

**THE REPUBLIC OF TURKEY
BAHCESEHIR UNIVERSITY**

**THE IMPACT OF THE CORPORATE SOCIAL
RESPONSIBILITY PROJECTS ON BRAND IMAGE
REGARDING THE BANKING SECTOR IN TURKEY**

Master's Thesis

BURCU KALAFAT

İSTANBUL, 2019

**THE REPUBLIC OF TURKEY
BAHCESEHIR UNIVERSITY**

**GRADUATE SCHOOL OF SOCIAL SCIENCES
MASTER OF BUSINESS ADMINISTRATION**

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Supervisor: DR. YILDIRAY ÖRNEKLİ

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ACKNOWLEDGEMENT

I wish to express my deepest gratitude to my supervisor Dr.Yıldıray Örnekli whose guidance and useful feedbacks have been the constant source of motivation throughout my study on this master thesis.

I would also like to thank Dr. Deniz Duyar and Dr. Selçuk Tuzcuođlu, for being members on my thesis committee.

I want to thank my dearest family; my mom and lifelong mentor Zehra Kalafat, my father Nazım Kalafat, my brother Berkan Kalafat, my aunt Ayşe Altay and my cousin Gamze Altay for their affection and love, without you, I could not have accomplished this thesis. There are no words to describe my gratefulness for their support.



BURCU KALAFAT

ABSTRACT

THE IMPACT OF CORPORATE SOCIAL RESPONSIBILITY PROJECTS ON BRAND IMAGE REGARDING THE BANKING SECTOR IN TURKEY

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Master of Business Administration
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November 2019, 50 pages

For many years, “corporate social responsibility projects” were categorized as charity or donation in Turkey. In those years, society generally qualified the company owners or business people as “philanthropists” rather than the companies and brands themselves. After the 2000s, social responsibility projects were handled more deliberately with brands taking steps towards institutionalization. As such, brands became more sensitive to social, communal or cultural problems and shortcomings in our country. In an increasingly competitive world where social perception is shaped by more diverse factors than in the recent past, brands not only compete with their competitors in matters such as price, quality, and after-sales services but must also differentiate themselves with their societal responsibilities. Consumers’ sensitivity to corporate social responsibility projects has started to positively affect brand perception. Brands are therefore adding corporate social responsibility projects to their company strategies and targets as a means to invest in their corporate reputation and brand image. Through this, brands are observing an increase in their reputation, appreciation and preference levels from consumers and investors.

In Turkey, banking is the leader among industries that have social responsibility projects with a high impact and scope. This study has been prepared to assess the effect of corporate social responsibility projects in banking industry on the brand image. In the first part, the aim, importance and method of research were stated. In the second part, a literature review was conducted on corporate social responsibility and brand concepts, relationship between corporate social responsibility and companies, corporate social responsibility in Turkey, the Turkish banking industry and corporate social responsibility activities in the industry. The final part deals with the survey conducted and its results. In the study, İşbank, Garanti BBVA, Akbank and Kredi , Turkey’s four largest private banks by assets, were reviewed.

Keywords: Corporate Social Responsibility (CSR), Brand Image, Banking Sector

ÖZET

BANKACILIK SEKTÖRÜNDEKİ KURUMSAL SOSYAL SORUMLULUK PROJELERİNİN MARKA İMAJINA ETKİSİ

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İşletme Yönetimi Yüksek Lisans Programı
Tez Yöneticisi: Dr. Yıldıray Örnekli

Kasım 2019, 50 sayfa

Türkiye’de uzun yıllar boyunca “kurumsal sosyal sorumluk projeleri” hayır veya bağış başlıkları altında anlamlandırıldı. Toplum o yıllarda genellikle firmaları/markaları değil, firma sahiplerini ya da iş insanlarını “hayırsever” olarak nitelendirdi. Özellikle 2000’li yıllardan sonra markaların kurumsallaşma yolunda attıkları adımlar ile sosyal sorumluluk projeleri daha bilinçli bir şekilde ele alınmaya başlandı. Böylelikle ülkemizdeki tüm sosyal, toplumsal ya da kültürel sorunlara, eksikliklere karşı markalar daha duyarlı hale gelmeye başladı. Rekabetin her geçen gün arttığı ve toplumsal algının daha farklı, yakın tarihe oranla daha çeşitli etkenlerle şekillendiği dünyada, markalar sadece fiyat, kalite, satış sonrası hizmetler gibi konularda rakipleriyle yarışmakla kalmayıp, aynı zamanda topluma karşı sahip oldukları sorumluluklarla da farklılaşır hale geldiler. Tüketicilerin kurumsal sosyal sorumluluk projelerine karşı gösterdiği hassasiyet, markalara olan bakış açısını da olumlu yönde etkiler oldu. Bu yüzden markalar artık müşterilerinin gözünde kurumsal itibarlarını ve marka imajlarına yatırım yapmak için şirket stratejilerine ve hedeflerine kurumsal sosyal sorumluluk projelerini de eklemeye başladı. Bu sayede markalar itibar, beğenilme, tüketici ve yatırımcı tarafından tercih edilme paylarının da arttığını gözlemlediler.

Türkiye’de etkisi ve kapsamı yüksek olan sosyal sorumluluk projelerine sahip sektörlerin başında bankacılık sektörü gelmektedir. Bu çalışma, bankacılık sektöründeki kurumsal sosyal sorumluluk projelerinin marka imajına olan etkisini ölçmek için hazırlanmıştır. İlk bölümde araştırmanın amacı, önemi ve yöntemi belirtilmiş, ikinci bölümde ise kurumsal sosyal sorumluluk ve marka kavramları, kurumsal sosyal sorumluluk ve şirketler arasındaki ilişki, Türkiye’deki kurumsal sosyal sorumluluk, Türkiye’deki Bankacılık Sektörü ve sektördeki kurumsal sosyal sorumluluk çalışmaları ile ilgili yazın taraması yapılmıştır. Son bölümde ise yapılan anket çalışması anlatılmış ve sonuçlar açıklanmıştır. Araştırmada, sektördeki özel bankalar arasında aktif büyüklüğü en yüksek dört banka olan İşBank, Garanti BBVA, Akbank ve Yapı Kredi incelenmiştir.

Anahtar Kelimeler: Kurumsal Sosyal Sorumluluk(KSS), Marka İmajı, Bankacılık Sektörü

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LIST of ABBREVIATIONS

CP	:	Corporate Performance
CSR	:	Corporate Social Responsibility
EC	:	European Commission
EU	:	The European Union
IISD	:	International Institute for Sustainable Development
ILO	:	International Labor Organizations
NGO	:	Non-Governmental Organizations
SR	:	Social Responsibility
UN	:	The United Nations
UNDP	:	United Nations Development Projects
WBCSD	:	World Business Council for Sustainable Development

1.INTRODUCTION

Today, almost every company benefits from ‘Corporate Social Responsibility’ (CSR) projects in order to gain competitive advantage and to build brand image in both domestic and international audience. CSR activities have become more prominent and important due to ever-changing and increasing needs and demands of the society (Haque and Azmat 2015, pp. 166 - 189).

CSR has become one of the most discussed and debated subjects in contemporary business studies. It has been also frequently mentioned in the discourses of governments, public sector organizations, non-government organizations (NGOs), and even in the discourses of intergovernmental organizations such as United Nations (UN), The World Bank and The International Labour Organization (Broomhill 2007).

During preparation of this thesis, it has been observed that; there is no single and universally accepted definition of CSR in the literature, yet there are many different and indeed complimentary definitions and approaches. Over time, new definitions have emerged, each corresponding to changing social, political and economic conditions. In parallel with these changing conditions, the areas of responsibilities of the organizations have been dynamic, expanding or narrowing with varying scopes. Accordingly, definitions of social responsibility have changed (Tuokuu and Tawaiah 2016, pp. 26 - 38).

“CSR has been meaning that; business gaining sustainable economic development with working with families, communities and employees” (WBCSD 2000). The ideal form of social responsibility has been voluntary action without an expectation of a return from society. A full sense of social responsibility awareness has been requiring contributing to social issues and creating solutions for them, and also giving priority to public interest rather than organization’s objectives (Argüden 2002). It has the potential to reduce harmful environment and social concerns. Companies may try to address the problems which they create or they may help to

address wider social and environmental concerns which require only attention (Coombs and Holladay 2012, p.20).

Some of the definitions for ideal corporate social responsibility (CSR) which have been made by international organizations have been written below.

The International Labour Organization (ILO) has defined CSR as;

“A way in which enterprises give consideration to the impact of their operations on society and affirm their principles and values both in their own internal methods and processes and their interaction with other actors. CSR is voluntary, enterprise-driven initiative and refers to activities that are considered to exceed compliance with the law.”

The European Commission has defined CSR as;

“The responsibility of enterprises for their impact on society and therefore, it should be company led. Public authorities play a supporting role through voluntary policy measures and where necessary, complementary regulation. Companies can become socially responsible by: integrating social, environmental, ethical, consumer and human rights concerns into their business strategy and operations and following the law.”

The Green Paper of the European Union in 2001 has defined CSR as;

“European companies are promoting their corporate social responsibility strategies as a response to a variety of social, environmental and economic pressures. They aim to send a signal to the various stakeholders with whom they interact: employees, shareholders, investors, consumers, public authorities and NGOs. In doing so, companies are investing in their future and they expect that the voluntary commitment they adopt will help to increase their profitability. ”

According to CSR Turkey, The EU definition of CSR has highlighted the important aspects of the concept as below:

- a CSR covers social and environmental issues.
- b CSR is not or should not be separate from business strategy and operations: it should be related with social and environmental issues into business strategy and operations;
- c CSR is a voluntary concept;
- d Enterprises should be part of internal and external stakeholders (employees, customers, neighbours, non-governmental organizations, public authorities, etc.).

In parallel with CSR trend around all over the world, Turkish Companies have started to have CSR projects in the last decades. According to UNDP's report in 2007, Turkey has been acting as the leading agency in promoting CSR within the United Nations Global Compact initiative since 2002.

Turkish companies have tried to adapt to social responsibility concept which gives them much more competitive power in the global market.

According to December 1995 issue of Capital Magazine, the five Turkish companies which have the best reputation had been Arçelik, Vestel, Turkcell, Koç/Sabancı, Garanti BBVA – all have had some form of CSR program. Some scholars have argued that CSR promotes “reputational capital” and trust which sustains long term relationships (Samuel and Filho 2009).

Although many different companies, including those operating in finance sector, have had social responsibility projects in their marketing activities in Turkey, CSR has been still a new and rapidly developing concept in Turkey.

1.1 PURPOSE OF STUDY

Since CSR activities had substantial effect on brand image, it has become a fashionable concept in today's business world. Companies have focused on CSR projects not only for the economic benefits, but also for the ethical and environmental effects of these activities on a number of different stakeholders who have been affected by those actions.

The aim of this study is to analyse and evaluate the increasing importance and the impact of CSR approach in banking sector in Turkey. This thesis has been focused on the most powerful banks in İşbank, Akbank, Garanti BBVA and Yapı Kredi- all have recently increased the number and the scope of their CSR projects. They have strengthened their collaboration with NGOs, voluntary and public institutions with CSR activities such as children welfare, education, environmental issues, protection of girls and supporting women's entrepreneurship or rural development.

According to International Institute for Sustainable Development (2012), banking sector has been interested in CSR projects for two important reasons. The first reason has been environmental and social responsibility through environmental and socially responsible initiatives. They have been protecting environment, making improvement in using energy efficiently, supporting cultural activities, supporting women entrepreneurship. The second reason has been the sustainability being very important for the banks in order to integrate, therefore they have had CSR projects (Kaytaz and Gul 2017).

Banking sector has had a different place in the discussions regarding CSR, since the relationship between the bank and its customers has based on mutual trust, and since they have been either collecting money or providing loan to other people. The purpose of this study is to examine the Impact of CSR on brand image within the Banking Sector in Turkey.

1.2 DISPOSITION OF THE THESIS

While the first part of this thesis has been dedicated to the definition of the research topic and the aim of the study, the following part has been dedicated to various definitions. In the second part the definition of CSR, branding and brand image have been discussed. This part has provided the theoretical framework through two different CSR pyramids which have been designed to explain CSR practices in both developed and developing markets. Third part has focused on banking sector in Turkey in the scope of CSR Project. In the fourth part, the methodology of the thesis, including data collection has been presented. The last part has been devoted to a brief summary of the findings of this study.

2. LITERATURE REVIEW

2.1 CSR DEFINITION

There has been no unanimously accepted and worldwide agreed definition of the Corporate Social Responsibility (CSR). There have been numerous, but complimentary definitions in the literature. There have been many different and various descriptions for CSR in the literature such as; corporate social responsibility, corporate citizenship, corporate charity, corporate community participation, community relations, community affairs, community development, corporate responsibility, corporate social marketing, and corporate awareness. Although all of these have been used alternatively, corporate social responsibility has been the most appropriate term among others to express social, economic and ethical activities of the businesses (Kotler and Lee 2005, p10).

According to Cambridge Dictionary, social responsibility has been the idea that a company being interested in and willing to help society and the environment as well as being concerned about the its products and profit. According to this definition, CSR has been the reaction of companies towards issues related to society and their sense of responsibility towards ignored social issues.

Oliver Sheldon has pioneered the concept of CSR in his book “The Philosophy of Management.” Sheldon has explained the development of the concept from 1920’s to 1930’s with a company which was aiming only profit at first and its development to be an organization acting responsible and coping social challenges while still making profit. He has mentioned that corporate management principles should focus on social benefit. The idea of social responsibility has developed rapidly and gradually taken its final form with the influence of economic and social factors in 1950’s (Çitelbeg 2015).

In 1953, Howard Bowen has published the book “Social Responsibilities of the Businessman”. He has been also known by his creation of the phrase “Corporate Social Responsibility-CRS.” Bowen has clearly clarified that the business has been

expected to produce social goods in areas such as; better standardized living, security, increasing customer loyalty, individual development, and common economic progress (Bowen 1953, p. 6).

According to Bowen, business people have had a social responsibility to consider the values and objectives of the society while taking decisions, implementing policies and creating activities. He has considered social responsibility as a key factor in order to establish long-term success (Yamak 2017).

In 1960, Keith Davis has proposed the “Iron Law of Responsibility” which stated that the “social responsibilities of businessmen should be well balanced with their social power.” According to Davis, social responsibility has referred to businesses as, “CSR has been the managerial obligation to take action to protect and improve both welfare of the whole society and the interest of the organizations” (Davis 1960, p70). Davis has been well known for his views regarding the relationship between social responsibility and power of the businesses. Davis’s contributions to early definitions of CSR has been so important that it could easily be said that he has been the next best man after Bowen, who was known as “Father of CSR” (Kolb 2012, p509).

As it can be derived from Bowen’s and Davis's approaches and definitions, when the concept of CSR emerged, it has been defined as the responsibility of business people.

William C. Frederick has argued that social responsibility has been shaped around three main ideas in this period: managers being trustees of the people; balancing corporate resources according to competitive market conditions; and perceiving charity as a commercial support for ethical reasons (Carroll 2008, p.26).

In this period, it has been clear that social responsibility practices have been carried out for philanthropic purposes and that social responsibility awareness has remained in words rather than in practice. The focus of the corporate social responsibility discussion has remained within the boundaries of the legal and economic responsibilities of businesses and business people. During the 1970s, the debate regarding the responsibilities of the corporations has changed gradually. The focus has shifted from corporate responsibility to corporate responsiveness, thus

emphasizing what companies could do to make the world better, rather than what companies could do to ensure their own survival (Cheney and Roper 2007, p5).

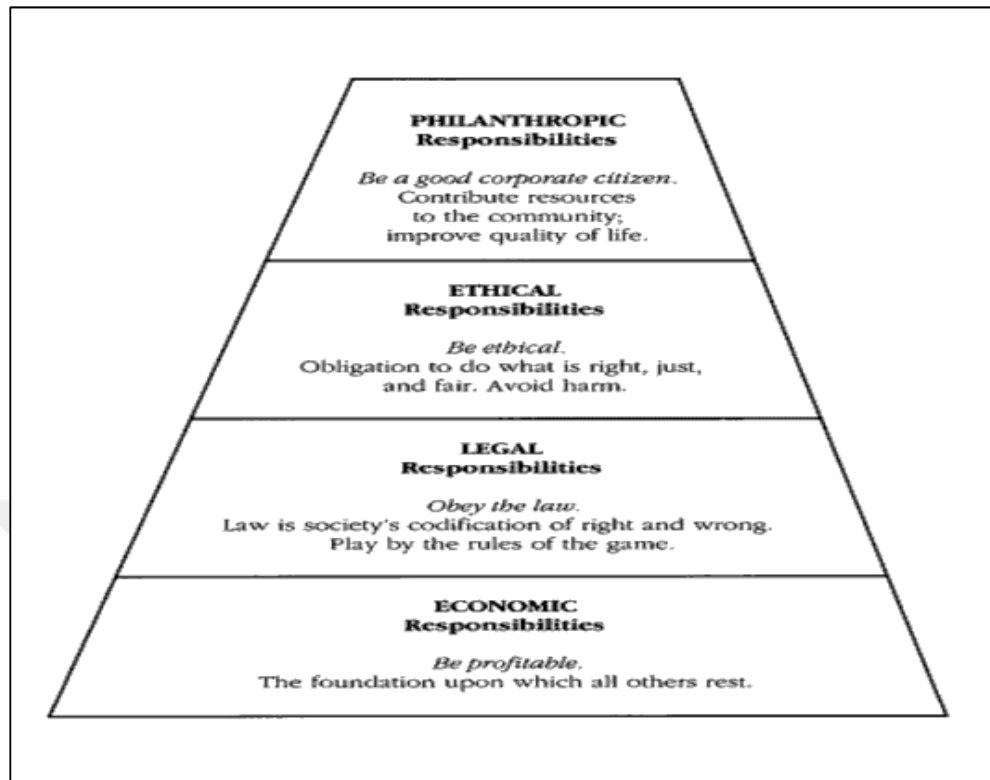
The CSR concept has become a favourite topic in management discussion during the 1970s. One reason for this was the respected economist Milton Friedman coming out against the concept. In a 1970 article from the New York Times Magazine, Friedman has summarized his position well in the title “*The Social Responsibility of Business Is to Increase Its Profits.*” For many years and even still today, Friedman has maintained his position. In spite of Friedman’s classic opposition, the CSR concept has still been in use and has continued to develop (Kolb 2012, p.509).

In the theory of Davis and Blomstrom, corporate social responsibility has resembled a circle expanding from inside to outside. The inner Circle 1 has represented the social responsibilities arising from basic economic functions; the Circle 2 has symbolized the social responsibilities arising from the consequences of economic functions and the outermost Circle 3 has stood for the social responsibilities contributing to the solution of social problems. From these three circles, the first circle has involved creating areas of employment, generating profit, etc.; the second circle has been comprised of giving no harm to the environment (or society) due to business activities as well as improvement and development of working conditions for the employees; and the third circle has included the solution-oriented applications of the enterprises on basic issues such as education, health and environmental pollution, etc. (Davis and Blomstrom 1975, p.241).

Toward the late 1970’s Carroll has contributed into these efforts with his CSR Pyramid, which has been the most well-known and commonly used model to explain CSR activities.

In 1979, Carroll has focused on four segments of CSR, “*economic and legal responsibilities and ethical and discretionary (philanthropic) responsibilities*”. The issue here has been that CSR being accepted as a legitimate society and economy on which Carroll’s theory was based.

Figure 2. 1: The Pyramid of Corporate Social Responsibility



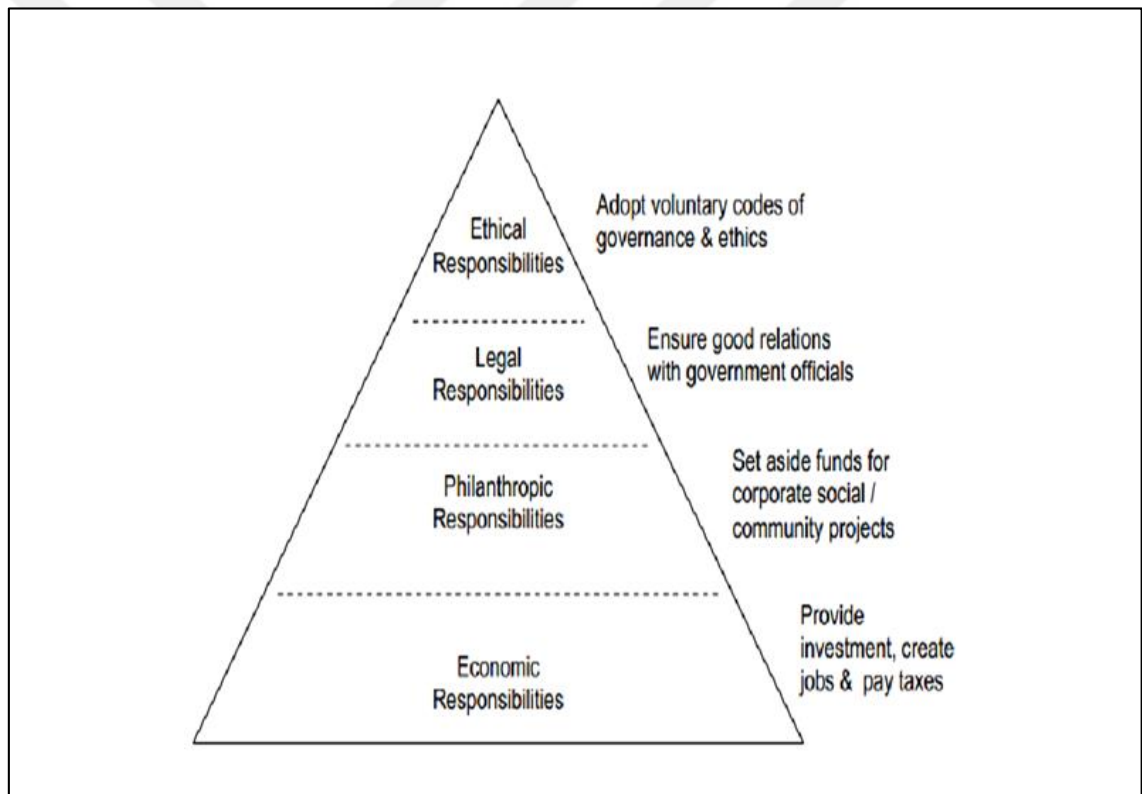
Source: Carroll 1991, p.42

In accordance with this theory, the first and fundamental corporate social responsibility of companies has been economic responsibilities. Trade organizations have been established to provide goods and services to their members. Profit has been an incentive that motivates and encourages entrepreneurs to accept risks. Trade organizations have been the basic economic units of our society. Their main role has been producing goods and services that consumers need, want and earn socially acceptable profit (Carroll 1991). For the second one, there have been legal responsibilities which companies should follow the rules and laws. Not only economical results have been significant for companies, but also legal responsibilities have to be taken into account.

The third one, companies should have adapted underwritten rules, ethical norms and responsibilities that are indispensable. The last one has been philanthropic responsibilities since the society had the expectation that the companies should be good corporate citizens who should increase human welfare and goodwill.

It should also have been observed that the pyramid was more of a graphical description of CSR, rather than an attempting to add a new definition to the four-part conceptualization. In other words from a more pragmatic and managerial point of view, it has been summarized as, *“The CSR firm should try to make profit, obey the law, be ethical, and be a good corporate citizen”* (Carroll 1991).

Figure 2. 2: Visser's CSR pyramid for developing countries



Source: Visser 2008 p.489

Visser's alternative CSR pyramid has been adopted mostly for the countries in Africa. According to Visser (2008), Carroll's CSR pyramid has been related only with American conditions. This pyramid has not been suitable for developing countries.

Visser has believed that Carroll's four segments could be taken for developing countries, but the position of their hierarchic should have been re-adapted for developing countries. Since developing countries have had high unemployment rates, poverty, lack of foreign direct investment, companies have had even more economic and social responsibilities on their shoulders. It has been observed that economic responsibilities have been important not only for developed countries but also for developing countries.

The second important layer of the CSR pyramid has been philanthropic responsibilities for developing countries due to the socio-economic needs of these countries. Furthermore, since legal institutions do not always have independence in developing countries, legal responsibilities have formed the third layer of CRS. Final layer has been titled as ethical responsibilities since developing countries do not have many concerns about ethical behaviour, like the more developed ones (Visser 2008, Haque and Azmat 2015).

Thomas M. Jones has been one of the important researchers in the history of CSR who had become prominent with his theoretical approaches in 80's. According to Jones, the idea of CSR has been considered as responsibilities to the groups other than shareholders, beyond laws and contracts. Within this regard, this responsibility has been supposed to be based on voluntarism with a wider framework including employees, customers and suppliers (Jones 2009, p.59).

In parallel with social developments in the 1970s, the trend towards ethical and moral issues has been continued in the 1980's as well. Edwin M. Epstein has stated that the concepts of social responsibility, responsiveness and business ethics were very close and even overlapping concepts. Epstein has sought the corporate social policy process by combining the concepts of business ethics and corporate social responsiveness. According to Epstein, this process has had three factors: business ethics, corporate social responsibility and corporate social responsiveness. The normative accuracy of the products has been the main focus of CSR (Carroll 1994, pp.5-29).

The theory of Edward Freeman has emerged as the most important and referenced one in the concept of CSR throughout the 1980's. Freeman (1984) has explained the stakeholder as "any group or individual in an organization (by definition) who can affect or can be affected by the achievement of the organization's objectives". According to the stakeholder theory; stakeholders have been consisted of employees, supply chains, and customers and management of organizations and managers' behaviours depend on stakeholders' demands. Stakeholders have the right to demand, such as shareholders' right to ask operations from the managers. Since the 1980's, the model of corporate social performance has been developed furtherly by Wartick and Cochran (1985), who have reviewed it in three dimensions: principles, processes and policies.

This model has dealt with; principles, processes and policies as corporate social responsibilities showing philosophical orientation, corporate social sensitivities showing organizational orientation and social problem management showing organizational orientation, respectively. Here, the theme of social problem management has been seen, which has not been included in Carroll's model. Wartick and Cochran (1985) has suggested that social problem management, the third dimension of corporate social performance, has been increasing social sensitivity, occurring as a result of socially responsible business understanding and providing the final ingredient required for corporate social performance.

In the 1990s, Wood has reviewed the corporate social performance models of Carroll (1979), Wartick and Cochran (1985) and has come up with a new model. Wood (1991) has defined corporate social performance as: "Social responsibility principles; social sensitivity processes, policies and programs of a business; and all observable results related to social business relationships". Wood has reshaped the corporate social performance after reviewing the corporate social performance models of Carroll (1979), Wartick and Cochran (1985). Wood has suggested addressing below factors while reviewing the social performance of a business: (Wartick and Cochran 1984, pp. 42-56)

- a To what extent the principles of social responsibility has been directing the activities carried out on behalf of the business,
- b To what extent the business has been using the social sensitivity processes,
- c Existence and nature of policies and programs which has been designed to manage social business relationships and the social impacts of business activities, programs and policies (e.g. observable results).

As a result, corporate social performance and outcome models ensuring the measurability of corporate social responsibility both have been bringing the practices of businesses to a more concrete platform and have been facilitating the control of such activities.

During the 1990s, the scope of the CSR has been widened including other parallel concepts in it, without any significant developments in the field of corporate social responsibility.

In the 1990s, the concept of corporate citizenship has begun to compete with CSR and even had led to the development of corporate citizenship literature as a separate field of study. However, Carroll has argued that the concept was similar with previously established topics and theories. According to Smith's corporate citizenship, companies have become corporate citizens during their involvement in the social change movements by establishing alliances with nongovernmental organizations while fulfilling their business objectives. Companies have to operate while undertaking the goal of making long-term profits with social interests (Carroll 2008).

In the 2000s, the CSR has become a global phenomenon. The European community has started to show a keen interest in CSR. The OECD Annual Report in 2001 has also showed that, voluntary efforts within the concept of corporate responsibility have become more prevalent among global business communities in recent years. Although the report has considered CSR as a global notion, local practices still varied. Some of these practices have been legally mandatory, while others have been entirely voluntary.

There have been different theoretical developments regarding CSR. Especially, Schwartz and Carroll have contributed to this literature in 2003 with a new approach. This new approach has developed Carroll's previous studies on CSR which were used to be divided in 4 categories, and has now reduced them to 3 categories: economic, legal and ethical responsibilities.

The 4th category topic which was philanthropy-oriented responsibilities has been included in ethical responsibilities in the new approach (Carroll 2008).

There have been some significant developments in 21st century; (Vural and Bat 2013, p.73)

- a Kim Howells has been the first Minister of CSR in Europe in 2000,
- b The Good Corporation has been established in UK in 2000,
- c Corporate Social Responsibility Academy has been established in UK in 2000.

2.2 BRANDING DEFINITION

Brand has been a complex phenomenon. It has been a highly debated topic in academic world; there has been no common understanding of brand among brand experts. "Each expert has proposed his or her own definition" (Kapferer 2004), therefore meaning of brand has been confusion in brand definition and brand management.

Brands have been everywhere; they have interpenetrated to almost every aspect of life such as economic, culture, social, sports, and also religion. In postmodern societies where individuals desire to give name to their consumption, brands have been analysed through diversity perspectives: macroeconomic, microeconomics, sociology, anthropology, history, semiotics, philosophy and etc. (Kapferer 2004).

The concept of brand and branding has been one of the most discussed and debated subjects in marketing discipline (Moore, Karl and Reid, Susan 2008). They have been almost as old as civilization. Old civilizations of Mesopotamia and Greek have

used marks and names to identify or mark their works predominantly such as wines, ointments, pots or metals (Sarkar and Singh 2005).

The word brand has been derived from Old Norse Word brand, which means “to burn” (an identifying mark burned on farm animals with a heated iron) as brand was and still have been meaning of marking farm animals by their owners in order to identify them. Due to lack of common understanding on brand complexity, brand interpretation and also brand management have increased. Therefore, it has become very necessary to understand the very nature of brand for creating, developing and protecting brands and business in general.

Brand has had a significant impact on strategy of market segmentation and product differentiation. Branding has not meant only name or logo. Branding has taken place in the transforming the product category; a long term corporate commitment, up level of resources and skills have been required (Kapferer 2004).

American Marketing Association defines (1960) brand as a name, term, design, symbol, or a combination of them, intended to identify the goods or services of one seller or group of sellers and to differentiate them from competitors. In other words, brands have been a way of differentiating from not only current competitors, but also from future competitors. The definition of brand has been also as logo (Crainer 1995, Arnold 1992).

Companies may gain competitive advantage by identifying company identity as Tata, the motor company, has applied to its product portfolio. Mainly, Tata has named all its products by placing the brand name on the front as Tata Nano, in order to gain relevance to its brand strategy. On the other hand, it hasn't been meaning of representing a proper brand strategy for each brand. Portfolio relevancy should also have been taken into consideration in terms of manufacture (Reil and Balmer 1997).

People have being responding to perceived reality, but not to reality (Boulding 1956). Although Boulding (1956) has not found out reality in-depth, his focuses has been on diversity interpretations of the same upper level. Also, Martineau (1959) has defined brand as the image in consumer's minds with functional and psychological attributes.

Another definition of brand has been that “brand is a consumer’s idea of a product” (Pitcher 1985).

Several authors have kept to the concept of brand as unification in consumers’ minds (Joyce 1963, Arnold 1992, Keller 1993). However, Keeble (1991) has put it shortly as: A brand becomes a brand as soon as it comes in contact with consumer. Then the questions have arisen such as; “What is the minimum level of customer contact to make sense of a brand? Also, what is the minimum level of ideas, feelings, and attitudes required to quantify them as image? What are the boundaries for brand? ”. These questions have provoked us to see the limitations of defining brand as an image in consumer’s mind. Furthermore, as discussed above, the issue of overlapping of various perspectives has not been solved.

Brand value has had sub-dimensions. These have been classified as loyalty, awareness, perceived quality, association and image. These concepts have had a positive impact on brand value. With high brand awareness in minds of consumers through these concepts, strong and positive associations have led to increased brand preference. The strength of these sub-dimensions also has made the brand strong (Gil, Andres and Martinez 2007, pp.188- 199).

2.3 BRAND IMAGE

Image has been generally the impression that an individual has about another individual, group, or organization (Okay 2000, p. 167).

The image has been formed in the mind of individual gradually and as a result of the interaction of some elements. Image has been developed in the minds of individuals in line with the opportunities and services offered with the information level and the judgments (Peltekoğlu 2007, p.358).

Brand image, on the other hand, has been the sum of emotional and aesthetic impressions that have been created for the target audience of the produced product (Ker 1998, p.25). According to another definition, it has been all the emotional considerations as well as the rational assessments of a product on a person or on a

group of people, in other words, the sum of feelings and thoughts that the product has evoked on the person (Peltekoğlu 2007 p.584).

The meaning the customer has placed on the brand reveals the brand image. It has been observed that; brand consists of the characteristics that differentiate the brand from other brands when compared to the competing brands and the consumer's thoughts about the brand. The perception of the sum of information which has been obtained from various sources about the brand creates the brand image (Özdemir and Karaca 2009, p.117).

According to Bedük, brand image explanation, the brand image has been defined as the customer perception which has been reflected by keeping the brand associations on the mental map and has been formed by the thoughts about the brand. The brand has been perceived as a symbol and an image by the customer; may have been transmitted among the customers through this symbol and the resulting image.

One of the basic elements of Brand Image has been visual presentation. An important characteristic of visual presentation, which has been considered as a strong component of the brand image, has been that it is effective to keep and remember the original symbols of the brand in the minds of the customers or the consumers (Bedük 2012, p.52).

Brand image has been one of the important components which create the brand (Keller 1993). While creating and shaping the brand image, the companies may also benefit from the colours and logos utilized by the brand. In this way, image of the brand has been affected by the physical appearance of the brand positively or negatively (Arslan and Altuna, 2010).

Brand image has been defined by Randall as; “The sum of the experiences gained from the consumer's experiences, hearings, advertisements, packaging and services about that brand, modified by selective perception, previous beliefs, and social norms and forgetting” (Randall 2005, p.18). Brand image can also be improved through advertising and public relations. The image of the brand has also been influenced by the product quality and performance. If the customer has perceived the positive ideas

of the other customers about the brand, than he or she can trust the brand sufficiently, buy its products and may become a customer of that brand (Lau and Lee 1999, p. 346).

After-sales services received by the customers have also been very important for the brand image to be strong. After-sales services have affected the perceived quality and through the full mediation of the perceived quality, it has a positive effect on the brand image. While after sales quality service has provided high profit rate, effective image, competitive power and customer loyalty to the company by maintaining the customer's defined satisfaction level, defined economic and social benefits, prestige and enjoyment, on the other hand it has established two-way satisfaction. Therefore, companies which has gained reputation and have had a solid brand image give importance to after-sales services (Brechan 2006). Furthermore, according to TUSIAD report about digitalization in 2015, brand image has also been positively affected by technology.

Brand image has been one of the important factors that directly affects the promotion and positioning of the product among its users. A good brand image has differentiated a product or a service in many respects from other brands that are similar in terms of quality, price, benefit etc. and has brought the product or service to the fore; attract attention (Aydınoglu 2014, p. 11).

The common point of the definitions about brand image has been that; the brand image is created in the minds of customer as a result of the people's perceptions of the brand, positioning the brand in the market it belongs and of the related marketing activities related to the brand. Customers have an image of a brand based on the associations it has evoked in their minds. Therefore, the image of a brand may vary according to the individuals, because every person may have different associations about a particular brand.

It has not been possible to ignore the brand positioning in the image of a brand (Kotler and Keller 2009, p.308). Brand positioning has been expressed as "a unique structure of a business with its image and offerings, created for its targeted audience" (Kotler 2014). Successful brand positioning has been important for companies,

because lack of a brand positioning means that it has not maintained a place in the minds of the customers and it has not had any value in their minds (Elitok and Toksoy 2003). A poorly positioned brand may confuse customers and may put the business in a difficult position against its competitors (Bradley 1995). In brand positioning, the brand has been placed in the minds of consumers in order to maximize the potential benefit of the business. In this way, a strong brand positioning has been increasing the image of the brand.

For the creation of brand image, many brands today have been applying various marketing strategies through communication channels. These initiatives have been conscious initiatives of the brands on behalf of their brand image and the strategies they have implemented. (Salinas and Perez 2009)

Within this context, Social Responsibility has been considered to have important functions in terms of creating and strengthening corporate image, gaining trust and sympathy by their target audience and increasing awareness level of the company or brand. Today, many companies and institutions have been focusing on social responsibility projects in order to strengthen their brand image in the society (Elden and Müge 2009, p.535).

As Sir Dominic Cadbury, the Chairman of the Board of Directors of Cadbury Schweppes has stated in 1996 when he was directing the Social Responsibility Leadership Campaign organized by Business in the Community “The corporate social responsibility campaign is an effective way of improving corporate image, product differentiation and increasing both sales and loyalty.” (Pringle and Thompson 2000, pp. 5-6);

In corporate social responsibility projects, brand image has been positively affected. The associations of the customers regarding the brand have included both their attitudes towards the product and their perceptions about the social activities of the company. According to Rust et al, enriching the brand with ethical and social events has been increasing the value and the image of the brand. These associations have been affecting customers' evaluations of products and their brand loyalty (Singh 2008, p.599).

2.4 CORRELATION BETWEEN CSR AND BRAND IMAGE

Companies, which constitute the basis of the economy in modern liberal countries, have been aiming to make profit to sustain their position. Generating profit has been company's purpose. However, organizations which have the sole aim to make profit traditionally have failed to achieve sustainable success. In today's changing world, the reasons consumers care about have been changing rapidly due to changing world conditions, the companies' responsibilities towards society, environment and in general towards the world, have been increasing and changing every day. It has been observed that consumers tend to prefer socially responsible companies and therefore more likely to establish emotional links with their brands. Therefore, social responsibility projects have become more prevalent in recent years.¹

The CSR has been defined as the responsibilities expected from the organization by the society and thought to be voluntarily fulfilled even though the organisation is not obliged to do so. Such benefits have been considered as aids that provide a positive image to the organization in the society and enable the organization to work profitably in the long term and maintain the organization's long term subsistence (Ferrell and Friedrich 1994, p. 85).

Customers, while taking decisions for their purchases, have not only been affected by the tangible benefit it provides (quality and price), but they have also been affected by intangible assets, such as brand image, brand association or business reputation (Cretu and Brodie 2007). Brands that are based on emotional values have been considered to be more durable in nature and less likely to be affected by attrition because of competitive actions (Lynch and Chernatony 2004).

¹ <http://www.sosyalsorumluluk.org/kurumsal-sosyal-sorumluluk-ve-marka-imaji/>, [accessed 12 May 2019]

According to 2002 research by Price Waterhouse Coopers; “70% of global chief executives believe that CSR is vital to their companies’ profitability”. Another research for the effect of CSR has shown that 91% of CEO’s believe that CSR management creates shareholder value (Carroll and Shabana 2010).

Corporate social responsibility has been important, because it has affects both on corporate image and on brand image. The association of consumers with the brand has included both their attitudes towards the product and also their perceptions regarding the social activities of the company. According to Rust et al, enriching the brand with ethical and social events has been increasing the value of the brand (Singh 2008, p.599).

In today’s rapidly increasing competitive environment, the importance of corporate social responsibility activities has become more understood and such activities have had started to be used by companies to fulfil their various purposes. Some of these objectives can be expressed as the desires of the companies to bring their perceived corporate image to a good level in the eyes of the consumers, to differentiate by gaining a competitive advantage over their competitors, and to draw attention to their goods or services (Hoeffler and Keller 2002, p.78).

According to Business for Social Responsibility (BSR), a global organization that provides consultancy services to businesses in the field of corporate social responsibility, there have been many benefits that the companies with corporate social responsibility can achieve. In addition to advantages such as; increased financial performance, reduced operational costs, increased sales and customer loyalty, increased employee productivity and quality and attracting talented employees to the company, the development of brand image and reputation has been also another benefit that can be achieved (International Public Relations Association 2002).

2.5 HISTORY AND EVOLUTION OF CSR IN TURKEY

Although CSR is a new phenomenon in Turkey, Turkish society has always had to help each other throughout the history. Welfare of Turks has been interrelated with Ottoman waqf (charitable foundations) system and the economic liberalization efforts which have begun in 80's. Turkish people traditionally have had a strong sense of responsibility towards the local communities they serve. They have always provided assistance for communities in need through charitable foundations (Bayartan 2008).

In addition, social solidarity has been institutionalized with the culture of Ahi community and foundation in Ottoman Empire. Ahi Community and foundations have been the way of showing humanitarian side of Ottoman Empire. Through the foundations that serve society; hospices, hospitals, madrasahs, donations, inns and caravanserais has been built to meet the health, education and nutrition needs of public (Toker and Tat 2013).

The waqf system has been based on sharing and participating. Individual happiness cannot be achieved without collective happiness. During the Ottoman period, the waqfs have contributed to empire's commercial and financial structure. From the economic point of view, the waqf system have developed over centuries as Ottoman philanthropists allocated their assets to the benefit of society for specific purposes. (Bayartan 2008)

This tradition of solidarity and beneficence among Turkish people has also included supportive relations, helping poor and supporting people with disabilities besides other religious, conscientious and emotional practices. In this way, philanthropists have both helped to create a better society and to acquire merit in Allah's sight. Solidarity and being beneficial have been considered as a spiritual merit as part of Islamic belief and practice. This has made corporate social responsibility projects more meaningful for Turkish people (Alakavuklar, Kılışarslan and Öztürk 2009).

The social responsible role of the foundations has been centralized through transferring it to the state after establishment of Turkish Republic. In the 70's, with the influence of US, social responsibility activities have been institutionalized and after the 80's, holdings has carried out social responsible activities in the fields of art, education and culture (Toker and Tat 2013).

While preparing this thesis, it has been observed that, the concept of corporate social responsibility in Turkey has not been progressed enough when compared to developed countries. Within this regard, Visser's theory has been the most significant study for CSR in Turkey. As mentioned before, Visser's (2008) CSR pyramid has been related with developing countries. According to Visser's theory, it has been seen that current practices of CSR in Turkey can be understood based on developing countries. Turkey has been a developing country and Visser's CSR pyramid has declared that priorities of private initiatives related to the activities differ from the ones in developed countries. Furthermore, Turkey hasn't had clear-cut state regulation or legal enforcement for CSR. It has been voluntary for private companies to undertake such projects. The preference of companies to engage in CSR activities can be explained by external influence, such as EU accession process and global competition (Ararat 2008; Deren Van Het Hof 2009; Dinçer and Özdemir 2013). Since Turkey has been a candidate country for the European Union, Turkish companies were expected to act in line with the European Union standards.

The NGOs and the consultancy firms, which offer services in this field, and the CSR tools such as the Sustainability Index created by the Istanbul Stock Exchange in 2014, have been spreading rapidly each day. Moreover, the private sector, civil society and public collaborations that are more sustainable, rational and inclusive in CSR field have been increasing in number, the CSR applications have becoming more embracing and the innovative business models have been developing. In Turkey, there have been numerous CSR projects in the fields of education, health, environment, and people with disabilities.

In 2005, the Third Sector Foundation of Turkey (TÜSEV) has conducted research on private sector's CSR approach in Turkey. The research has suggested that most of

the companies, although giving importance to CSR concept, they fail to fully integrate CSR with their corporate culture. It has also pointed out that companies tend to perceive CSR efforts as merely fulfilling a legal obligation, partnering up with NGOs and supporting causes as a part of public relations. CSR is a phenomenon for Turkish companies since they have started to give importance to social responsibility activities in the last decades.

2.6 BANKING SECTOR IN TURKEY

Turkish banking sector today, fulfilling the needs of modern banking with a strong capital structure, under the supervision of independent and effective regulatory and supervisory bodies and senior rates, has been continuing to progress every day. Today, all the banking business, all transactions and services offered in the Turkish banking sector are offered to individuals and legal entities in developed countries around the world. Financial figures in the sector have been increasing day by day (Sümer 2016).

Today, banks have been playing a highly active role in both real economy and finance industry. Banks have become the most important actors in money and capital markets, offering a wide range of corporate and retail products. Banks have been performing many transactions and services, such as cash and non-cash loans, deposit and saving services, intermediation in foreign trade, money transfers, custody services, clearing of checks and promissory notes, derivative transactions, intermediary services and financial consulting (Arabacı 2018).

Today, banks have been indispensable part of our lives. They have played a major role in establishing and developing the industry in Turkey. They have achieved this by performing all commercial transactions and retail banking services, including payments, loans, custody, depositing and money transfers safely and efficiently. Banks in Turkey have been showing a modern and healthy picture with their services and balance sheet structures. President of the Banks Association of Turkey, Hüseyin

Aydın, has stated that “Turkish banking industry has been growing daily and proud of its strong and autonomous institutions and executive boards.”²

According to the Banking Regulation and Supervision Agency (BRSA) sector data as of December 2018, there have been 50 banks operating in Turkey (29 private commercial banks, 3 state banks, 13 development and investment banks, 5 participation banks). Top seven banks, three of which have been state-controlled, have been holding more than 70% of total assets, loans and deposits of banking sector in Turkey. Current decomposed structure has been offering future opportunities for mergers and acquisitions between banks. 55% of Turkish population has been under 35 years old and bankable population has been only 60%. These have been key indicators of the growth dynamics of banking sector in Turkey. Turkish banking sector have had a cumulative average growth rate of 20% since 2002. Despite this outstanding performance, sustainable credit growth has been considered to be around 15%, given population dynamics and banking penetration levels.

2.7 CSR PROJECTS IN BANKING SECTOR IN TURKEY

Social responsibility projects which have been carried out by banks in Turkey have become increasingly important in public life. Through these projects, banks have been aiming to help addressing social issues and by doing so, enhancing their prestige. Since private entities have been seeking to increase their profitability, it has been quite natural for banks to invest in social responsibility projects to reach and attract wider customers/public. Considering their profits, it has been natural that the banks were expected to invest in social responsibility. Turkish Banks have developed and implemented many CSR projects in the fields of education, sports, cultural and art activities, environment and entrepreneurship. However, most of the time, Banks in Turkey has preferred to contribute to the projects which serve to their own mission. (Çitelbeg 2015)

² <https://www.trthaber.com/haber/ekonomi/ziraat-bankasi-genel-muduru-aydin-turk-bankacilik-sistemi-sagliklidir-ve-gucludur-419652.html>, [accessed 12 May 2019]

İşbank, Garanti BBVA, Akbank and Yapı Kredi have been selected banks for this thesis, because, they have been the four largest private banks in Turkey in terms of asset. In addition, they have had long banking history in Turkey.

İşbank, the first private bank which has been established in Turkey upon the directives of Mustafa Kemal Atatürk, has been providing commercial and individual financing since 1924 to support economic development (İşbank 2019a).

Akbank, has been established by Hacı Ömer Sabancı in 1948, to support cotton producers in Adana in terms of finance they need. Akbank's name has been created with the inspiration of cotton's colour "white", as "Ak" means "White" (Akbank 2019a).

Garanti BBVA, which has been founded in Ankara in 1946, has been the second largest private bank in Turkey as of March 31, 2019. Garanti BBVA, has added value to Turkish economy since 2010, with the synergy which has been created with the main shareholder BBVA. Since June 2019, the Bank has been operating under the brand of "Garanti BBVA" (Garanti BBVA 2019a).

Yapı Kredi has been founded by Kazım Taşkent in 1944, just to provide loans to people who wanted to buy houses and by time it has become one of the most valuable banks of our country and today it still continues to serve the consumers with various different products and services (Yapı Kredi 2019a).

2.7.1 Education

Education has been a major focus for societies and states in developing countries, such as Turkey. Therefore education has been constituted as one of the main themes of CSR activities in Turkey. The banking sector projects have primarily focused on undeveloped regions which have low literacy rates, particularly among girls.

İşbank has carried out comprehensive and long-term education projects throughout the country. İşbank has had CSR projects for education such as; 81 Students from 81 Cities, One Million Books, One Million Children, and Book Donations to Schools and Public Libraries (İşbank 2019b).

Education has been a very important topic for Garanti BBVA as well. It has had many considerable projects such as; Teachers' Academy Foundation (TAF; Öğretmen Akademisi Vakfı). Furthermore, Garanti BBVA has attempted to play an active role in increasing financial education and sustainability awareness in Turkish society (Garanti BBVA 2019b).

Akbank has also contributed to society's development with social responsibility projects in education. In 2018, they have received many applications for the Young Volunteers Project, which have been conducted with the voluntary participation of university students. These young people have volunteered for 70 important social responsibility projects in 26 cities. In the 70th anniversary of the establishment of the Bank, they have invited all of Turkey to "Donate a Smile" social responsibility effort. They have used the slogan "The Smile Is from You, Support for Education Is from Akbank". They have donated books and other school needs of 50.000 students at 141 schools in 50 cities across the Turkey (Akbank 2019b).

Education has also been one of Yapı Kredi's major fields of activity. They have attempted to reach as many children as possible while implementing various projects that would help those children to become environmentally and socially aware individuals in the future. With this project, Yapı Kredi has aimed to increase creativity of the students in order turn them to individuals who can understand and interpret what they read and listen and who can express themselves easily in every atmosphere both written and oral. Yapı Kredi has had lots of CSR projects in the field of education such as; "I Read I Pay", "Vadaa's Support for Education", "Scholarships and Academic Collaboration", "For My Country Fund" (Yapı Kredi 2019b).

2.7.2 Cultural and Art Activities

Banks have played active role in order to generate social benefits either by supporting major cultural and art activities or organizing these kinds of events themselves. Since art and cultural activities have been one of the most effective communication methods, these kinds of CSR projects has helped to create a positive corporate image and improve an organization's reputation.

İşbank has contributed to development of the country's art environment by bringing many international art and cultural events to Turkey. The Bank also has had sponsorships projects in order to introduce country's cultural heritage to new generations and to preserve these for the future. Kültür Yayınları, İş Sanat Concert Hall, İş Sanat Art Galleries, Mimar Sinan Fine Arts University Laboratory of Artwork Conservation and Restoration, İşbank Museum and Sponsorship for the İstanbul Foundation for Culture and Arts, International İstanbul Music Festival have been the most considerable activities of the Bank in culture and arts field (İşbank 2019c).

Akbank has had a variety of arts and cultural activities with the aim of making art more accessible. It has been also a visionary bank that makes social investments in many diverse areas, including jazz, theatre and contemporary arts (Akbank 2019c).

Garanti BBVA has supported art and culture through its SALT modern art centre initiatives, and jazz music through Garanti Caz Yeşili (Garanti Jazz Green) initiatives (Garanti BBVA 2019c).

According to Kazım Taşkent who is the founder of Yapı Kredi;Corporations, no matter how large they are, have two tasks. One is related to its areas of activity, second is related to society. They chose culture and arts. For this reason, they are the bank of culture and arts.

Therefore Yapı Kredi has had some CSR projects for culture and arts such as; Yapı Kredi Culture Arts and Publishing, Çatalhöyük Excavations, Afife Jale Theater Awards (Yapı Kredi 2019c).

2.7.3 Environment

As one of the pioneers in environmental responsibility subject in Turkey, İşbank has been focusing on increasing environmental awareness and protection of the environment. In this respect, the Bank has been aiming to reduce its environmental impacts, contribute to the protection of Turkey's biodiversity and increase awareness by collaborating with non-governmental organizations (İşbank 2019d).

Akbank has supported Carbon Disclosure Project (CDP) in Turkey. It has wanted attention to environmental transparency. In addition, Akbank has supported “Before They Disappear” project which was implemented in Turkey. It has worked with Regional Environment Centre (REC) in order to draw attention to regions which have been under risk due to climate change (Akbank 2019d).

Garanti BBVA has been the main sponsor of the World Wild Foundation (WWF) in Turkey for 27 years. The slogan they used “Garanti BBVA for Nature” has been one of the most catching sentences. Furthermore, Garanti BBVA has been the main supporter of CDP, the local office of CDP, which has been described by Harvard Business Review as the world's most powerful green NGO (Garanti BBVA 2019d).

Yapı Kredi has had environmental projects as well. To prevent loss of Turkey’s and world’s natural resources, to use these resources in the most efficient way and try to minimize the environmental effect resulting due to Yapı Kredi’s activities,

- a Block waste and to ensure recycling,
 - b Increase awareness and sensitivity regarding environment and sustainability.
- (Yapı Kredi 2019d)

When the websites and sustainability reports of İşbank, Akbank, Garanti BBVA and Yapı Kredi a have been analysed, it has been seen that priority has been given to social support and education in CSR projects. In culture and art projects on the other hand, exhibitions and museums established within the banks had come to the front. After that, it has been determined that sports and environmental projects have been followed, and finally, studies on history projects have been carried out

3. DATA AND METHODOLOGY

3.1 AIM OF THE RESEARCH

Today's Brands have been adding corporate social responsibility projects to company strategies and targets to invest in brand image. Corporate social responsibility has been subject to many studies and discussions between academicians and practitioners for many years. In his study, Özdemir (2009) has measured the impact of CSR activities of companies on brand image. On the other hand, Eren and Eker (2012) have examined the relationship between CSR and perceived brand image in their studies, and as a result of the findings of this study, it has been revealed that the CSR activities of the enterprises had a positive effect on the brand image.

This study aims to explain the effects of CSR on brand image in Turkish Banking Sector and also in İşbank, Akbank, Garanti BBVA and Yapı Kredi.

3.2 RESEARCH METHODOLOGY AND DESIGN

In this study, qualitative research methods have been used. Qualitative research has been a kind of scientific research. It has been trying to understand a given research problem or subject from the perspectives of the local population it belongs (Bernard, 1995). In order to test the proposed hypotheses and explain the effects of CSR projects, 139 questions have been asked to 166 informants. After compiling and evaluating the answers of the informants, it has been tried to verify the proposed hypothesis in the substantial part of the text. The data has helped to identify the effect of the customer perception of CSR on brand image.

Hypothesis

H0a: CSR projects which have been carried out by banks have a positive and significant relationship with the banks' brand image in Turkish banking sector.

H1a: CSR projects which have been carried out by banks do not have a positive and significant relationship with the banks' brand image in Turkish banking sector.

H0b: CSR projects which have been carried out by İşbank have a positive and significant relationship with İşbank's brand image in Turkish banking sector.

H1b: CSR projects which have been carried out by İşbank do not have a positive and significant relationship with İşbank's brand image in Turkish banking sector.

H0c: CSR projects which have been carried out by Akbank have a positive and significant relationship with Akbank's brand image in Turkish banking sector.

H1c: CSR projects which have been carried out by Akbank do not have a positive and significant relationship with Akbank's brand image in Turkish banking sector.

H0d: CSR projects which have been carried out by Yapı Kredi have a positive and significant relationship with Yapı Kredi's brand image in Turkish banking sector.

H1d: CSR projects which have been carried out by Yapı Kredi do not have a positive and significant relationship with Yapı Kredi's brand image in Turkish banking sector.

H0e: CSR projects which have been carried out by Garanti BBVA have a positive and significant relationship with Garanti BBVA's brand image in Turkish banking sector.

H1e: CSR projects which have been carried out by Garanti BBVA do not have a positive and significant relationship with Garanti BBVA's brand image in Turkish banking sector.

3.3 SAMPLING AND DATA COLLECTION

The questionnaire has been conducted in order to understand the relationship between CSR and brand image for banking sector in Turkey. İşbank, Akbank, Garanti BBVA, Yapı Kredi have been selected to represent banking sector for the survey. The questionnaire has been composed of 5 parts and has included 178 questions totally. The same 33 questions have been asked for each 4 banks. The first part of the survey has included questions about age and gender. The second part of the questionnaire has focused on İşbank. Another part of the questionnaire has involved Akbank. The fourth part has been associated with Garanti BBVA. The last part of the questionnaire has involved Yapı Kredi.

Those parts have included questions about CSR and brand image. CSR perception and brand image related scales have been used, Likert type 5-point scale (5=I strongly agree... 1=I strongly disagree) and the scales have been mostly received from substantial studies. The scales have been mostly borrowed from the study of Swaen and Chumpitaz (2008), Ural Perk (2012,), Özüpek (2004). The survey has been prepared in Google Survey which has been an online survey tool. The survey link has been shared through social media environment; Facebook, LinkedIn, Twitter and Instagram, in order to reach a desired amount of participants, in a given short time. The survey has been completed by 166 people in total.

Q1: Question about gender

Dichotomous Scale has been used.

Q2: Question about age

Open-ended question has been used.

Q3: Question about banking customers

Category scale – multiple item single response has been used. The scale has included; bank customer or not bank customer

Q4 – Q5-Q13-14-15: Question about philanthropic responsibilities

5 point interval agreement scale has been used. The participants have indicated the agreement level of these relationships. The scale has included; Strongly Disagree, Disagree, Indecisive, Agree, Strongly Agree.

Q6 – Q7 - Q12: Question about legal responsibilities

5 point interval importance scale has been used. Participants have been supposed to indicate the importance level of every feature. Legal regulations, legal rules have been evaluated. The participants have voted according to Strongly Disagree, Disagree, Indecisive, Agree, Strongly Agree.

Q10-Q19 – Q20 – Q21-Q23: Question about perceived brand relationship

Questions have been asked about perceived brand relationship and also scales using Likert type 5-point scale have been applied.

Q16 - Q17 – Q22: Question about community benefits

5 point interval importance scale has been used. The scale has included; Strongly Disagree, Disagree, Indecisive, Agree, Strongly Agree.

Q8 - Q19 - Q10: Question about ethical norms

5 point interval agreement scale has been used. The participants have voted according to; Strongly Disagree, Disagree, Indecisive, Agree, Strongly Agree.

Q24 – Q25 – Q26-Q27-Q28: Question about brand appearance

5 point interval agreement scale has been used. The participants have voted according to; Strongly Disagree, Disagree, Indecisive, Agree, Strongly Agree.

Q9 - Q10 - Q11: Question about brand positioning

5 point interval agreement scale has been used. The scale has included; Strongly Disagree, Disagree, Indecisive, Agree, Strongly Agree.

Q9 - Q10 - Q11: Question about service quality

5 point interval agreement scale has been used. The scale has included; Strongly Disagree, Disagree, Indecisive, Agree, Strongly Agree

3.4 MEASURES

Table 3.1 has been displaying the conceptual framework, visual representation of the theoretical model and the relationship between brand image and CSR. Independent variables have been philanthropic responsibilities, legal responsibilities, perceived brand relationship, community benefits, and ethical norms. Dependent variables have been brand appearance, brand positioning and service quality. Table 3.2 has been showing the relations and hypotheses examined in the study.

3.5 STATISTICAL METHOD

In the analysis of data, descriptive statistics have been presented with frequency, percentage, average and standard deviation values. Exploratory factor analysis has been used in order to determine the factor structures of the question groups. Alpha analysis has been used in order to test the internal consistency of the dimensions. Correlation analysis has been used in order to determine the relationship between the dimensions. Regression analysis has been used in order to model the relationship between the dimensions and show multiple. In the study, p values less than 0.05 has been considered statistically. SPSS 22.0 software has been used for analysis

Table 3.1: Conceptual Framework

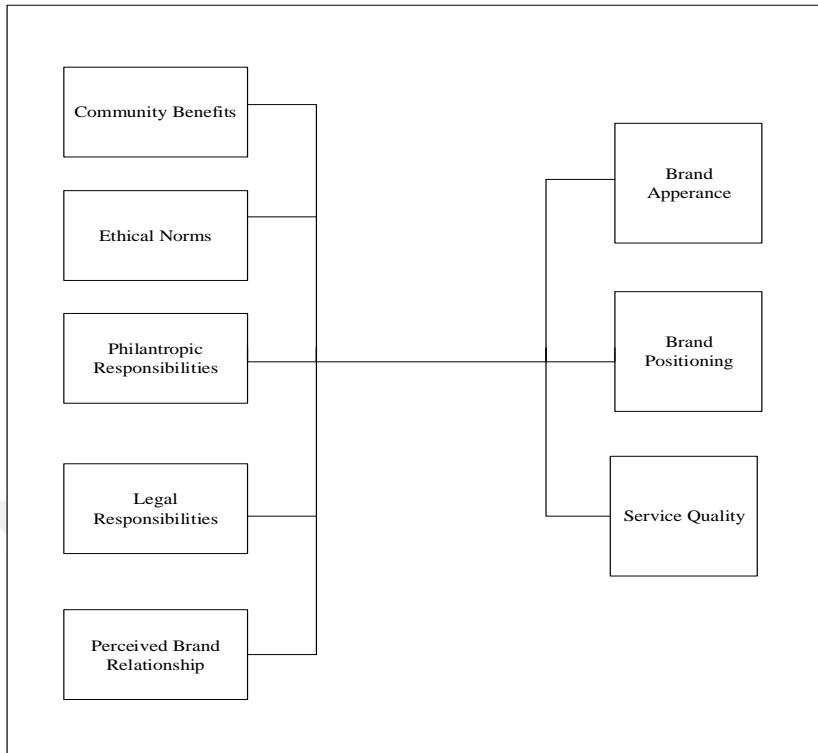


Table 3.2: Research Model

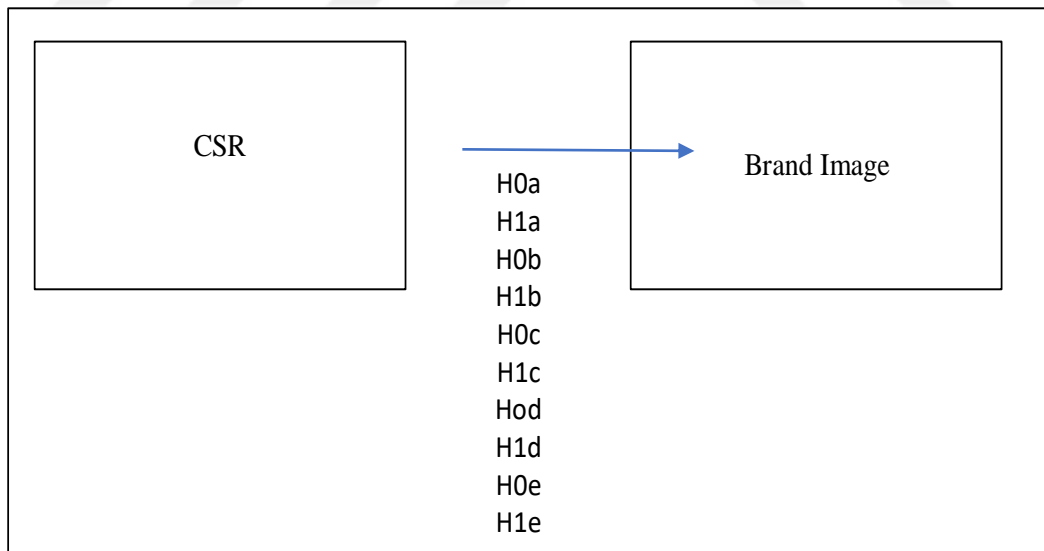


Table 3.3: Correlation

Variable	Mean	Standart Deviation	Brand Image	Brand Appearance	Brand Positioning	Service Quality	CSR
Brand Image	3,59	0,72	1				
Brand Appearance	3,61	0,64	,628**	1			
Brand Positioning	3,9	0,78	,873**	,229**	1		
Service Quality	3,49	0,84	,899**	,307**	,844**	1	
CSR	3,44	0,72	,474**	,666**	,222**	,267**	1

**Correlation is significant at the 0.01.level

Table 3.2 shows the correlation matrix between these variables. All latent variables are correlated with each other with p values 0.01.

3.5.1 Descriptive Analysis

The survey has been conducted in order to measure the relationship between CSR projects and brand image. 166 people have completed surveys which have been shown below in Table 3.2. The analysis has started with the frequencies and percentages of the variables related to the brand image.

Table 3.4: Frequency Information of Participants

	Frequency	Percent
Valid	166	100
Excluded	0	0
Total	166	100

Table 3.5: Gender Information of Participants

	Frequency	Percent
Male	69	41,6
Female	97	58,4
Total	166	100

According to descriptive analysis of gender; 58.4% of the participants were women; 97 out of a total of 166 participants and 41.6% of the participants were male; 69 out of 166 participants.

Table 3.6: Age range of Participants

	Frequency	Percent
<1960	4	2,4
1961-1970	19	11,4
1971-1980	33	19,9
1981-1990	72	43,4
1991-2000	37	22,3
2001>	1	0,6
Total	166	100

According to descriptive analysis of the demographic profile; age range of participants has been 36, and mostly distributed between 30 and 35.

Table 3.7: People who attend survey, customer or not customer

	Frequency	Percent
Customer	70	42,2
Not Customer	96	57,8
Total	166	100

3.5.2 Reliability Analysis

Each scale has been calculating the relationship between its own items and other items with a coefficient. This method has been derived from the Kuder Richardson formula. Item statistics have been showing the relationship between the value taken from each item in the measurement range and the total value taken from the whole means (Balçı 2010, p.109). Reliability of a scale depending on alpha coefficient can be interpreted as follows.

The table 3.8 has been indicating the reliability scales for survey. Cronbach's Alpha must be equal or higher than 0.70 for a scale to be reliable. Cronbach alpha has been 0,984 at this survey. Starting from this point, it can be said that this survey has been reliable.

Table 3.8: Cronbach's Alpha

Cronbach's Alpha	Internal Consistency
$\alpha \geq 0,9$	Excellent
$0.9 > \alpha \geq 0,8$	Good
$0.8 > \alpha \geq 0,7$	Acceptable
$0.7 > \alpha \geq 0,6$	Questionable
$0.6 > \alpha \geq 0,5$	Poor
$0.5 > \alpha$	Unacceptable

Table 3.9: Survey Structures and Measures

Corporate Social Responsibility / Source: Swaen and Chumpitaz (2008)			Cronbach's α
Philanthropic Responsibilities	PHI1	The bank produces the quality that the society needs	,928
	PHI2	The bank produces the products/services that the society needs	
	PHI3	The bank gives importance to charitable issues	
	PHI4	The bank makes donations to charities	
	PHI5	The bank cooperates with non-governmental organizations	
Legal Responsibilities	LGL1	The bank gives importance to legal regulations	,888
	LGL2	The bank informs the society about the legal rules	
	LGL3	The bank provides accurate and exact information to its customers	
Perceived Brand Relationship	PBR1	The bank is recognized by the society as reliable	,893
	PBR2	The bank is recognized as a socially responsible business among its competitors	
	PBR3	The bank informs the society about social responsibility activities	
	PBR4	There are social responsibility activities that remind the Bank	
Community Benefits	COMB1	The bank cooperates with educational institutions	,879
	COMB2	The bank supports sports activities	
	COMB3	The bank is sensitive to the environment.	
Etchical Norms	EN1	The bank gives importance to ethical/moral codes.	,908
	EN2	The bank has comprehensive code of conduct/ Code of ethics	
	EN3	The bank strive to ensure that activities do not have negative impacts on society	

Brand Image / Source: Ural & Perk(2012,) & Özüpek(2004)			Cronbach's α
Brand Apperance	PA1	The visual design of this brand is good	,909
	PA2	The visual design of this brand is catchy	
	PA3	The design of the branches of this brand is beautiful.	
	PA4	The colors used in the design of this brand are beautiful	
	PA5	Mottos of this brand are good	
Brand Positioning	BP1	This brand has a good name	,915
	BP2	This brand has a different image from other brands	
	BP3	There is harmony between the ideal image of this brand and its image	
	BP4	When the name of this brand is mentioned, its logo comes to my mind	
	BP5	This brand is good advertising agency	
Service Quality	SQ1	This brand is sensitive to customer complaints	,839
	SQ2	The technological infrastructure of this brand is good	
	SQ3	The after-sales services of this brand are good	

Table 3.10: Relationship between CSR and Brand Image

Variables	Brand Image	Brand Apperance	Brand Positioning	Service Quality	CSR
Brand Image	1				
Brand Apperance	,628**	1			
Brand Positioning	,873**	,229**	1		
Service Quality	,899**	,307**	,844**	1	
CSR	,474**	,666**	,222**	,267**	1

There has been a positive and significant relationship between CSR levels and brand perceptions of the participants. There has been positive correlation between CSR and brand perception ($r = 0.474$, $p = 0.01$). It has been found that there was a substantial relationship between CSR levels and brand appearances for the participants. ($r = 0,666$, $p = 0,01$). There has been a weak, positive and significant relationship between CSR levels and brand positioning levels for the participants. ($r = 0.222$, $p = 0.01$). It has been clear that, there was a weak relationship between CSR levels and service quality levels for the participants. ($r = 0,267$, $p = 0,01$).

3.5.3 Factor Analysis

The factor analysis has been performed on 31 statements producing satisfactory findings. Data suitability for factor analysis has been investigated. Kaiser-Meyer-Olkin and Bartlett's Test has been used to measure the sampling adequacy. KMO measurement has been between 0 and 1 and it should be higher than 0.6. In this study, KMO has been 754.31; variables have been looking suitable for factor analysis. As a result, an eight-factor solution that explained 68.00% of the total variance in 31 variables has been achieved. However, 5 statements couldn't be grouped significantly among these factors.

Therefore, those 5 statements have been removed. Data suitability for factor analysis has been investigated. The KMO measure of sampling adequacy has been calculated as 0,859. Since 0,500 has been the minimum acceptable value that indicates a large enough sample size, it has been decided that data with 26 variables was suitable for factor analysis. In addition, the Chi-square value of Bartlett's Test of Sphericity, which determines the suitability of the inter correlation matrix of the 26 variables for factor analysis, has been found to be significant at the 0.000 level. As a result, the sample size and the quality of the data has been both suitable for this analysis. As a result of the factor analysis shown in Table 8, a sixth-factor solution explaining 69.126% of the total variance in 25 variables has been obtained. All the items have been significantly divided into these factors with high factor loadings.

Table 3.11: Survey Constructs and Measures

Corporate Social Responsibility / Source: Swaen and Chumpitaz (2008)			Cronbach's α
Philanthropic Responsibilities	PHI1	The bank produces the quality that the society needs	,928
	PHI2	The bank produces the products/services that the society needs	
	PHI3	The bank gives importance to charitable issues	
	PHI4	The bank makes donations to charities	
	PHI5	The bank cooperates with non-governmental organizations	
Legal Responsibilities	LGL1	The bank gives importance to legal regulations	,888
	LGL2	The bank informs the society about the legal rules	
	LGL3	The bank provides accurate and exact information to its customers	
Perceived Brand Relationship	PBR1	The bank is recognized by the society as reliable	,893
	PBR2	The bank is recognized as a socially responsible business among its competitors	
	PBR3	The bank informs the society about social responsibility activities	
	PBR4	There are social responsibility activities that remind the Bank	
Brand Image / Source: Swaen and Chumpitaz (2008)			Cronbach's α
Brand Appearance	PA1	The visual design of this brand is good	,886
	PA2	The visual design of this brand is catchy	
	PA3	The design of the branches of this brand is beautiful.	
	PA4	The colors used in the design of this brand are beautiful	
Brand Positioning	BP1	This brand has a good name	,894
	BP2	This brand has a different image from other brands	
	BP3	There is harmony between the ideal image of this brand and its image	
	BP5	This brand has good advertising agency	
Service Quality	SQ1	This brand is sensitive to customer complaints	,839
	SQ2	The technological infrastructure of this brand is good	
	SQ3	The after-sales services of this brand are good	

3.5.4 Normality Analysis

Table 3.12: Normality Analysis

Dimensions	Kolmogorov-Smirnov			Distributions	
	Z	Df	p	Skewness	Kurtosis
CSR	0,049	165	0,200*	-0,38	0,4
BRAND IMAGE	0,039	165	0,200*	-0,44	0,36

Skewness and Kurtosis are statistical terms that help to define the general shape of the probability distribution of a variable with mean and standard deviation (Doan, Hons 2011). CSR and Brand image distributions have been found to be suitable for normal distribution ($p = 0,200 *$, $p > 0.05$). In addition, it has been found that the CSR dimension was -0.38 and the Kurtosis value was 0.40. The Skewness value of the Brand Image size was -0.44 and the Kurtosis value was 0.36

Descriptive statistics (means, standard deviations, skewness, and kurtosis) of the continuous variables in this study have been shown in below tables;

Table 3.13: Descriptive statistics of CSR Perceived

Questions	Mean	Standard Deviation	Skewness	Kurtosis
The bank produces the quality that the society needs	3,58	0,91	-0,38	-0,4
The bank produces the products/services that the society needs	3,58	0,88	-0,44	-0,36
The bank gives importance to charitable issues	3,95	0,96	-0,01	-0,3
The bank makes donations to charities	3,55	1,05	-0,62	-0,65
The bank cooperates with non-governmental organizations	3,69	1,01	-0,07	-0,88
The bank gives importance to legal regulations	3,7	1,01	0,15	0,5

The bank informs the society about the legal rules	3,68	0,97	-0,53	-0,58
The bank provides accurate and exact information to its customers	3,99	1,03	-0,54	0,09
The bank is recognized by the society as reliable	3,58	0,97	0,04	-0,37
The bank is recognized as a socially responsible business among its competitors	3,53	0,99	-0,75	0,73
The bank informs the society about social responsibility activities	3,46	0,93	-0,07	-0,88
There are social responsibility activities that remind the Bank	3,51	0,96	-0,65	0,66
The bank cooperates with educational institutions	3,65	0,96	-0,71	0,09
The bank supports sports activities	3,27	0,95	-0,51	0,22
The bank is environmentally sensitive	3,95	0,98	-0,53	0,28
The bank gives importance to ethical/moral codes.	3	1,19	-0,56	0,34
The bank has comprehensive code of conduct/ Code of ethics	3,57	0,96	-0,58	0,39
The bank strive to ensure that activities do not have negative impact on society	3,5	0,98	-0,6	0,45

Table 3.14: Descriptive statistics of Brand Image

Questions	Mean	Standard Deviation	Skewness	Kurtosis
The visual design of this brand is good	3,34	1	-0,51	0,22
The visual design of this brand is catchy	3,31	0,99	-0,53	0,28
The design of the branches of this brand is beautiful.	3,28	0,98	-0,56	0,34
The colors used in the design of this brand are beautiful	3,34	0,98	-0,58	0,39
Mottos of this brand are good	3,28	0,94	-0,6	0,45
This brand has a good name	3,45	0,94	-0,55	0,53
This brand has a different image from other brands	3,31	0,93	-0,54	0,6

There is harmony between the ideal image of this brand and its image	3,28	0,94	-0,53	0,67
When the name of this brand is mentioned, its logo comes to in my mind	3,26	1	-0,52	0,74
This brand is good advertising agency	3,26	0,98	-0,51	0,81
This brand is sensitive to customer complaints	3,37	1,03	-0,51	0,75
The technological infrastructure of this brand is good	3,28	0,97	-0,5	0,34
The after-sales services of this brand are good	3,55	1,03	-0,49	0,79

3.5.5 Regression Analysis

Regression analysis has been used to determine the relationships between dependent variables and independent variables. This analysis has been showing how independent variables predict dependent variables (Büyüköztürk, 2002, s. 94). Brand image has been dependent variable of this study; therefore regression analysis has been applied to it. Variables of R squared should be between 0 and 1.

Brand Image (Dependent) and CSR levels (Independent variables) have been found to correlate with multiple levels of dependent variables; the significance of the model (F), the clarification percentage of the independent variables that change Brand Image (R²) and test the significance of coefficients (R²) t) that form the model. The fulfillment of these three conditions has been showing that the model was statistically valid. In addition, variance homogeneity and normal distribution approaches have been required for all variables included in the model. After all these practices, it has been important to examine the absence of auto correlation in the model in terms of estimation models (Albayrak et al. 2005, p.265). If these conditions have been met, the model will be evaluated as significant and the parameters in the model will be interpreted and inferences will be made.

Table 3.15: the Result of Hypothesis

Hypothesis	P Value	Result
H0a: CSR projects which have been carried out by banks have a positive and significant relationship with the banks' brand image in Turkish banking sector.	P<0.05	Accept
H1a: CSR projects which have been carried out by banks do not have a positive and significant relationship with the banks' brand image in Turkish banking sector.	P>0.05	Reject
H0b: CSR projects which have been carried out by İşbank have a positive and significant relationship with İşbank's brand image in Turkish banking sector.	P<0.05	Accept
H1b: CSR projects which have been carried out by İşbank do not have a positive and significant relationship with İşBank's brand image in Turkish banking sector.	P>0.05	Reject
H0c: CSR projects which have been carried out by Akbank have a positive and significant relationship with Akbank's brand image in Turkish banking sector.	P<0.05	Accept
H1c: CSR projects which have been carried out by Akbank do not have a positive and significant relationship with Akbank's brand image in Turkish banking sector.	P>0.05	Reject
H0d: CSR projects which have been carried out by Yapı Kredi have a positive and significant relationship with Yapı Kredi's brand image in Turkish banking sector.	P<0.05	Accept
H1d: CSR projects which have been carried out by Yapı Kredi do not have a positive and significant relationship with Yapı Kredi's brand image in Turkish banking sector.	P>0.05	Reject
H0e: CSR projects which have been carried out by Garanti BBVA have a positive and significant relationship with Garanti BBVA's brand image in Turkish banking sector.	P<0.05	Accept
H1e: CSR projects which have been carried out by Garanti BBVA do not have a positive and significant relationship with Garanti BBVA's brand image in Turkish banking sector.	P>0.05	Reject

Table 3.16: The relationship between CSR and Image (Baking Sector)

Dependent Variable	Independent Variable	Model Test		β	t	p
		Model F	R ²			
Brand Image	CSR	47,63,	0,22	0,47	6,91	0,01
		p=0,01				

According to the results of the regression analysis, it has been seen that there was a multilevel significant relationship between CSR and Brand Image.

The obtained model has been found to be statistically significant ($F = 47.63$, $p = 0.01$, $p < 0.05$). Since the explanatory level of the model was 22%, it has been found that R^2 was 0.22. In addition, the coefficients of the CSR variable in the model has been found to be significant ($p = 0.01$, $p < 0.05$). Also, there has been no correlation in the model ($D.W = 1.74$). According to these results, the model has been found to be statistically valid. The model has been as below;

$$Y (\text{Brand Image}) = (0.47) * \text{CSR}$$

The correlation of the variables in R^2 has found a positive relationship between brand image and CSR in banking sector. By 0.47 units.

Table 3.17: The relationships between CSR and Image (İşbank)

Dependent Variable	Independent Variable	Model Test		β	T	p
		Model F	R ²			
Brand Image	CSR	8,87, p=0,01	0,11	0,38	2,95	0,01

The regression model used in table 3.11 has accepted the H_0 hypothesis and has rejected H_4 hypothesis. Participants have been positively affected by İşbank's brand image due to its CSR project. The obtained model has been found as statistically ($F=8.87$, $p= 0.01$, $p < 0.05$) The explanation level of the model has been 11%, the

established power has been found to be very weak ($R^2=0.11$) Furthermore, the coefficients of the CSR variable in the model has been found to be significant ($p=0.01$, $p<0.05$). Also, there has been no correlation in the model ($D.W=1.71$). The model has been as below;

$$Y \text{ İşbank(Brand Image)} = (0,38)*CSR$$

Table 3.18: The relationships between CSR and Image (Akbank)

Dependent Variable	Independent Variable	Model Test		β	t	p
		Model F	R^2			
Brand Image (Akbank)	CSR	22,41,	0,35	0,61	4,73	0,01
		p=0,01				

H0c hypothesis has been accepted and H1c hypothesis has been rejected. Accordingly H0c hypothesis has stated that Akbank's CSR projects have an important effect on brand image for participants. In addition, participants have believed that Akbank's CSR projects have the highest positive impact on brand image rather than other banks. As a result of the regression analysis, the model has been found as statistically significant. ($F= 22,41$, $p=0.01$, $p<0.05$) The explanation level of the model has been 35% and it can be said that the established power has been sufficient. ($R^2 = 0.35$). Furthermore, the coefficients of the CSR variable in the model has been found significantly ($p=0.01$, $p<0.05$). There has been no correlation in the model ($D.W=1.93$). The model has been as below;

$$Y \text{ Akbank (Brand Image)} = (0.61)*CSR$$

Table 3.19: The relationship between CSR and Image (Garanti BBVA)

Dependent Variable	Independent Variable	Model Test		β	t	p
		Model F	R^2			
Brand Image (Garanti BBVA)	CSR	20,25,	0,25	0,49	4,44	0,01
		p=0,01				

H0d hypothesis has been accepted and H1d hypothesis has been rejected. It has been clear that brand image and perceived CSR have positive correlation for Garanti BBVA. The model obtained in the regression analysis has been found to be statistically important. (F=20.25, p=0.01, p<0.05). There has been no correlation in the model (D.W=1.84). The model has been as below;

$$Y \text{ Garanti BBVA (Brand Image)} = (0.49) * \text{CSR}$$

Table 3.20: The relationship between CSR and Image (Yapı Kredi)

Dependent Variable	Independent Variable	Model Test		β	t	p
		Model F	R ²			
Brand Image (Yapıkredi)	CSR	21,07, P=0,01	0,27	0,53	4,59	0,01

H0e hypothesis has been confirmed, therefore H1e has been rejected. The finding has concluded that perceived CSR has significant effect on the Yapı Kredi's image. The model obtained in the regression analysis has been found to be statistically significant (F=21.07, p=0.01, p<0.05). The explanation level of the model has been 27%, therefore R2=0.27. There has been no correlation in the model (D.W=1.97). The model has been as below;

$$Y \text{ Yapı Kredi (Brand Image)} = (0.53) * \text{CSR}$$

In summary, this survey has examined whether CSR has a positive impact on brand image. It has been tested on Banking Sector in Turkey. The results have been positive and H0a, H0b, H0c, H0d and H0e are confirmed.

4. CONCLUSION

Socially responsible companies have been particularly preferred by consumers. These companies have gained respect and appreciation of the society by communicating their messages more easily. The most effective way of standing out from the competition has been running corporate social responsibility projects which have been aiming to solve social problems. Companies can enhance their image by creating awareness through these endeavours. By adopting a socially responsible approach, companies can build a reputable brand image. These efforts have contributed to the quality of life of the society and have increased profitability of the companies. The investments have been no longer enough alone to build a positive image. These investments should be made to address the target audience without harming society or the environment. Today, communities have been expecting from companies, who want to boost their brand image, to adopt a socially responsible approach in order to create a positive public perception.

The corporate social responsibility (CSR) projects have been playing a major role in attracting talent, as today's wave of recruits prioritize social responsibility. Therefore, the number of CSR projects has been growing daily in each industry. Banks have big share in the number of CSR projects being implemented. Even though the CSR projects do not directly affect people's choice of bank, they constitute a vital factor in brand recognition and attraction. Banks conduct CSR activities in the areas where the society needs them most, in parallel with their strategy, vision and mission. According to industry observers, banks' corporate social responsibility projects have been primarily in the fields of education, environment, culture and art. CSR activities performing in banking industry that are based on trust have created a positive perception in the eyes of customers and have increased sympathy towards the brand.

This study has researched the effects of corporate social responsibility on brand image in Turkish Banking Sector. The aim has been to analyse CSR perceptions of people with different demographic characteristics to identify perceptions of the four largest banks in the industry and the subsequent effects on brand image.

It has been seen during the literature review which has been made before this research that; there have been studies which show the effect of CSR projects on brand image in Turkey. (Özdemir 2009 Eren and Eker 2012) Therefore, during this study, the result had been expected to be in line with the previous studies.

According to the hypothesis tests performed at the end of the study, a significant relationship has been observed between CSR and brand image. At the end of the analysis, it has been concluded that customers' CSR perceptions about a brand can positively affect brand image. The review of correlation coefficients has showed that perceived corporate social responsibility increases the brand image. In addition, the relationship between CSR and brand image has been evaluated for each bank. Akbank has been the first with the strongest relationship between brand image and CSR projects, Yapı Kredi has been the second, Garanti BBVA has been the third and İşbank has been the fourth. In conclusion, it can be said that CSR activities performed by banks in Turkey positively affect their brand image in the eyes of customers.

As corporate social responsibility projects of the banks has been increasing, their brand image have been also positively affected for the society. In other words, if the banks have been working for the benefits and interests of the society other than planning their long term success which had been defined as correct, if they have been trying to play a role in the society other than only making profit and achieving growth and if they have been successful to make the society to feel this role in the most appropriate way; they have a positive brand image in the society whether they are customers or not. Thus, they have a separate and dissimilar position than their competitor.

In order to create an effective, strong and long term brand image, companies should show the society in all of their activities that they have been an enterprise with a sense of social responsibility. Today, having a good corporate image depends on being a corporate with a sense of social responsibility

4.1 LIMITATIONS AND FUTURE STUDY

The contribution of this research to the literature is to explain the relationship between brand image and CSR in Turkish banking sector.

As the limitations of this research; this research has been made in one single sector (banking sector), in 4 Turkish banks (İşbank, Garanti BBVA, Yapı Kredi and Akbank), on one single effect (brand image). This limitation has caused the results to be limited with the sector which the study has been made and also no generalization can have been made due to this limitation. This research can be carried out in future studies by dealing with other brands from other sectors.

This study has been making an important contribution to the literature despite its limitations in terms of theoretical aspect and field of application. One of the most important contribution has been that the relationship between corporate social responsibility concept and brand image concept has been put forth theoretically and practically. Moreover, the relationship between the brand image and the social responsibility projects of the 4 banks which have an important position in Turkey has been examined and these 4 banks have been compared among themselves.

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APENDIX



APPENDIX A.1: Survey Questions

ANKET

"Türkiye'deki bankaların gerçekleştirdiği kurumsal sosyal sorumluluk projelerinin marka algısı ve imajı üzerine etkisi" konulu tez çalışmasının anket sorularıdır. Tez araştırması Bahçeşehir Üniversitesi MBA programı öğrencisi Burcu Kalafat ve tez danışmanı Yıldırım Örnekli tarafından yapılmaktadır. Anket soruları Türkiye'deki özel bankalar arasında aktif büyüklüğü en büyük olan 4 banka için hazırlanmıştır.

BÖLÜM 1: DEMOGRAFİK BİLGİLER

1. Cinsiyetiniz;

Kadın ()

Erkek ()

2. Doğum Yılıınız

.....

BÖLÜM 2: KURUMSAL SOSYAL SORUMLULUK VE MARKA İMAJI ALGISI

İş Bankası

İş Bankası müşterisiyim.

Evet

Hayır

Aşağıdaki sorulara İş Bankası'nı düşünerek 1(Hiç Katılmıyorum) ve 5 (Kesinlikle Katılıyorum) arasında size en uygun puanlamayı yapınız.

		1. Kesinlikle Katılmıyorum	2. Katılmıyorum	3. Ne Katılıyorum Ne Katılmıyorum	4. Katılıyorum	5. Kesinlikle Katılıyorum
1	Toplumun ihtiyaç duyduğu kalitede üretim yapar.					
2	Toplumun ihtiyaç duyduğu ürün/hizmeti üretir.					
3	Yasal davranışlara önem verir.					
4	Yasalar konusunda bilgilendirir.					
5	Ahlaki/etik davranışlara önem verir.					
6	Kapsamlı davranış prensipleri / ahlaki – etik kuralları vardır.					
7	Faaliyetlerin toplum üzerinde olumsuz etkileri olmaması için çaba gösterir.					
8	Toplum tarafından güvenilir olarak tanımlanır.					
9	Müşterilerine doğru ve tam bilgi verir.					
10	Hayırsever amaçlı konulara önem verir.					
11	Yardım kurumlarına bağışlarda bulunur.					
12	Sivil toplum kuruluşlarıyla işbirliği yapar.					
13	Eğitim kuruluşları ile işbirliği yapar.					
14	Spor etkinliklerini destekler.					
15	Kültürel faaliyetleri destekler.					
16	Rakipler arasında sosyal sorumluluk sahibi işletme olarak tanınır.					
17	Sosyal sorumluluk çalışmaları ile ilgili toplumu bilgilendirir.					
18	Çevreye duyarlıdır.					
19	Adından söz ettiren sosyal sorumluluk çalışmaları vardır.					
20	Bu markanın görsel tasarımı iyidir.					
21	Bu markanın görsel tasarımı akılda kalıcıdır.					
22	Bu marka iyi bir isme sahiptir.					

23	Bu marka, diğer markalardan farklı bir imaja sahiptir.					
24	Bu markanın olması gereken ideal imaj ile sahip olduğu imaj arasında uyum vardır.					
25	Bu markanın ismi söylendiğinde sahip olduğu logo zihnimde canlanır.					
26	Bu marka iyi reklam yapan bir kurumdur .					
27	Bu markanın tasarımlarında kullandığı renkleri güzeldir					
28	Bu marka, müşteri şikâyetleri konusunda duyarlıdır.					
29	Bu markanın sloganları iyidir.					
30	Bu markanın teknolojik alt yapısı iyidir.					
31	Bu markanın satış sonrası hizmetleri iyidir.					
32	Bu markanın şubelerinin tasarımı güzeldir.					

Akbank

Akbank müşterisiyim.

Evet

Hayır

Aşağıdaki sorulara Akbank'ı düşünerek 1 (Hiç Katılmıyorum) ve 5 (Kesinlikle Katılıyorum) arasında size en uygun puanlamayı yapınız.

		1. Kesinlikle Katılmıyorum	2. Katılmıyorum	3. Ne Katılıyorum Ne Katılmıyorum	4. Katılıyorum	5. Kesinlikle Katılıyorum
1	Toplumun ihtiyaç duyduğu kalitede üretim yapar.					
2	Toplumun ihtiyaç duyduğu ürün/hizmeti üretir.					
3	Yasal davranışlara önem verir.					
4	Yasalar konusunda bilgilendirir.					

5	Ahlaki/etik davranışlara önem verir.					
6	Kapsamlı davranış prensipleri / ahlaki – etik kuralları vardır.					
7	Faaliyetlerin toplum üzerinde olumsuz etkileri olmaması için çaba gösterir.					
8	Toplum tarafından güvenilir olarak tanımlanır.					
9	Müşterilerine doğru ve tam bilgi verir.					
10	Hayırsever amaçlı konulara önem verir.					
11	Yardım kurumlarına bağışlarda bulunur.					
12	Sivil toplum kuruluşlarıyla işbirliği yapar.					
13	Eğitim kuruluşları ile işbirliği yapar.					
14	Spor etkinliklerini destekler.					
15	Kültürel faaliyetleri destekler.					
16	Rakipler arasında sosyal sorumluluk sahibi işletme olarak tanınır.					
17	Sosyal sorumluluk çalışmaları ile ilgili toplumu bilgilendirir.					
18	Çevreye duyarlıdır.					
19	Adından söz ettiren sosyal sorumluluk çalışmaları vardır.					
20	Bu markanın görsel tasarımı iyidir.					
21	Bu markanın görsel tasarımı akılda kalıcıdır.					
22	Bu marka iyi bir isme sahiptir.					
23	Bu marka, diğer markalardan farklı bir imaja sahiptir.					
24	Bu markanın olması gereken ideal imaj ile sahip olduğu imaj arasında uyum vardır.					
25	Bu markanın ismi söylendiğinde sahip olduğu logo zihnimde canlanır.					
26	Bu marka iyi reklam yapan bir kurumdur .					
27	Bu markanın tasarımlarında kullandığı renkleri güzeldir					
28	Bu marka, müşteri şikâyetleri konusunda duyarlıdır.					
29	Bu markanın sloganları iyidir.					
30	Bu markanın teknolojik alt yapısı iyidir.					
31	Bu markanın satış sonrası hizmetleri iyidir.					
32	Bu markanın şubelerinin tasarımı güzeldir.					

Garanti BBVA

Garanti BBVA müşterisiyim.

Evet

Hayır

Aşağıdaki sorulara Garanti BBVA'yı düşünerek 1 (Hiç Katılmıyorum) ve 5 (Kesinlikle Katılıyorum) arasında size en uygun puanlamayı yapınız.

		1. Kesinlikle Katılmıyorum	2. Katılmıyorum	3. Ne Katılmıyorum Ne Katılıyorum	4. Katılıyorum	5. Kesinlikle Katılıyorum
1	Toplumun ihtiyaç duyduğu kalitede üretim yapar.					
2	Toplumun ihtiyaç duyduğu ürün/hizmeti üretir.					
3	Yasal davranışlara önem verir.					
4	Yasalar konusunda bilgilendirir.					
5	Ahlaki/etik davranışlara önem verir.					
6	Kapsamlı davranış prensipleri / ahlaki – etik kuralları vardır.					
7	Faaliyetlerin toplum üzerinde olumsuz etkileri olmaması için çaba gösterir.					
8	Toplum tarafından güvenilir olarak tanımlanır.					
9	Müşterilerine doğru ve tam bilgi verir.					
10	Hayırsever amaçlı konulara önem verir.					
11	Yardım kurumlarına bağışlarda bulunur.					
12	Sivil toplum kuruluşlarıyla işbirliği yapar.					
13	Eğitim kuruluşları ile işbirliği yapar.					
14	Spor etkinliklerini destekler.					

15	Kültürel faaliyetleri destekler.					
16	Rakipler arasında sosyal sorumluluk sahibi işletme olarak tanınır.					
17	Sosyal sorumluluk çalışmaları ile ilgili toplumu bilgilendirir.					
18	Çevreye duyarlıdır.					
19	Adından söz ettiren sosyal sorumluluk çalışmaları vardır.					
20	Bu markanın görsel tasarımı iyidir.					
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25	Bu markanın ismi söylendiğinde sahip olduğu logo zihnimde canlanır.					
26	Bu marka iyi reklam yapan bir kurumdur .					
27	Bu markanın tasarımlarında kullandığı renkleri güzeldir					
28	Bu marka, müşteri şikâyetleri konusunda duyarlıdır.					
29	Bu markanın sloganları iyidir.					
30	Bu markanın teknolojik alt yapısı iyidir.					
31	Bu markanın satış sonrası hizmetleri iyidir.					
32	Bu markanın şubelerinin tasarımı güzeldir.					

Yapı Kredi

Yapı Kredi müşterisiyim.

Evet

Hayır

Aşağıdaki sorulara Yapı Kredi Bankası'nı düşünerek 1(Hiç Katılmıyorum) ve 5 (Kesinlikle Katılıyorum) arasında size en uygun puanlamayı yapınız.

		1. Kesinlikle Katılmıyorum	2. Katılmıyorum	3. Ne Katılmıyorum Ne Katılmıyorum	4. Katılıyorum	5. Kesinlikle Katılıyorum
1	Toplumun ihtiyaç duyduğu kalitede üretim yapar.					
2	Toplumun ihtiyaç duyduğu ürün/hizmeti üretir.					
3	Yasal davranışlara önem verir.					
4	Yasalar konusunda bilgilendirir.					
5	Ahlaki/etik davranışlara önem verir.					
6	Kapsamlı davranış prensipleri / ahlaki – etik kuralları vardır.					
7	Faaliyetlerin toplum üzerinde olumsuz etkileri olmaması için çaba gösterir.					
8	Toplum tarafından güvenilir olarak tanımlanır.					
9	Müşterilerine doğru ve tam bilgi verir.					
10	Hayırsever amaçlı konulara önem verir.					
11	Yardım kurumlarına bağışlarda bulunur.					
12	Sivil toplum kuruluşlarıyla işbirliği yapar.					
13	Eğitim kuruluşları ile işbirliği yapar.					
14	Spor etkinliklerini destekler.					
15	Kültürel faaliyetleri destekler.					
16	Rakipler arasında sosyal sorumluluk sahibi işletme olarak tanınır.					
17	Sosyal sorumluluk çalışmaları ile ilgili toplumu bilgilendirir.					
18	Çevreye duyarlıdır.					
19	Adından söz ettiren sosyal sorumluluk çalışmaları vardır.					
20	Bu markanın görsel tasarımı iyidir.					
21	Bu markanın görsel tasarımı akılda kalıcıdır.					
22	Bu marka iyi bir isme sahiptir.					

23	Bu marka, diğer markalardan farklı bir imaja sahiptir.					
24	Bu markanın olması gereken ideal imaj ile sahip olduğu imaj arasında uyum vardır.					
25	Bu markanın ismi söylendiğinde sahip olduğu logo zihnimde canlanır.					
26	Bu marka iyi reklam yapan bir kurumdur .					
27	Bu markanın tasarımlarında kullandığı renkleri güzeldir					
28	Bu marka, müşteri şikâyetleri konusunda duyarlıdır.					
29	Bu markanın sloganları iyidir.					
30	Bu markanın teknolojik alt yapısı iyidir.					
31	Bu markanın satış sonrası hizmetleri iyidir.					
32	Bu markanın şubelerinin tasarımı güzeldir.					