

Do you think that Pfizer is a reliable corporation? Why, why not?

PARTICIPANT 1

Yes, I think. There are cases where it has achieved many firsts around the world. In addition, it is a company that carries out the most effective studies on cancer, which has not yet been cured, all over the world. In the pandemic process, I also saw that the way the company works is extremely disciplined and ethical.

PARTICIPANT 2

Yes, it is one of the oldest, most radical companies in the world and I believe their products are tested as well as it is possible before human testing.

PARTICIPANT 3

I think they are purely based on their medicine range and how exhaustive they are with related clinical trials.

PARTICIPANT 4

I just trust their products.

PARTICIPANT 5

It is reliable being one of the most well-known and largest pharmaceutical companies. It takes part in many different areas and does lots of investment in cancer research and cure.

PARTICIPANT 6

Yes, I know someone who works there.

PARTICIPANT 7

Yes, in some sense Pfizer should be a reliable company otherwise we cannot get the vaccine without the trust. or we have a limited amount of choice that trusting them is the best option.

QUESTION 11

Have your opinions about Pfizer's reliability changed during the pandemic, specifically due to the corporation's role in vaccination efforts?

PARTICIPANT 1

Yes, it has changed. I had the opportunity to see the effort and working conditions closely during the pandemic process. This positively affected my thoughts about the company.

PARTICIPANT 2

No, I still think they are reliable.

PARTICIPANT 3

I think I started trusting them more. I personally felt safer being administered their vaccine feeling so.

PARTICIPANT 4

No.

PARTICIPANT 5

Not really as in my opinion they acted exactly how I would have expected them to, strictly professional. On the other hand, I did appreciate Astra Zeneca's efforts on trying to make the vaccine more approachable, which made me think better of them.

PARTICIPANT 6

No

PARTICIPANT 7

Yes, Pfizer's vaccination efforts changed my view in a more positive way.

QUESTION 12

Are you familiar with the Pfizer's CSR practices in Turkey? If yes, can you describe their work?

PARTICIPANT 1

I am not exactly familiar. However, I am aware of the public health projects where it gives scholarships to students and supplies drugs to individuals who have difficulty in accessing drugs.

PARTICIPANT 2

No, unfortunately not really. Sorry for my inefficient reply.

PARTICIPANT 3

I've no idea.

PARTICIPANT 4

No.

PARTICIPANT 5

I am aware that Pfizer has CSR practices for education. They work with the Turkish Ministry of Education to renew some schools and give scholarships to children in need.

PARTICIPANT 6

Sign language education, sponsoring students, participate in runs (marathons) to raise funds

PARTICIPANT 7

Unfortunately, no, I'm not directly familiar with Pfizer's CSR practices in Turkey.

QUESTION 13

In what ways, do you think Pfizer's CSR practices in Turkey contribute to the public image of the company?

PARTICIPANT 1

I think it made a positive contribution. All Pfizer company's PR practices are truly a social responsibility project, and there are studies on almost every subject that can be encountered in the world. This is a very big plus point in the public opinion.

PARTICIPANT 2

I don't know.

PARTICIPANT 3

I don't know what activities Pfizer do in Turkey.

PARTICIPANT 4

I don't know.

PARTICIPANT 5

CSR practices in Turkey make Pfizer more familiar and approachable. People do value these practices and it creates a better brand image for Pfizer.

PARTICIPANT 6

Not sure, they don't disclose their activities so it's not very visible in the media

PARTICIPANT 7

In the ways to be known as a reliable brand in the eyes of the public and to gain more trustworthiness as a company.

QUESTION 14

What type of CSR practices do you think Pfizer should focus on in Turkey?

PARTICIPANT 1

Pfizer should carry out practices against sick or elderly individuals who cannot reach some medicines due to their financial situation.

PARTICIPANT 2

Turkey is becoming poorer every day and as well as vaccinations, Pfizer should help children to get a good education, sell their medicine from cheaper prices or maybe donate some to the people in need but cannot afford.

PARTICIPANT 3

They can focus on the 'women in science' route and encourage young girls and women to go into science-based professions. They should also work with societies and support groups for those inflicted with cancer or Alzheimer's.

PARTICIPANT 4

Ones that are related with their core business, such as easing the vaccine distribution process in Turkey, or increasing accessibility to their products.

PARTICIPANT 5

Educational and health inequalities are a good area to focus on Turkey. In different areas these inequalities get quite substantial and its important to minimize these. Pfizer should definitely focus on the core operations such as drugs but also extend these practices to various areas such as education and environment. Also, there are many NGOs which Pfizer can cooperate with.

PARTICIPANT 6

They could lower the prices of their medicine

PARTICIPANT 7

Firstly, concerning pandemic and Turkey's vaccination rates, vaccination campaigns should be the main topic and then educational organizations should be arranged.