



The Responsible Brand Dilemma: Can Alcohol Companies Truly Align Profit with Purpose?

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Abstract

Title: The Responsible Brand Dilemma: Can Alcohol Companies Truly Align Profit with Purpose?

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Companies in sin industries often undergo strategic shifts by integrating CSR and brand purpose into their core identity to mitigate organizational stigma and build legitimacy. This strategic positioning reflects the transition from shareholder capitalism toward stakeholder capitalism where businesses are expected to create societal value alongside financial profit.

This dissertation examines the Responsible Brand Dilemma within the alcohol industry by analyzing how companies balance profitability with social responsibility. It investigates the corporate perspective on strategies such as responsible drinking campaigns while exploring consumer perceptions of credibility and the potential for these actions to serve as a competitive advantage.

A mixed methods research design was implemented combining qualitative and quantitative approaches. Three semi structured interviews were conducted with industry experts to capture the corporate strategic vision. Concurrently a consumer survey was distributed to 94 active alcohol consumers to evaluate levels of skepticism and behavioral intentions.

Results indicate that while alcohol companies frame responsibility as a strategic pillar many consumers perceive these initiatives as mostly symbolic or marketing driven. Findings show a profound Value Action Gap where high normative expectations for responsible branding do not consistently translate into consumer advocacy or brand recommendation.

This dissertation enriches existing literature with a dual perspective analysis of structural conflicts in sin industries and highlights the importance of authentic strategic communication to overcome consumer skepticism among both industry enthusiasts and pragmatic consumers.

Keywords: Corporate Social Responsibility, Brand Purpose, Financial Results, Sin Industries, Brand Trust, Value Action Gap.

Sumário

Título: O Dilema das Marcas Responsáveis: É Possível Conciliar o Lucro com o Propósito de Marca?

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As empresas que atuam em indústrias controversas recorrem frequentemente a mudanças estratégicas, integrando a CSR e o propósito de marca na sua identidade, com o objetivo de mitigar o estigma organizacional e construir legitimidade. Este posicionamento estratégico reflete a transição de um capitalismo orientado para os *Shareholders* para um capitalismo orientado para os *Stakeholders*, no qual se espera que as empresas criem valor social em simultâneo com o lucro financeiro.

Esta dissertação analisa o Dilema das Marcas Responsáveis na indústria das bebidas alcoólicas, examinando de que forma as empresas equilibram a rentabilidade com a responsabilidade social.

Foi adotado um método de investigação misto, combinando abordagens qualitativas e quantitativas. Foram realizadas três entrevistas semiestruturadas com especialistas do setor, com o objetivo de captar a visão estratégica corporativa. Paralelamente, foi aplicado um inquérito a 94 consumidores ativos de álcool, de forma a avaliar níveis de ceticismo e intenções comportamentais.

Os resultados indicam que, embora as empresas do setor do álcool enquadrem a responsabilidade como um pilar estratégico, muitos consumidores percecionam estas iniciativas como predominantemente simbólicas ou orientadas para fins de marketing.

Esta dissertação contribui para a literatura existente ao oferecer uma análise de dupla perspetiva sobre os conflitos estruturais em indústrias controversas, destacando a importância de uma comunicação estratégica autêntica para ultrapassar o ceticismo dos consumidores, tanto entre entusiastas do setor como entre consumidores pragmáticos.

Palavras-chave: *Corporate Social Responsibility*, Propósito de Marca, Lucro, Indústrias Controversas, Confiança na Marca e *Value Action Gap*.

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With this dissertation, I conclude an academic journey that began with two years in Law at Universidade Lusíada and took a significant turn when I transitioned to a Bachelor's degree in Marketing Management at IPAM, culminating now in a Master's degree at Católica Lisbon School of Business and Economics.

It has been a challenging path, but I have been fortunate to be surrounded by incredible people who have supported me throughout these years. I would like to express my deepest gratitude to my parents, my sister, and my brother-in-law for their unwavering support, as well as to my grandparents, because I know that none of this would have been possible without them.

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Completing this journey at Católica Lisbon School of Business and Economics has always been a goal of mine, and I am truly proud to have achieved it.

Disclaimer on Artificial Intelligence Usage

Artificial intelligence tools (Perplexity AI and related sources) were used in a supportive way during the writing of this dissertation. Specifically, AI was used to help with:

- Refining language, grammar correction, and text optimization of long sentences already drafted by the author;
- Drafting and refining formulations;
- Assisting with minor phrasing and translation between Portuguese (Portugal) and English.

Nonetheless, AI use was limited to intellectual content, theoretical framing, research design, and the interpretation of results, and all conclusions are the author's own. Furthermore, AI was not used to generate responses, arguments, or literature, as all papers and articles cited to support this thesis were identified and understood by the author.

To conclude, this disclaimer is made in accordance with academic integrity guidelines requiring transparency about the use of artificial intelligence in college projects.

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1. Introduction

In recent years, the intersection between corporate profitability and social responsibility has become one of the most debated topics in marketing, business ethics, and strategic management. The growing expectation for brands to operate responsibly has redefined what success means in the twenty-first century (Porter and Kramer, 2011). Consumers, investors, and regulators increasingly demand transparency, sustainability, and purpose from the companies they engage with (Kotler et al., 2019). This shift reflects the transition from shareholder capitalism, which focuses primarily on financial returns, to stakeholder capitalism, where businesses are expected to create value for society alongside profit for shareholders (Freeman, 2010).

The alcohol industry is both economically significant and socially controversial. At a global level, it contributes substantially to national economies through taxation, employment, and trade, while simultaneously generating considerable public health and social costs associated with alcohol misuse (WHO, 2018). This duality places alcohol companies at the center of the debate on responsible branding, which refers to the extent to which firms integrate ethical conduct, sustainability, and social welfare into their brand identity and operations (Brown and Dacin, 1997). The industry's attempt to balance profitability with purpose highlights a fundamental tension. While companies promote moderation, sustainability, and community engagement, they also profit from products that are associated with harm and addiction. This paradox gives rise to what can be described as the responsible brand dilemma.

Historically, Corporate Social Responsibility (CSR) initiatives in the alcohol sector have evolved from philanthropic and compliance driven activities toward more strategic and integrated approaches (Jernigan, 2012). Early CSR efforts in the 1990s were largely defensive and aimed at reducing reputational risks and regulatory pressure (Babor and Robaina, 2013). More recently, major industry players such as Diageo, AB InBev, and Pernod Ricard have positioned themselves as promoters of responsible drinking and sustainable business practices (Diageo, 2023). These companies have aligned their strategies with global frameworks such as the United Nations Sustainable Development Goals and have introduced initiatives focused on reducing environmental impact, encouraging responsible consumption, and supporting local communities. Nevertheless, critics argue that many of these initiatives may constitute forms of corporate hypocrisy or social washing, where ethical values are promoted in communication while underlying business practices remain unchanged (Lyon and Montgomery, 2015).

This contradiction raises important questions regarding authenticity and trust. When CSR initiatives are perceived as dishonest, they can undermine brand credibility and weaken stakeholder relationships rather than strengthen them (Becker Olsen et al., 2006). Conversely, genuinely purpose driven strategies have the potential to enhance long term reputation, build stakeholder trust, and create competitive differentiation (Du et al., 2010). Understanding whether and how alcohol companies can align profitability with social responsibility is therefore not only a theoretical issue but also a practical challenge with implications for business strategy, regulation, and societal wellbeing.

Against this background, this dissertation aims to investigate how alcohol companies balance profitability with social responsibility while maintaining authenticity and stakeholder trust. The study explores both the corporate perspective, focusing on the strategies and motivations behind CSR initiatives, and the consumer perspective, examining how these initiatives are perceived and whether they contribute to trust or skepticism. In doing so, the research seeks to assess whether CSR in the alcohol industry can generate genuine value or whether it remains primarily symbolic.

To address these objectives, the study adopts a mixed method approach that combines qualitative and quantitative research. The qualitative component is based on three semi structured interviews conducted with industry professionals, including two brand managers and one consultant, in order to capture the industry perspective on responsible branding and CSR strategies. The quantitative component consists of a consumer survey designed to evaluate perceptions of CSR initiatives, levels of trust, and the extent to which responsible branding influences consumer attitudes and behaviors. This methodological approach allows for a more comprehensive understanding of the alignment, or misalignment, between corporate intentions and consumer perceptions (Casswell, 2009).

Accordingly, the study is guided by the following research questions:

1. What strategies allow alcohol companies to balance profitability with social responsibility and to what extent are CSR initiatives in the alcohol industry perceived as genuine versus green or social washing;
2. How do these strategies impact brand reputation and stakeholder trust;
3. How can alcohol companies align purpose with profitability to ensure long term sustainability;
4. Can balancing profit and purpose become a competitive advantage.

2. Literature Review

2.1 - Corporate Social Responsibility

2.1.1 - How has it evolved through time?

The concept of CSR has evolved considerably since it was first introduced. Initially, as proposed by Bowen (1953), who is widely seen as the father of the concept, CSR was understood as the moral obligation of businesses to take into account the social impact of their decision-making processes. The 1970s marked a decisive turning point in the development of CSR as the concept became institutionalized within both management practice and public policy. Triggered by environmental crises and social activism, such as the 1969 Santa Barbara oil spill and the first Earth Day in 1970, CSR began to be seen as a managerial responsibility rather than mere philanthropy (Votaw, 1973; Sethi, 1975). The framework developed by Carroll (1979) conceptualized CSR as including economic, legal, ethical, and philanthropic responsibilities, establishing a multidimensional perspective on corporate obligations.

The 1980s and 1990s expanded this view, with companies operationalizing CSR through management systems, business ethics, and stakeholder engagement, while globalization brought heightened scrutiny over labor rights, environmental protection, and human rights. Theoretical advances such as Carroll's (1991) Pyramid of CSR and Elkington's (1998) *Triple Bottom Line* further emphasized balancing economic, social, and environmental performance within global corporate strategies (People, Planet, Profit). The period between 2000 and 2011 marked the transformation of CSR from a voluntary initiative into a strategic and value-driven approach (Werther & Chandler, 2005), and Porter & Kramer (2006) advanced the notion of Strategic CSR (SCSR), highlighting that social responsibility should align with business strategy to create sustainable competitive advantage and legitimacy.

In recent years, CSR has shifted from being a peripheral concern to becoming a central component of corporate strategy. This growing relevance occurs from the increasing influence of various external and internal factors, including stakeholder expectations, governmental regulations, and heightened consumer awareness (Almashhadani, 2021). As discussed by Maury (2022) and later on by Ip (2025), it has become crucial for businesses to achieve a balance between profitability and meaningful societal impact, as this equilibrium is increasingly valued by customers. Nonetheless, recent research highlights that consumer skepticism toward corporate motives has also intensified (Min et al., 2023; Goenka & Bagchi, 2025). CSR has increasingly converged with the sustainability agenda, highlighting the interdependence of

economic, social, and environmental responsibilities. It now serves as the dominant paradigm guiding corporate behavior and strategy, positioning firms as proactive drivers of social and environmental progress rather than passive economic entities (Matten & Moon, 2020; Aslaksen et al., 2021; Carroll, 2021).

As a result of this situation, the effectiveness of CSR also relies on what is referred to as CSR fit, defined as the degree to which CSR initiatives are perceived to align with the company's mission and values (Lee & Cho, 2022; Schade et al., 2022).

2.1.2 – The Darker Side of CSR

While CSR and sustainability initiatives are generally associated with positive social, environmental, and financial outcomes, research has increasingly highlighted the potential for unintended negative consequences, often referred to as the “dark side” (McGowan & Antadze, 2023). One of the most prominent manifestations of this phenomenon is greenwashing, a practice in which firms exaggerate or misrepresent their commitment to sustainable practices in order to enhance reputation, attract customers, or gain competitive advantages (Choudhury et al., 2024; Yoganandham et al., 2024).

Greenwashing undermines consumer trust and public confidence, as stakeholders are misled into believing that firms are more environmentally responsible than they actually are (Ramtiyal et al., 2024). It also disadvantages genuinely sustainable firms by creating unfair competitive conditions, diverting both financial resources and consumer attention from authentic sustainability efforts (Martin et al., 2024). The practice extends beyond consumer deception, as it can distort market signals, hinder progress toward meaningful environmental objectives, and ultimately compromise the credibility of CSR as a strategic framework (Ferrón-Vílchez et al., 2021).

The prevalence of greenwashing has been amplified by lapses in regulatory oversight and competitive pressures, with firms sometimes prioritizing reputational benefits over substantive environmental performance (Simion, 2024; Poiriazi et al., 2025). Manipulation of environmental, social, and governance (ESG) metrics, as well as CSR initiatives, has also been documented, raising concerns about the broader consequences for stakeholder trust and corporate legitimacy (Kuipers & Schonheit, 2022; Deng et al., 2024). Research emphasizes that greenwashing can occur across multiple sectors, highlighting the need for systemic scrutiny of corporate sustainability claims (Poiriazi et al., 2025).

To mitigate the negative effects associated with greenwashing, scholars and practitioners advocate for stricter legal frameworks, enhanced ESG reporting standards, and greater corporate accountability. Transparency and verifiable sustainability practices are essential to restoring consumer confidence and ensuring that CSR initiatives generate meaningful social and environmental impact (Testa et al., 2018; Efunniyi et al., 2024; Mehta et al., 2025). By addressing these challenges, firms can reduce the risk of reputational damage, prevent misleading stakeholder perceptions, and reinforce the integrity of CSR as a tool for ethical corporate governance.

2.2 – Brand Purpose

2.2.1 – Understanding Brand Purpose

The idea of Brand Purpose has gained significant attention in the corporate world, mainly due to external demands for businesses to address societal issues. Much of this momentum can be traced to influential voices in global business leadership. Fink (2018) argued that companies must commit to a purpose beyond mere profit to achieve their full potential. The author defined this purpose as a "long-term commitment toward positive contributions to society" and later reinforced this idea by noting that consumers are increasingly interested in engaging with companies whose values match their own, highlighting purpose as a key factor in building trust and loyalty (Fink, 2022).

These leadership calls match with empirical trends showing that global consumers, particularly younger generations, expect companies and their executives to take clear stances on social issues. Findings from the Edelman Trust Barometer (2021) reveal that value alignment has become a critical determinant of purchase behavior, with consumers more likely to support brands that demonstrate meaningful engagement with societal concerns. Together, these developments have accelerated a broader shift toward purpose-led branding, prompting companies across industries to articulate, communicate, and operationalize a coherent and credible brand purpose (Edelman, 2021a, 2021b).

Research indicates that purpose is increasingly recognized as a central factor for business success in the twenty-first century. Harvard Business Review highlights the strategic importance of purpose in guiding corporate decisions and growth (Ignatius, 2019). Supporting this, a global study by Accenture (2018) found that 62% of consumers want companies to align their purpose with relevant societal issues, such as sustainability, transparency, and fair employment practices. Evidence also suggests a link between brand purpose and improved

business performance: Ipsos (2015) reports that 56% of companies with a clearly articulated brand purpose outperform competitors in revenue growth, compared to 46% of companies without one.

Practitioners often conceptualize brand purpose as the fundamental “why” behind a brand’s existence (Sinek, 2009). Similarly, Aziz & Jones (2021) describe brand purpose as an aspirational reason for existence that drives actions, creating value for shareholders, stakeholders, and society as a whole. These perspectives can be extended by emphasizing that brand purpose reflects a long-term, core objective embedded in the brand’s identity, meaning, and strategy. Therefore, it should not operate as a peripheral or tactical initiative but be integral to the brand’s core identity and recognizable to consumers as part of the brand’s authentic meaning. It focuses on creating societal value that is not driven solely by profit (Williams et al., 2022). This understanding sets the stage for clarifying how brand purpose compares to, and differs from, CSR.

2.2.2 – The Relationship Between Brand Purpose and CSR

Research indicates that CSR initiatives can positively influence a brand’s reputation (Brown & Dacin, 1997) and overall performance (Stanwick & Stanwick, 2013), strengthen customer-brand identification, and foster brand loyalty (Huang et al., 2017).

The CSR literature has primarily examined how consumers form connections with brands engaging in social initiatives that align with their interests and goals, emphasizing the benefits these connections provide to the brand. Positive outcomes for brands include enhanced brand beliefs, more favorable attitudes, increased brand equity, and higher consumption, largely due to positive spillover effects on consumer perceptions of the brand (Vanhamme & Grobben, 2009). These benefits are particularly pronounced when consumers perceive a strong fit between the brand and its CSR initiatives, that is, when the brand’s core associations align with the social cause it supports. Misaligned CSR efforts, by contrast, may generate skepticism regarding the brand’s motives and even undermine brand equity (Simmons & Becker-Olsen, 2006).

Overall, the CSR literature highlights that perceptions of congruence between consumers’ own identities and their perceptions of a brand’s values formed through knowledge of the brand and its CSR initiatives are a key driver of brand performance in the marketplace. While these performance outcomes are widely regarded as desirable and important, this perspective remains largely brand centric. In contrast, a brand purpose lens extends the analysis by shifting attention

toward the consumer, emphasizing how interactions with brands that clearly articulate and consistently enact their purpose may also generate benefits for consumers themselves, particularly in terms of value alignment, meaning, and wellbeing (Williams et al., 2022).

2.2.3 – How Can Brand Purpose and CSR Impact Financial Results

CSR and Brand Purpose have been increasingly recognized as strategic mechanisms through which firms can enhance brand value and, ultimately, improve financial performance. Rather than generating immediate financial returns, these practices primarily influence firm performance indirectly by shaping customers' perceptions, attitudes, and behaviors toward the brand. Socially responsible actions and a clearly articulated Brand Purpose strengthen customer satisfaction, trust, and corporate reputation, which are key antecedents of consumer loyalty (Berrone et al., 2007; Martínez & del Bosque, 2013; Kim, 2019).

Loyal customers are more likely to engage in repeat purchases, recommend the brand to others, and maintain long-term relationships with firms, thereby reducing marketing costs and stabilizing revenue streams (Rather et al., 2019). Research indicates that even modest increases in customer loyalty, such as 5%, can result in profit growth ranging from 25% to 85%, underscoring the economic significance of sustained consumer relationships (Magatef & Tomalieh, 2015). Furthermore, consumers who perceive firms as socially responsible are often willing to pay premium prices, directly enhancing revenues and profitability (Yuen et al., 2016).

Empirical evidence also highlights the mediating role of corporate reputation and brand value in translating CSR and Brand Purpose into financial results. While earlier studies have shown mixed findings regarding the direct relationship between CSR and corporate financial performance (Orlitzky, Schmidt, & Rynes, 2003; Margolis & Walsh, 2003), more recent research demonstrates a positive association, using financial indicators such as return on assets (ROA) and return on equity (ROE) (Ding, Ferreira, & Wongchoti, 2016; Kao, Yeh, Wang, & Fung, 2018; Alcaide, De La Poza, & Guadalajara, 2019; Cherian et al., 2019). Brand value, as an integrative measure of corporate performance, reflects the firm's ability to shape stakeholder perceptions and sustain competitive advantage (Zhang & Liu, 2023)

Companies that strategically align their Brand Purpose with CSR initiatives generate intangible assets such as reputation and stakeholder trust that are difficult to replicate, providing long-term financial benefits (Branco & Rodrigues, 2006; Porter & Kramer, 2006; Zhang & Liu, 2023). Overall, integrating Brand Purpose and CSR into corporate strategy enhances stakeholder satisfaction, strengthens brand equity, and contributes to superior financial outcomes.

2.3 – Alcohol Industry

2.3.1 – What can be considered a Sin Industry?

Industries whose core products or activities are perceived as socially harmful have been widely conceptualized as “sin industries” (S.I) (Grougiou et al., 2016). These sectors, most notably alcohol, tobacco, and gambling, are structurally associated with organizational stigma. Stigma emerges when an organization is collectively perceived to possess a “deep-seated flaw” that delegitimizes its activities (Devers et al., 2009). In SI, this negative evaluation does not arise from isolated scandals, but from the core nature of the products themselves, which are seen as intrinsically conflicting with societal norms (Hudson, 2008; Vergne, 2012).

SI are grouped not because of economic similarities, but due to shared moral contestation: their outputs are widely judged as conflicting with prevailing societal values (Philippe & Durand, 2011). The stigma attached is core, meaning it’s permanent, structurally embedded, and difficult to shed (Hudson & Okhuysen, 2009). As a result, firms within these sectors face a heightened risk of public disapproval, activist pressure, and regulatory intervention. Alcohol, for instance, is associated with health risks, addiction, and harmful social externalities such as domestic violence and public health burdens (Banerjee & Bonnefous, 2011).

SI are characterized by a form of permanent and structural stigma that derives from the very nature of their core activities, rather than from isolated corporate scandals. Unlike traditional firms that become stigmatized after specific incidents (Elsbach, 1994), industries such as alcohol, tobacco, gambling, or firearms are consistently associated with social harm and therefore experience continuous negative evaluation (Grougiou et al., 2016). This persistent scrutiny creates what Fabozzi, Ma, and Oliphant (2008) refer to as a “negative headline risk,” whereby firms expect ongoing criticism and media pressure. As a result of these perceptions, SI face disproportionately high litigation risk, fueled by advances in scientific evidence and increased societal mobilization, particularly in sectors like alcohol, tobacco, and nuclear energy (Sifferlin, 2014). Litigation brings not only financial costs but also significant reputational damage (Hong & Kacperczyk, 2009).

In addition, these industries encounter strong regulatory pressure and activist opposition. Their controversial nature also reduces their appeal to institutional investors, who often exclude sin sectors based on ethical or ESG criteria, increasing the cost of capital and limiting access to investment. Consequently, firms operating in these industries frequently rely on impression-

management strategies, including selective disclosures and reputational framing, to mitigate the effects of stigma and maintain legitimacy (Ghoul et al., 2011).

The findings of Grougiou et al. (2016) show that firms operating in sin industries are significantly more likely to disclose standalone CSR reports than comparable firms in non-stigmatized sectors. This pattern reflects the strategic role of CSR as a defensive mechanism designed to counteract the negative evaluations associated with core-stigmatized activities (Philippe & Durand, 2011). CSR reporting allows these firms to signal institutional conformity, redirect stakeholder attention away from harmful externalities, and project an image of socially responsible corporate citizenship despite persistent stigma. Crucially, the study demonstrates that litigation risk is one of the strongest drivers of CSR disclosure, reinforcing prior research arguing that companies facing lawsuits adopt CSR initiatives to influence public perception, mitigate reputational damage, and potentially secure more favorable legal outcomes (Godfrey et al., 2009).

2.3.2 – How does it behave?

Since the beverage industry is being analyzed, it is important to understand the size of the market and its structure. According to a report by Fortune Business Insights (2025), the global alcoholic beverage market was estimated at around €2.25 trillion in 2024, with projections from €2.38 trillion in 2025 to about €3.6 trillion in 2032, showing a CAGR (Compound Annual Growth Rate) of 6.04% from 2025 to 2032. Regarding the spirits industry, the global market was estimated at approximately €576 billion in 2024 and is expected to reach around €768 billion in 2029, with a CAGR of 5.91% between 2024 and 2029 (Mordor Intelligence, 2024).

When examining the domestic market, and as illustrated in Fig.1, in 2024 the beverage industry reached a turnover of approximately €4.365 billion, with 50.19% corresponding to the wine segment, 26.38% to beer, and 23.43% to soft drinks and water. In parallel, according to Barros (2024), the Portuguese spirits market recorded a total value of €326 million between 2023 and 2024. The analysis of Fig.2 indicates that, in 2024, the beverage industry experienced a slight overall decline following a 7.43% growth in 2023. Both the wine (-2.12%) and beer (-1.48%) sectors registered a decrease in turnover, while the soft drinks and water segment maintained modest growth of 2.8%, demonstrating greater resilience amid the general slowdown of the sector (Banco de Portugal, 2025).

In Portugal, the fiscal framework remains one of the key factors determining the dynamics and competitiveness of the alcoholic beverage sector. In 2024, the Government implemented what

was described as a “historic” increase in the Excise Duty on Alcohol and Alcoholic Beverages (IABA), of around 10%, a measure that was widely contested by companies within the sector. However, in the 2025 State Budget, the Government announced the freezing of the IABA, a decision that was positively received by the National Association of Spirits Companies (ANEBE), which interpreted it as an opportunity to “plan for the future with greater security and invest”. According to Diana do Mar (2024) in *Jornal de Negócios*, despite maintaining the current tax rate, fiscal revenue is still expected to increase by 4.7%, reaching approximately €348.3 million, driven by the anticipated growth in private consumption. This decision highlights not only the significant fiscal burden imposed on the sector but also its sensitivity to public policy and macroeconomic conditions, factors that directly influence the performance of companies and the consumption patterns of alcoholic beverages in Portugal.

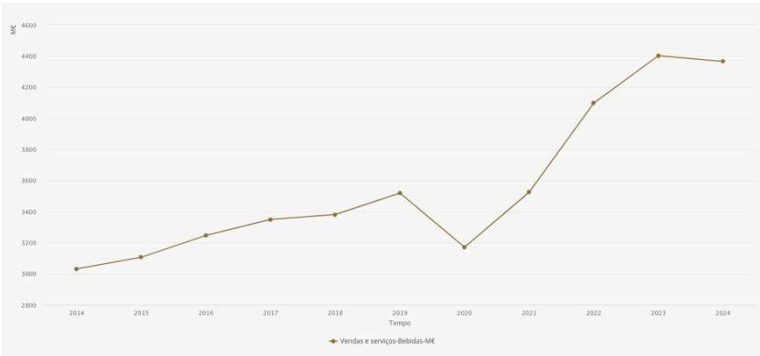


Fig. 1 – Evolution of sales and services provided in the beverage industry in Portugal (2014–2024).

Fonte: Banco de Portugal (2025), *Vendas e serviços – Bebidas (M€)* BPstat. <https://bpstat.bportugal.pt/serie/12637351>



Fig. 2 – Evolution of the annual growth rate of the sector

Fonte: Banco de Portugal (2025), *Vendas e serviços – Bebidas (M€)* BPstat. <https://bpstat.bportugal.pt/serie/12637351>

2.3.3 - Corporate Social Responsibility and Brand Purpose in the Alcohol Industry

CSR has become an increasingly prominent element of the alcohol industry's self-representation, particularly in response to heightened public awareness of alcohol-related harm and growing regulatory pressures. Faced with the potential threat that public health concerns pose to profitability, alcohol corporations have widely adopted CSR strategies to position themselves as responsible corporate citizens. These initiatives are closely tied to brand purpose narratives that emphasize responsibility, moderation, and social contribution, framing alcohol producers as legitimate partners in addressing alcohol-related harms (Mialon & McCambridge, 2018).

Despite this positioning, a substantial body of literature critically examines the role and intent of CSR in the alcohol industry. Hill (2017) argues that CSR functions primarily as a public relations strategy that facilitates the global marketing of alcohol rather than addressing the inherent health risks associated with alcohol consumption. Similarly, Casswell (2009) and other authors (Anderson, 2004; Babor, 2009; Miller et al., 2011) contend that industry-supported social aspects organizations do not primarily seek to improve public health outcomes but instead aim to influence policymakers and government agendas while promoting largely ineffective interventions.

Scholars further suggest that the alcohol industry's CSR serves as a mechanism to protect corporate interests by shaping public and political discourse around alcohol-related harm. Rather than acknowledging the role of production, marketing, and availability in driving harmful consumption, CSR initiatives tend to emphasize individual responsibility, thereby deflecting attention from structural and commercial determinants of harm. As Baumberg (2009) and Anderson (2012) suggest, this strategic framing is central to brand purpose narratives that portray companies as proactive and socially engaged, while effectively functioning as a communication device to delay policy.

In 2012, twelve global alcohol producers announced commitments to reduce underage drinking, strengthen marketing codes, provide consumer information, promote responsible product innovation, reduce drink-driving, and engage retailers in reducing harmful drinking. These commitments were largely implemented through industry-funded social aspects organizations established as CSR vehicles (Anderson, 2004; Babor & Robaina, 2013). Today, major global alcohol companies are members of the International Alliance for Responsible Drinking (IARD),

which presents itself as contributing to the global goal of reducing harmful alcohol use by 10% by 2025 (International Alliance for Responsible Drinking [IARD], 2025).

However, growing concern exists within the public health community regarding the alcohol industry's CSR (Yoon & Lam, 2013) as well as CSR in other harmful product industries (Fooks et al., 2011; Dorfman et al., 2012). Critics highlight an inherent conflict of interest between the industry's economic objective of maximizing profits, much of which derives from harmful drinking and public health goals that generally require reduced consumption (Babor & Robaina, 2013; Casswell et al., 2016). This tension fundamentally challenges the credibility of alcohol companies' brand purpose claims.

Empirical evidence reinforces these concerns. Esser et al. (2016) analyzed 266 alcohol industry CSR initiatives related to drink-driving prevention, found that although over one-third reported some form of evaluation, only 3% measured actual outcomes, and none employed rigorous methodologies. Additionally, research demonstrates that CSR is frequently used to frame alcohol issues around responsible drinking and consumer choice, shifting responsibility from producers to consumers (Carah & van Haafden, 2011). This framing supports arguments for self-regulation and often invokes "culture" as a cause of alcohol-related harm while avoiding scrutiny of the industry's role in shaping drinking norms through marketing and branding practices (Petticrew et al., 2016; Pietracatella & Brady, 2016).

Overall, the literature highlights a persistent tension between the alcohol industry's CSR and brand purpose narratives and the core economic logic of the sector. While CSR initiatives are presented as contributions to public health and social well-being, evidence suggests they primarily function as strategic tools for reputation management, policy influence, and the promotion of self-regulation (Savell et al., 2016).

2.4 - Strategy, Legitimacy and Competitive Advantage in Sin Industries

2.4.1 - Strategy as a Source of Competitive Advantage

The survival, continuity, and long-term growth of organizations are intrinsically linked to the nature and effectiveness of the strategies they pursue. Strategic choices made by top management play a key role in shaping the firm's future trajectory, as they determine how organizations interpret and respond to environmental dynamics, societal expectations, and shifting market conditions. From the strategic choice perspective, competitive advantage is not an automatic consequence of external circumstances but rather the outcome of intentional

managerial decisions that align organizational structures, resources, and capabilities with environmental demands (Child, 1972).

Within the business strategy literature, competitive advantage is commonly understood as arising from the formulation and execution of coherent and internally aligned competitive strategies. This internal coherence has become increasingly critical in contemporary business environments characterized by heightened global competition, accelerated globalization, the expansion of knowledge-based economies, and rapid technological change, particularly in information and communication technologies, which continue to alter the competitive landscape across industries (Furrer et al., 2007).

The growing complexity and volatility of the global business environment have further elevated the importance of strategic management as a mechanism for achieving and sustaining competitive advantage. Strategic management enables organizations to develop a form of planned adaptability, whereby top managers and strategic decision-makers cultivate forward-looking vision, strategic thinking capabilities, and organizational responsiveness to change. By anticipating environmental shifts, responding proactively to evolving consumer needs, and interpreting emerging market trends, firms are better positioned to continuously renew their strategies and maintain superior performance over competitors (Burgelman, 1991).

Accordingly, strategy should be understood not as a static blueprint, but as a dynamic and evolving process shaped by organizational learning and ongoing strategic adjustment. In this context, organizational development and innovation have emerged as central pillars of competitive advantage. Development enhances a firm's resource base and strengthens its internal capabilities, enabling organizations to adapt more effectively to competitive pressures and environmental uncertainty (Suoniemi et al., 2020). Simultaneously, innovation has become a focal concern within strategic management research, reflecting the growing need for continuous improvement in products, services, and processes in response to changing consumer preferences and broader societal demands (Ciampi et al., 2020).

Empirical evidence further supports the view that strategy functions as a source of competitive advantage when it is embedded within a broader system of organizational capabilities and values. Ali and Anwar (2021) demonstrate that competitive strategies exert a significant positive influence on competitive advantage, particularly when complemented by organizational competencies, entrepreneurial orientation, ethical managerial practices, and innovation-oriented cultures. This finding aligns with capability-based perspectives of strategy,

which argue that sustained competitive advantage stems not merely from strategic positioning, but from the firm's capacity to continuously mobilize and reconfigure internal resources and routines in ways that are difficult for competitors to imitate.

2.4.2 - Legitimacy Challenges and Strategic CSR in Sin Industries

Legitimacy challenges in sin industries are not episodic but structural. As Galvin et al. (2004) argue, the legitimacy of such firms is shaped by deeply rooted cognitive beliefs about the social desirability of their products and practices. This is reinforced by ethical critiques that emphasize the negative externalities associated with sin products, such as public health risks, addiction, and social harm, thereby placing heightened moral obligations on these firms (Laczniak and Murphy, 2006). Grougiou et al. (2016) conceptualize sin industries as *core-stigmatized*, meaning that stigma is embedded in the fundamental outputs, routines, and business models of these organizations. Unlike episodic or event-based stigma, this form of stigma is considered permanent and therefore requires systematic and continuous strategic responses to mitigate its impact.

CSR has emerged as a central strategic tool for legitimacy management in sin industries. Prior research suggests that firms voluntarily disclose positive CSR activities in order to offset, dilute, or divert attention from negative aspects of their core operations (Lyon and Maxwell, 2011; Nyilasy et al., 2013). By emphasizing socially desirable actions, firms attempt to reframe stakeholder perceptions and construct a more favorable corporate image. This strategic use of CSR is particularly salient in sin industries, where legitimacy deficits are pronounced and persistent.

CSR communication plays a critical role in this process. Studies show that positive CSR associations can influence consumer attitudes toward firms and their products, even in contexts where the core business is socially contested (Brown and Dacin, 1997; Bhattacharya and Sen, 2004). Consequently, many sin firms engage in high-profile philanthropic initiatives, environmental programs, and community investments, often accompanied by extensive communication efforts designed to maximize visibility (Ahrens, 2004). Advertising, in particular, serves as a mechanism through which firms transform CSR activities into intangible assets such as brand equity and reputational capital (Hirshey, 1982; Villalonga, 2004). Once stakeholders perceive these firms as socially responsible, such perceptions may translate into more favorable evaluations of the organization, thereby partially compensating for the stigma attached to their core products.

Legitimacy-seeking strategies in sin industries are also closely tied to stakeholder management. Key & Popkin (1998) emphasize that regulatory pressures largely stem from social and ethical concerns raised by stakeholders, implying that proactive CSR communication can serve as a buffer against regulatory escalation. CSR reporting, in particular, functions as a discursive tool through which firms attempt to influence collective meaning-making processes and persuade stakeholders of their social responsibility (Suddaby et al., 2017). Through formal reports, sustainability disclosures, and public statements, firms seek to counterbalance negative media coverage and frame their activities in more socially acceptable terms (Lamin and Zaheer, 2012). Strategy in sin industries cannot be fully understood without considering the central role of legitimacy. Unlike firms in uncontroversial sectors, companies in sin industries must continuously balance competitive objectives with legitimacy maintenance.

3. Methodology

3.1 – Quantitative Research

Regarding the quantitative research, a survey was conducted with the aim of gaining a deeper understanding of consumer perceptions of CSR in the alcohol industry. The questionnaire, titled “Consumer Perceptions of CSR in the Alcohol Industry”, consisted of 15 questions. The quantitative data were collected through an online survey hosted on Qualtrics, which was available from 14 January to 8 March 2026. The survey was distributed online and aimed at individuals who consume alcoholic beverages, allowing the study to capture insights from consumers who are directly exposed to alcohol brands and their CSR initiatives.

The average completion time of the survey was approximately 7 minutes, and it collected 103 responses. However, the questionnaire included a screening question at the beginning (Q1: “Do you consume alcoholic beverages?”) to ensure that only relevant participants were included in the analysis. From the total responses, 9 participants answered “No”, indicating that they do not consume alcoholic beverages. As a result, the final sample considered for the quantitative analysis consisted of $N = 94$ respondents.

Beyond the screening question, the survey was structured into four main sections. Section B focused on respondents’ exposure to alcohol brands’ CSR communication, examining consumption frequency, visibility of responsible drinking messages, and the channels through which consumers encounter such initiatives. Section C explored perceptions of CSR and brand purpose, using Likert-scale statements to assess attitudes toward the credibility, relevance, and motivations behind CSR initiatives in the alcohol industry. Section D investigated the

behavioral impact of CSR, including whether consumers have recommended alcohol brands based on their responsible practices and which CSR initiatives they perceive as more credible. Finally, Section E assessed behavioral intentions and moral boundaries, examining how consumers might react if a preferred alcohol brand were involved in an ethical scandal or accused of social washing.

3.2 – Qualitative Research

To complement the quantitative findings and gain deeper insights into the topic, qualitative research was conducted through semi-structured interviews with professionals with direct experience in the alcohol industry. This approach aimed to explore how individuals working in or closely connected to the sector perceive CSR, responsible brand initiatives, and the tension between commercial objectives and social responsibility.

A total of three interviews were conducted with professionals with relevant industry expertise. Two of the interviews were carried out with Brand Managers from major companies within the alcohol industry, one of whom works at Pernod Ricard. The second brand manager preferred to keep the company name undisclosed. These interviews provided insights into how CSR initiatives are approached internally, how responsible drinking campaigns are developed, and how brands balance reputational considerations with commercial priorities. The third interview was conducted with a consultant who has previously provided advisory services to companies operating in the alcohol industry, offering an external perspective on CSR strategies and industry practices.

Regarding the interview format, the two interviews with brand managers were conducted in person, allowing for more detailed discussion and interaction. The interview with the consultant was conducted online via Microsoft Teams due to logistical considerations. Each interview lasted between 25 and 30 minutes. With the participants' consent, the interviews were recorded and later transcribed for analysis, ensuring accuracy and allowing for a more systematic interpretation of the responses.

4. Analysis & Discussion

4.1 – Interview Analysis

To explore how alcohol companies balance profitability with social responsibility, three semi-structured expert interviews were conducted: two with brand managers (**ME** and **YV**) working

in the spirits industry and one with a senior consultant (**CG**) specializing in marketing and reputation management.

4.1.1 - Understanding Brand Purpose and Social Responsibility in the Alcohol Industry

All interviewees highlighted that brand purpose in the alcohol industry extends beyond the commercialization of products and is closely linked to the creation of social experiences. According to **ME**, spirits brands play a role in promoting moments of conviviality and celebration, enabling people to come together and share positive experiences. From her perspective, the purpose of the brands she manages is therefore connected to creating “moments of happiness” and encouraging responsible enjoyment of alcoholic beverages.

Similarly, **YV** emphasized that the role of alcohol brands should not be limited to selling products. Instead, companies must also promote responsible consumption and educate consumers about moderation. In her view, the purpose of brands in the spirits sector is to create positive social experiences while ensuring that consumption occurs in a responsible and sustainable way.

CG shared a similar perspective, highlighting that alcoholic beverages play an important social role when consumed with moderation. According to her, brand narratives should increasingly focus on celebrating meaningful moments rather than encouraging excessive consumption. She explained that communication strategies in the sector are progressively shifting toward experiences, storytelling, and the social value associated with sharing drinks in specific occasions such as celebrations or gatherings. Another point highlighted by **CG** is that consumers today tend to “drink less but better”, reflecting broader lifestyle changes and increasing awareness regarding health and well-being. This shift has contributed to the growth of low-alcohol and alcohol-free alternatives and reinforces the idea that brand purpose in the industry is evolving toward promoting quality, moderation, and memorable experiences rather than volume of consumption.

Both **ME** and **YV** also highlighted responsible consumption as a central pillar of their companies’ strategies. For example, **YV** explained that although the legal drinking age in Portugal is 18, their communication campaigns intentionally target consumers aged 25 and above. This internal guideline aims to reduce the risk of encouraging alcohol consumption among younger individuals who may be more vulnerable to irresponsible drinking habits.

However, **ME** pointed out that consumers often do not actively reflect on brand purpose when interacting with alcoholic beverage brands. She noted that consumers are frequently exposed to

a large amount of marketing communication and therefore primarily focus on the product itself rather than the broader purpose behind the brand. According to **ME**, consumers first recognize the product and its visual identity, while deeper messages related to responsibility or purpose may only be perceived secondarily.

4.1.2 - Strategies for Balancing Profitability and Social Responsibility

The interviews identified several strategies used by alcohol companies to balance commercial objectives with social responsibility. One of the most prominent strategies mentioned by the interviewees is the integration of responsible consumption messaging into marketing communication.

ME explained that communication within the sector is highly regulated and carefully designed to ensure that it does not promote excessive drinking. According to her, marketing campaigns must respect strict legal rules and internal guidelines, including avoiding the depiction of underage individuals and ensuring that advertising messages cannot be interpreted as encouraging excessive consumption.

Similarly, **YV** emphasized the importance of careful content creation in marketing campaigns. She explained that communication must strike a balance between portraying enjoyment and ensuring that the messaging does not promote irresponsible behavior. As part of this approach, she noted that content production often includes subtle cues promoting moderation, such as visually including water alongside alcoholic drinks.

Another important strategy involves the development of initiatives aimed at encouraging responsible consumption. **YV** referred to an initiative carried out in Lisbon during St. Patrick's celebrations, organized by the company with the brand Jameson. In this event, the entrance ticket included one cocktail, two meals, and one bottle of water, encouraging participants to consume responsibly while still enjoying the festival experience. According to **YV**, this type of initiative aims to create an environment where moderation is naturally integrated into the consumption experience, reinforcing responsible drinking behaviors among consumers.

Product innovation was also identified as a key mechanism for aligning profit with purpose. Both **ME** and **YV** highlighted the growing importance of lower-alcohol and alcohol-free alternatives within the spirits market. **YV** mentioned products such as alcohol-free spirits and ready-to-drink beverages with lower alcohol content, which respond to consumer demand for moderation and healthier lifestyles. **ME** also referred to the development of alcohol-free

products as a way for companies to ensure long-term business sustainability while addressing societal expectations regarding responsible consumption.

CG reinforced this perspective, explaining that market trends increasingly point toward lower consumption volumes combined with higher expectations regarding quality and experience. According to her, the growing popularity of mixology and cocktail culture illustrates this shift, as consumers are now more interested in discovering new flavors and curated drinking experiences rather than consuming large quantities of alcohol.

In addition, **CG** highlighted the increasing role of technology and artificial intelligence in understanding the consumer journey. According to her, AI tools are becoming increasingly important in analyzing perception gaps between what brands believe they communicate and how they are actually perceived by consumers. These insights allow companies to refine their communication strategies and develop more targeted messaging that aligns both commercial objectives and social responsibility.

Furthermore, both **ME** and **YV** explained that responsibility for CSR initiatives is not limited to a single department. According to **YV**, policies related to sustainability and responsible consumption are integrated across different areas of the organization, including marketing, operations, and human resources.

4.1.3 - Credibility and the Risk of Greenwashing in CSR Initiatives

A significant theme emerging from the interviews concerns the credibility of CSR initiatives within the alcohol industry. While companies frequently communicate their commitment to responsible consumption and sustainability, the interviewees acknowledged that these initiatives may sometimes be perceived as opportunistic or primarily motivated by reputational considerations.

YV emphasized that credibility depends on the consistency between communication and actual company actions. According to her, companies cannot simply claim to be socially responsible, they must provide clear evidence through initiatives, reports, and long-term actions demonstrating that these commitments are genuine. Without such transparency, CSR communication risks being perceived as superficial.

ME also highlighted that some initiatives presented as sustainability measures may have underlying economic motivations. She explained that changes such as reducing packaging materials may sometimes be implemented primarily to increase operational efficiency or reduce costs, while simultaneously being communicated to consumers as environmental responsibility

initiatives. This observation illustrates the potential overlap between genuine responsibility and strategic reputation management.

CG provided an additional perspective on how companies can ensure the authenticity of CSR initiatives. According to her, credibility is often achieved when companies avoid overly promoting their charitable actions and instead focus on genuine engagement. She argued that initiatives should not be excessively communicated as marketing tools, as this may lead to skepticism among stakeholders. Instead, CSR actions can be communicated more subtly, for example through corporate reports or spokesperson interviews, rather than being used as the central focus of advertising campaigns.

Furthermore, **CG** suggested that CSR initiatives in the alcohol sector gain greater legitimacy when they directly address the potential negative impacts associated with alcohol consumption. For instance, supporting organizations such as Alcoholics Anonymous or initiatives aimed at helping individuals affected by alcohol-related problems may demonstrate a stronger alignment between corporate responsibility and the social challenges linked to the industry.

Both **YV** and **ME** also pointed to the role of digital communication and social media in shaping perceptions of CSR credibility. According to **YV**, the increasing visibility of corporate behavior online makes it easier for consumers to scrutinize brand actions. As a result, companies that communicate responsibility without demonstrating concrete actions risk facing criticism or accusations of greenwashing.

4.1.4 - Brand Purpose as a Driver of Reputation, Trust, and Competitive Advantage

The interviews also explored the potential impact of CSR strategies and brand purpose on brand reputation and long-term competitiveness. Overall, the interviewees agreed that responsible brand management can contribute positively to brand reputation and stakeholder trust.

YV argued that a clear and credible brand purpose can strengthen brand loyalty and improve long-term relationships with consumers. In her view, companies that demonstrate responsibility and transparency are more likely to build trust and maintain a positive reputation within a highly competitive industry.

CG shared a similar view, emphasizing that companies today are increasingly expected to generate a positive impact on society. According to her, stakeholders now expect brands to go beyond economic performance and contribute to broader societal issues. However, she also stressed that such initiatives must remain closely connected to the company's business ecosystem. For example, alcohol brands may strengthen their credibility by supporting actors

within their value chain, such as restaurants, hospitality partners, or suppliers, rather than supporting unrelated causes that may appear disconnected from their core activities.

However, **ME** suggested that in the Portuguese market consumer awareness regarding CSR initiatives in the alcohol industry remains relatively limited. According to her, Portuguese consumers are still not highly focused on social responsibility when choosing alcoholic beverages, although awareness of such issues appears to be gradually increasing.

CG also noted that broader cultural trends are influencing alcohol consumption patterns. She highlighted the growing influence of lifestyle trends promoted through social media, such as increased attention to health, fitness, and physical appearance. These trends indirectly contribute to a reduction in alcohol consumption frequency, as consumers increasingly reserve drinking for specific social occasions rather than everyday consumption.

Both **CG** and **ME** also emphasized that consumers appear to be shifting toward a “less but better” consumption pattern, where quality and experience are prioritized over quantity. This trend is reflected in the growing interest in premium products, craft cocktails, and curated bar experiences.

4.2 – Survey Analysis

4.2.1 - Sample Profiling, Screening, and Consumption Engagement

In demographics, this survey reached a sample of 94 individuals (N=94). The gender distribution reveals 63,8% (n=60) males and 36,2% (n=34) females. Regarding age, the largest concentration is found in the 18–24 (42.6%) and 25–34 (46.8%) intervals. Respondents aged 35–44 and 45–55+ represent a combined minority of approximately 10.6%.

The first section of the survey consisted of a screening question to ensure that all respondents belonged to the target population for this research. Participants were asked if they had consumed alcoholic beverages in the past 12 months (Q.1). The initial recruitment yielded 103 total respondents. Of these, 91.3% (n = 94) answered affirmatively, confirming their status as alcohol consumers within the specified timeframe. The remaining 8.7% (n = 9) of respondents were excluded from the study.

To ensure the integrity of the subsequent analysis regarding CSR perceptions, brand purpose, and behavioral impact, a case selection filter was applied in SPSS. This procedure effectively excluded the non-consumer cases from the dataset, resulting in a final analytical sample of 94 valid participants for the remainder of this study. Regarding the frequency of alcoholic beverage

consumption (Q.2), the data indicates a highly engaged sample. The majority of respondents are regular consumers, with 46.8% (n = 44) drinking 1–2 times a week and 10.6% (n = 10) drinking 3 or more times a week. Combined, 57.4% of the participants consume alcohol on a weekly basis. Occasional consumers, who drink between one and three times a month or less, represent the remaining 42.5% of the sample.

4.2.2 - CSR Communication: Visibility, Channels, and Spontaneous Recall

The data shows that the majority of respondents, representing 55.3% of the sample, noticed such messages only 1–2 times, which constitutes the mode of the distribution. While a cumulative 76.6% of participants recalled noticing CSR communication at least once, high-frequency exposure remains rare, with only 5.3% reporting having seen these messages more than six times. Furthermore, a significant portion of the audience, specifically 23.4% (n=22), reported zero exposure to CSR-related communication in the last two months. While alcohol brands are integrating social concerns into their communication strategies, there is a notable gap in ensuring these messages are consistently visible or memorable to a wider consumer base. This limited visibility serves as an obstacle for companies attempting to prove a genuine alignment between profit and purpose.

To identify the primary channels of alcohol brands' CSR communication, a Multiple Response Analysis was conducted to account for participants selecting multiple options. The data reveals that Social Media is the most dominant touchpoint, reaching 54.3% (n=51) of the respondents, followed by Television at 38.3% (n=36). Events and Sponsorships also play a significant role, each noted by 29.8% (n=28) of the sample, while Brand Websites (11.7%) and Points of Sale (14.9%) show the lowest engagement. Furthermore, 19.1% of consumers reported not noticing any CSR messages through these channels, aligning with previous recall metrics. Companies prioritize high-reach marketing platforms over corporate-owned channels to communicate their brand purpose.

The analysis of spontaneous brand recall (Q.5) reveals a significant deficit in the association between specific alcohol brands and corporate social responsibility initiatives. Out of the total sample (N= 94), only 46.8% (n=44) of respondents were able to identify a specific brand, while 53.2% (n=50) exhibited no recall. Within the group of valid responses (n=44), the results indicate a high concentration of market presence: Heineken led with 45.5% of mentions, followed by Super Bock with 36.4%. Other brands, including Sagres (9.1%), Corona, Beefeater 0.0%, Licor Beirão, and Absolut (2.3% each), showed marginal recall levels. Top-of-mind

awareness regarding CSR is restricted to a small number of industry leaders, indicating that most brands struggle to convert social responsibility efforts into a distinctive and memorable corporate reputation.

4.2.3 - Consumer Perceptions: Skepticism, Sincerity, and Reputational Stagnation

The analysis of the perceived nature of CSR initiatives reveals a predominant trend of consumer skepticism. The mode (4) indicates that the most frequent perception is that these initiatives are "Mostly symbolic / marketing-driven," accounting for 39.4% (n=37) of the sample. When combined with those who view the efforts as reactive (13.8%), a total of 53.2% of respondents hold a critical view of the industry's motivations. In contrast, only 10.6% perceive these actions as consistent and long-term, while 21.3% stated they had not noticed any initiatives. For the majority of consumers, the alignment between profit and purpose in the alcohol sector is perceived as a tactical marketing tool rather than a genuine corporate commitment. Regarding the evolution of brand perception over the last year, the data shows significant stagnation. The median (3.00) and mode (3) correspond to the "Remained the same" category, which represents the vast majority of the sample (60.6%). While a small portion reported a positive shift (18.1% combined), a larger segment (21.3%) indicated that their perception had become more negative. Current CSR strategies are failing to generate a meaningful improvement in corporate reputation for most consumers. The findings can be categorized into three main pillars:

There is a strong consensus that CSR is not optional. The statement "CSR initiatives are relevant for alcohol brands given the nature of their products" achieved the highest agreement (M=4.14; SD=0.82), followed closely by the belief that brands "should have a clear Brand Purpose beyond profit" (M=4.11; SD=0.94). Notably, respondents agree that companies should be willing to accept lower annual profits to achieve social goals (M=4.00; SD=1.11), indicating that the Responsible Brand is viewed as a long-term necessity for success (M=4.09).

Despite these expectations, consumers are acutely aware of the tactical nature of these initiatives. The belief that brands "often use CSR mainly as a marketing or reputational tool" remains very high (M=3.96; SD=0.95). Furthermore, participants admit to evaluating alcohol brands more critically than non-controversial industries (M=3.64), reinforcing the unique reputational challenges this sector faces.

The most significant findings lie in the items with the highest polarization (Standard Deviation > 1.2). While there is moderate agreement that CSR could influence brand choice (M=3.48), the statement "CSR initiatives increase my trust in alcohol brands" shows a neutral and highly

divided score ($M=3.23$; $SD=1.30$). The lowest agreement was found regarding the difficulty of aligning profit with responsibility ($M=2.86$; $SD=1.46$). While consumers want to trust responsible brands, the industry has not yet achieved a consistent level of credibility across the sample.

4.2.4 - Ethical Credibility, Thematic Values, and Structural Barriers

Q.9 reveals a profound Value-Action Gap within the alcohol industry. Despite the high normative expectations identified in previous sections ($M=4.14$ for CSR relevance), this ethical approval fails to translate into behavioral advocacy. Only 5.3% ($n=5$) of respondents reported recommending a brand due to its CSR efforts, while the overwhelming majority (94.7%, $n=89$) remained inactive. The analysis of the most credible CSR approaches reveals a strong preference for initiatives that address the inherent risks of alcohol consumption. "Responsible drinking campaigns" emerged as the most credible strategy, selected by 64.9% of respondents. This is closely followed by "Transparency about risks of alcohol consumption", identified by 47.9% of the sample. Product-based innovations, such as "Lower-alcohol options", also hold significant weight, being considered credible by 33.0% of participants. Conversely, initiatives that are not strictly related to the product's core social impact achieved lower resonance. "Environmental sustainability initiatives" (24.5%) and "Partnerships with independent NGOs" (19.1%) were perceived as less credible. This indicates that while environmental concerns are globally relevant, consumers prioritize "industry-specific responsibility" (addressing alcohol-related harm) over "generic responsibility" (ecology or philanthropy).

To understand the core values associated with alcohol brands, a thematic content analysis was performed on the open-ended responses. The results show a dominant mode in the "Social Lifestyle" category, which accounts for 61.8% of the valid responses. This indicates that consumers primarily associate these brands with socialization, leisure, and personal experiences. In contrast, associations related to "Corporate/Economics" (17.6%) and "Health (Saúde)" (14.7%) follow at a significant distance. This finding provides a data-driven explanation for the Value-Action Gap identified in Q.9. While consumers theoretically demand CSR when prompted ($M = 4.14$ in Q.11), these values have not yet penetrated their spontaneous mental models of alcohol brands. The brand identity in this sector remains deeply rooted in lifestyle benefits rather than ethical purpose, explaining why CSR initiatives fail to trigger proactive consumer advocacy.

The results identify two primary structural obstacles. "High costs of implementing genuine social programs" was selected by 53.2% of respondents, closely followed by "Pressure to maximize shareholder profit" with 52.1%. These findings provide a critical explanation for the consumer skepticism observed in previous sections (Q.9 and Q.11). By identifying profit maximization and high costs as the leading barriers, consumers signal a belief that financial performance and social purpose are fundamentally at odds in the alcohol industry. This perception of a "structural conflict of interest" reinforces the idea that CSR is often seen as a secondary, or even symbolic, activity. Furthermore, 39.4% of respondents pointed to the "Lack of consumer interest in ethical issues" as a major obstacle. This is a significant self-reflective insight from the sample, as it directly supports the Value-Action Gap identified in Q.13. Consumers are aware that their own purchasing habits, often driven by convenience or flavor, do not prioritize the ethical commitments they theoretically demand from brands.

4.2.5 - Correlational Analysis: Behavioral Intentions and Reputational Success

The highest level of agreement was found for proactive information seeking ($M=3.63$; $SD = 1.07$) and the intention to switch to competitors with better ethical standards ($M=3.62$; $SD=1.06$). These scores suggest that ethical transgressions are not ignored by the sample and possess the potential to enhance brand loyalty significantly. However, a complex duality emerges when considering price sensitivity. While there is moderate willingness to pay more for ethical alternatives ($M=3.47$), the statement regarding continuing to buy the brand if it maintains a price advantage achieved the exact same mean ($M=3.47$; $SD=1.19$). The high standard deviation in these items indicates a polarized consumer base: one segment acts more ethically, while another remains more pragmatic, prioritizing financial advantage over moral concerns even in the face of a scandal.

The correlation analysis reveals a highly consistent and statistically significant pattern ($p<.001$) that defines the contemporary alcohol consumer's decision-making process. At the core of this behavioral model lies variable Q8.7, which acts as a powerful predictor for multiple ethical actions. A strong positive correlation ($r=.523$, $p<.001$) between the theoretical preference for responsible brands and the likelihood of switching to a competitor following a scandal indicates that CSR functions as a "moral contract." For this segment, social responsibility is not merely a bonus but a fundamental requirement for loyalty, as its breach triggers immediate brand abandonment. This relationship is further reinforced by a moderate-to-strong correlation ($r=.437$, $p<.001$) with the willingness to pay a premium price, effectively debunking the notion of a total "Value-Action Gap" within this young, educated sample. Those who claim to value

ethics are statistically more likely to support that preference with financial commitment. Parallel to this ethical commitment, the data identifies a "Vigilant-Skeptical" profile through variable Q8.3. The significant positive correlation ($r=.377$, $p<.001$) between perceiving CSR as a marketing tool and the intention to actively seek more information suggests that distrust does not lead to indifference but to increased scrutiny. This vigilant consumer does not take corporate claims at face value, creating a high-risk environment for brands attempting "social-washing." Furthermore, a significant correlation ($r=.380$, $p<.001$) between this same skepticism and a strict focus on price advantage (Q13.4) reveals that distrust often serves as a psychological justification for prioritizing economic savings over ethical considerations.

The internal consistency of these behavioral intentions is perhaps most evident in the very strong correlation ($r=.735$, $p<.001$) between the willingness to boycott (Q13.1) and the willingness to pay a premium (Q13.2). This suggests the existence of a highly cohesive "Conscious Consumer" cluster where ethical values dictate a binary response: high financial support for perceived integrity or total rejection of perceived misconduct. When coupled with the strong link between premium payment and active information seeking ($r=.506$, $p<.001$), it becomes clear that the most economically valuable consumers are also the most difficult to satisfy and the quickest to detect superficiality. The Pearson correlation analysis further explains this dynamic (8.3, 8.4 e 8.9). Trust and Long-term Success ($r=.278$, $p=.007$) indicate that trust is one of the components of a brand's longevity, but not the only one. Marketing Perception and Success ($r=.276$, $p=.007$) shows that even those who view CSR as a marketing tool ($M = 3.96$) still correlate it with long-term success.

Ultimately, these results demonstrate that for the alcohol industry, CSR is a double-edged sword that builds a premium-ready audience while simultaneously establishing a fragile reputational threshold that allows for no margin of error.

4.3 – Theoretical Contextualization of Industry Perspectives

The qualitative insights gathered from industry professionals indicate that Corporate Social Responsibility (CSR) in the alcohol sector is increasingly framed as a strategic component of corporate identity rather than a peripheral philanthropic activity. Across the interviews, brand purpose is largely defined through the promotion of conviviality, celebration, and moderation, positioning alcohol brands as facilitators of social experiences rather than promoters of excessive consumption. This strategic positioning reflects the framework of Werther and Chandler (2005) regarding the strategic necessity of CSR, as well as Porter and Kramer's (2006)

concept of Strategic CSR, which argues that social initiatives should be integrated into business strategy to generate both economic and societal value.

At the same time, the interviews highlight the structural challenges faced by companies operating in controversial or “sin” industries. Professionals acknowledged that alcohol brands operate under continuous societal scrutiny due to the potential social and health impacts associated with their products. This observation aligns with Grougiou et al. (2016), who argue that firms in stigmatized sectors must constantly engage in legitimacy-building activities to mitigate negative public perceptions. Responsible drinking campaigns and strict marketing guidelines therefore function not only as ethical commitments but also as mechanisms to maintain the industry's legitimacy and “social license to operate,” as described by Mialon and McCambridge (2018).

The interviews also emphasize the importance of CSR fit, meaning that social initiatives must be closely connected to the firm’s core activity in order to be perceived as credible. This perspective was particularly reinforced by CG, who argued that responsibility initiatives should address the potential harms associated with the industry itself, such as supporting organizations dealing with alcohol-related issues. This reflects the concept of CSR congruence discussed by Schade et al. (2022), in which initiatives aligned with a company’s core business are more likely to be perceived as legitimate.

However, the findings also reveal the persistent tension between authentic responsibility and reputational strategy. While interviewees highlighted multiple initiatives aimed at promoting moderation and sustainability, they also acknowledged that CSR may serve reputational purposes. This observation resonates with the critical perspective outlined by Choudhury et al. (2024) regarding the “darker side of CSR”, where responsibility initiatives can simultaneously function as tools for reputation management.

Finally, the interviews highlight broader shifts in consumer culture influencing industry strategies. Professionals noted growing demand for moderation, alcohol-free alternatives, and more experience-driven consumption patterns such as mixology and premium cocktails. These trends show that alcohol companies increasingly attempt to align responsible consumption narratives with evolving consumer expectations, reinforcing the strategic integration of CSR within their long-term business models.

4.4 – Comparative Analysis: Convergence and Divergence between Industry and Consumer Perspectives

The synthesis of qualitative and quantitative data reveals critical friction points and occasional alignments between industry strategies and consumer perceptions, providing a holistic view of the “Responsible Brand Dilemma.”

I. Strategic Sincerity vs. Consumer Skepticism (Divergence)

A profound divergence exists regarding the perceived authenticity of CSR efforts. While industry professionals frame their initiatives as sincere, long-term pillars of corporate strategy, 53.2% of consumers hold a critical view, classifying these actions as “mostly symbolic” or “marketing-driven”. This gap shows that while the industry views its purpose narratives as an evolutionary step, consumers often interpret them as tactical maneuvers to protect financial interests. This explains the observed reputational stagnation, as 60.6% of survey respondents reported no change in their perception of alcohol brands over the past year.

II. Credibility of Harm Reduction (Convergence)

A significant point of convergence is found in the types of initiatives deemed credible by both stakeholders. Industry managers highlighted the growth of low-alcohol options and moderation campaigns as key tools to align profit with purpose. This is validated by the survey results, where “Responsible drinking campaigns” (64.9%) and “Transparency about risks” (47.9%) were identified as the most credible CSR approaches. Both groups prioritize “industry-specific responsibility” (harm reduction) over generic philanthropic gestures, such as environmental sustainability, which consumers found less resonant.

III. The Visibility and Trust Gap (Divergence)

A secondary divergence relates to communication efficacy. While brand managers believe their messaging is effectively promoting a responsible image, consumers exhibit a significant “recognition deficit,” with 53.2% unable to spontaneously recall a specific brand associated with CSR. Furthermore, the industry’s reliance on high-reach channels like Social Media has not yet bridged the “Trust Gap”. Trust remains the most polarized variable among consumers (SD=1.30), showing that corporate efforts to build reputational capital are being undermined by persistent cynicism regarding the industry's true motivations.

IV. Addressing the Value–Action Gap (Structural Obstacles)

The research identifies a profound “Value–Action Gap.” Despite expressing high normative expectations for brand purpose ($M=4.11$), only 5.3% of respondents have ever recommended a brand for its CSR efforts. This disconnect is explained by both industry and consumer perspectives as a byproduct of structural barriers. Professionals admitted to the constant pressure of balancing commercial priorities with ethical commitments. Similarly, consumers identified the “Pressure to maximize shareholder profit” (52.1%) and the “High costs of implementing genuine programs” (53.2%) as primary obstacles. This shared understanding confirms that the Value Action Gap is not merely a lack of interest as 39.4% of consumers self-reflect but a perceived “structural conflict of interest” where financial performance and social purpose are seen as fundamentally at odds.

Ultimately, CSR in the alcohol sector acts as a “moral contract”, it can secure a premium-ready audience ($r=0.437$), but it also establishes a fragile reputational threshold where any perceived lack of sincerity triggers immediate brand abandonment ($r=0.523$).

5. Conclusions

The present research set out to examine how alcohol companies balance profitability with social responsibility while maintaining authenticity and stakeholder trust, within the broader context of the responsible brand dilemma. By combining industry perspectives with consumer perceptions, the study provides a comprehensive understanding of the extent to which corporate social responsibility in the alcohol sector can be considered both strategic and credible.

The findings confirm that CSR has evolved into a central component of corporate strategy within the alcohol industry. From the industry perspective, responsibility is no longer framed as a peripheral or purely philanthropic activity, but rather as an integrated element of brand positioning and long-term value creation. Strategies such as promoting responsible drinking, investing in product innovation including low and no alcohol alternatives, and aligning with global sustainability frameworks reflect an effort to reconcile commercial objectives with societal expectations. This supports the view that CSR can function as a strategic asset, contributing to legitimacy and competitive positioning.

However, the results also highlight persistent structural tensions that challenge the full alignment of profit and purpose. The nature of the alcohol industry as a socially controversial sector creates an inherent credibility constraint, where CSR efforts are continuously scrutinized and often questioned. While companies aim to position themselves as responsible actors, their

dependence on the consumption of a potentially harmful product reinforces skepticism and limits the perceived authenticity of their initiatives.

From the consumer perspective, this tension is clearly reflected in the prevalence of skepticism toward CSR efforts. A significant proportion of respondents perceive these initiatives as symbolic or primarily marketing driven, which indicates that corporate intentions are not fully translating into perceived authenticity. This gap between intention and perception is further reinforced by limited recall of specific CSR initiatives and relatively stable brand perceptions over time. As a result, the potential reputational benefits of CSR are not fully realized.

At the same time, the findings reveal areas of convergence between industry strategies and consumer expectations. Both perspectives recognize the importance of initiatives that are directly linked to the core impact of the industry, particularly responsible drinking campaigns and transparency regarding risks. These actions are perceived as more credible than generic or unrelated CSR activities, suggesting that alignment between business operations and social responsibility is a key condition for legitimacy.

A central contribution of this study is the identification of a clear value action gap. Although consumers express strong normative expectations regarding responsible behavior from alcohol brands, this does not consistently translate into behavioral outcomes such as brand preference or recommendation. This gap reflects not only individual consumer inertia but also a broader perception of structural conflict, where profit maximization and genuine social responsibility are seen as inherently difficult to reconcile. Importantly, this perception is shared, to some extent, by industry professionals themselves, reinforcing the idea that the challenge is embedded in the business model rather than in isolated strategic choices.

In direct response to the research questions, the study demonstrates that alcohol companies adopt a range of strategies to balance profitability with social responsibility, primarily through harm reduction initiatives, product innovation, and sustainability commitments. However, these strategies are only partially perceived as genuine, with a significant portion of consumers interpreting them as forms of social or green washing. The impact on brand reputation and stakeholder trust is therefore limited and uneven, as credibility depends heavily on perceived authenticity and relevance. While alignment between purpose and profitability is theoretically achievable, in practice it remains constrained by structural and perceptual barriers. Consequently, balancing profit and purpose can contribute to competitive advantage, but only

under conditions of high credibility, transparency, and strong alignment between corporate actions and societal impact.

Overall, this research highlights that CSR in the alcohol industry operates as both a strategic necessity and a reputational risk. It has the potential to strengthen legitimacy and create value, but it also establishes heightened expectations that, if unmet, can reinforce distrust. The responsible brand dilemma therefore, remains unresolved, not due to a lack of strategic effort, but because of the inherent contradictions embedded in the industry itself.

6. Limitations and Future Research

While this study provides significant insights into the alignment of profit and purpose within the alcohol industry, several limitations must be acknowledged to contextualize the findings.

Firstly, the quantitative phase relied on a relatively small sample size, a larger and more diverse sample would have enhanced the statistical power and generalizability of the results. Furthermore, the demographic distribution was heavily skewed toward younger age groups, with approximately 89.4% of respondents aged between 18 and 34. This concentration in the Gen Z and Millennial cohorts may introduce a generational bias, as these age groups are theoretically more attuned to ethical consumption and digital CSR communication. Future research should aim for a more balanced age distribution to determine if the identified levels of skepticism and the "Value-Action Gap" persist across older generations, whose consumption habits and brand loyalty may be driven by different variables.

Secondly, the qualitative component of this research was limited by the number of expert interviews conducted. While the three interviews, two with brand managers and one with a consultant, provided valuable internal and external perspectives, a broader range of participants would have enriched the analysis. Increasing the number of interviews to include a more diverse set of brand managers from various international and local companies, as well as more consultants specializing in "Sin Industry" CSR, would have allowed for a deeper triangulation of the industry's strategic challenges. Future studies should seek to establish broader partnerships with industry associations to gain access to a wider variety of corporate perspectives.

Finally, future research could explore the effectiveness of specific CSR channels through experimental designs. Given the identified "Advertising Backfire Effect", where high-frequency messaging appears to degrade perceived sincerity, it would be beneficial to test which specific types of content (e.g., educational vs. promotional) and which platforms (e.g., point-of-sale vs. social media) are most effective in bridging the trust gap.

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APPENDIX

APPENDIX A – Outline of Survey Questions

| Question N° | Question | Research Question | Response Format |
|-------------|---|---|---|
| Q1 | Do you consume alcoholic beverages? | Screening | Multiple Choice (Yes/no) |
| Q2 | How often do you consume alcoholic beverages? | Context variable (supports interpretation of RQ1 & RQ2) | Multiple Choice (frequency scale) (Less than a month – 3 or more times a week) |
| Q3 | In the last 60 days, how many times have you noticed CSR or responsible drinking messages from alcohol brands? | RQ2 | Multiple choice (frequency scale) (0 Times – More than 10 Times) |
| Q4 | In the last 60 days, through which channels did you notice CSR or responsible drinking messages from alcohol brands? | RQ1 | Multiple choice (multiple selection) Television Social Media Brand Websites Events/Sponsors Points of Sale Did not Notice |
| Q5 | In the last 60 days, can you recall at least one alcohol brand that actively promoted a CSR or responsible drinking initiative? | RQ2 | Multiple Choice (Yes/No) + Open Question |
| Q6 | Over the last year, my perception of alcohol brands' social responsibility has: | RQ2 | Multiple choice Consistent and long-term Occasional but sincere Mostly reactive to criticism or regulation Mostly symbolic / marketing-driven I have not noticed any CSR initiatives |
| Q7 | In the last 12 months, alcohol brands' CSR | RQ1 | Likert Scale Become Much more negative (1) |

| | | | |
|-------------|---|-----|--|
| Q8.1 | initiatives have seemed: CSR initiatives are relevant for alcohol brands given the nature of their products. | RQ1 | Become much more positive (5) Likert scale Strongly Disagree (1) Strongly Agree (5) |
| Q8.2 | Alcohol brands should have a clear Brand Purpose beyond profit. | RQ3 | Likert scale Strongly Disagree (1) Strongly Agree (5) |
| Q8.3 | Alcohol brands often use CSR mainly as a marketing or reputational tool. | RQ1 | Likert scale Strongly Disagree (1) Strongly Agree (5) |
| Q8.4 | CSR initiatives increase my trust in alcohol brands. | RQ2 | Likert scale Strongly Disagree (1) Strongly Agree (5) |
| Q8.5 | It is difficult for alcohol brands to truly align profit with social responsibility. | RQ3 | Likert scale Strongly Disagree (1) Strongly Agree (5) |
| Q8.6 | I evaluate CSR initiatives more critically in alcohol brands than in brands from non-controversial industries. | RQ1 | Likert scale Strongly Disagree (1) Strongly Agree (5) |
| Q8.7 | If two alcohol brands offer similar prices and quality, I would choose the one with stronger CSR commitments. | RQ4 | Likert scale Strongly Disagree (1) Strongly Agree (5) |
| Q8.8 | My tolerance for a brand's questionable behavior increases if I have been a loyal consumer for a long time. | RQ2 | Likert scale Strongly Disagree (1) Strongly Agree (5) |
| Q8.9 | I believe an alcohol brand that prioritizes social responsibility is more likely to | RQ3 | Likert scale Strongly Disagree (1) Strongly Agree (5) |

| | | | |
|--------------|---|-----|--|
| Q8.10 | <p>remain successful in the long term.</p> <p>Alcohol companies should be willing to accept lower annual profits if it means achieving their social responsibility goals.</p> | RQ3 | <p>Likert scale</p> <p>Strongly Disagree (1)</p> <p>Strongly Agree (5)</p> |
| Q9 | <p>Have you ever recommended an alcohol brand because of its CSR or social responsibility efforts?</p> | RQ2 | <p>Multiple Choice (Yes/no)</p> |
| Q10 | <p>From a consumer perspective, which CSR approaches do you consider more credible for alcohol brands?</p> | RQ1 | <p>Multiple choice (select up to 2)</p> <p>Responsible drinking campaigns</p> <p>Product reformulation / lower-alcohol options</p> <p>Long-term community or social programs</p> <p>Environmental sustainability initiatives</p> <p>Transparency about risks of alcohol consumption</p> <p>Partnerships with independent NGOs</p> <p>I do not consider any CSR initiatives credible in this industry</p> |
| Q11 | <p>What values or characteristics do you associate with alcohol brands, beyond their products?</p> | RQ2 | <p>Open-answer</p> |
| Q12 | <p>Which of the following do you believe is the biggest obstacle to an alcohol brand</p> | RQ3 | <p>Multiple choice (select up to 2)</p> <p>Pressure to maximize shareholder profit.</p> |

| | | | |
|--------------|--|-----|--|
| | being truly responsible? | | High competition in the market. High costs of implementing genuine social programs. Lack of consumer interest in ethical issues. |
| Q13.1 | I would stop purchasing the brand's products and switch to a competitor with better ethical standards. | RQ4 | Likert scale (1–5) Not likely at all (1) Very Likely (5) |
| Q13.2 | I would be willing to pay a higher price for a different brand that demonstrates genuine and proven CSR commitments. | RQ4 | Likert scale (1–5) Not likely at all (1) Very Likely (5) |
| Q13.3 | I would actively seek more information about the brand's business practices before making future purchases. | RQ4 | Likert scale (1–5) Not likely at all (1) Very Likely (5) |
| Q13.4 | I would continue to buy the brand's products only if they maintained a significant price advantage over competitors. | RQ4 | Likert scale (1–5) Not likely at all (1) Very Likely (5) |

Q14 & Q15

Demographics (Gender+Age)

APPENDIX B – Survey Script

SURVEY - Consumer Perceptions of CSR in the Alcohol Industry

Introduction

Section A – Screening & Consumption Context (1Q)

Q.1 Do you consume alcoholic beverages?

Yes

No

CSR

For the purpose of this survey, Corporate Social Responsibility (CSR) refers to the voluntary integration of social, ethical, and environmental concerns into a company's operations and interactions with stakeholders, beyond legal obligations and profit generation (Carroll, 1991; European Commission, 2011). In the alcohol industry, CSR typically includes initiatives such as promoting responsible drinking, preventing underage consumption, reducing drink-driving, ensuring transparent marketing practices, supporting community programs, and minimizing environmental impacts (Yoon & Lam, 2013; Mialon & McCambridge, 2018).

SECTION B - Exposure to Brand Communication (8Q)

Q.2 How often do you consume alcoholic beverages?

Less than once a month

1–3 times a month

1–2 times a week

3 or more times a week

Q.3 In the last 60 days, how many times have you noticed CSR or responsible drinking messages from alcohol brands?

0 times

1–2 times

3–5 times

6–10 times

More than 10 times

Q.4 In the last 60 days, through which channels did you notice CSR or responsible drinking messages from alcohol brands?

(Select all that apply)

Television

Social media

- Brand websites
- Events or sponsorships
- Points of sale
- I did not notice any CSR-related messages

Q.5 In the last 60 days, can you recall at least one alcohol brand that actively promoted a CSR or responsible drinking initiative?

- Yes
- No

If yes, please specify the brand (optional): _____

Q.6 In the last 12 months, alcohol brands' CSR initiatives have seemed:

- Consistent and long-term
- Occasional but sincere
- Mostly reactive to criticism or regulation
- Mostly symbolic / marketing-driven
- I have not noticed any CSR initiatives

Q.7 Over the last year, my perception of alcohol brands' social responsibility has:

- Become much more positive
- Become slightly more positive
- Remained the same
- Become slightly more negative
- Become much more negative

Section C – Perceptions of CSR & Brand Purpose (8Q)

1 = Strongly disagree | 5 = Strongly agree

Q.8

8.1 - CSR initiatives are relevant for alcohol brands given the nature of their products.

8.2 - Alcohol brands should have a clear Brand Purpose beyond profit.

8.3 - Alcohol brands often use CSR mainly as a marketing or reputational tool.

8.4 - CSR initiatives increase my trust in alcohol brands

8.5 - It is difficult for alcohol brands to truly align profit with social responsibility.

8.6 - I evaluate CSR initiatives more critically in alcohol brands than in brands from non-controversial industries.

8.7 - If two alcohol brands offer similar prices and quality, I would choose the one with stronger CSR commitments.

8.8 - My tolerance for a brand's questionable behavior increases if I have been a loyal consumer for a long time.

8.9 - I believe an alcohol brand that prioritizes social responsibility is more likely to remain successful in the long term.

8.10 - Alcohol companies should be willing to accept lower annual profits if it means achieving their social responsibility goals.

Section D – Behavioral Impact

Q.9 Have you ever recommended an alcohol brand because of its CSR or social responsibility efforts?

Yes No

Q.10 From a consumer perspective, which CSR approaches do you consider more credible for alcohol brands?

(Multiple choice – select up to 2)

Responsible drinking campaigns

Product reformulation / lower-alcohol options

Long-term community or social programs

Environmental sustainability initiatives

- Transparency about risks of alcohol consumption
- Partnerships with independent NGOs
- I do not consider any CSR initiatives credible in this industry

Q.11 What values or characteristics do you associate with alcohol brands, beyond their products?

Open Answer

Q.12 Which of the following do you believe is the biggest obstacle to an alcohol brand being truly responsible? (select up to 2)

- Pressure to maximize shareholder profit.
- High competition in the market.
- High costs of implementing genuine social programs.
- Lack of consumer interest in ethical issues.

Section E – Behavioral Intentions & Moral Boundaries

Q.13

Please indicate how likely you would be to take the following actions if you discovered that your preferred alcohol brand was involved in a major ethical scandal or was found to be "social-washing":

(Likert Scale: 1 = Not likely at all | 5 = Very likely)

13.1 I would stop purchasing the brand's products and switch to a competitor with better ethical standards.

13.2 I would be willing to pay a higher price for a different brand that demonstrates genuine and proven CSR commitments.

13.3 I would actively seek more information about the brand's business practices before making future purchases.

13.4 I would continue to buy the brand's products only if they maintained a significant price advantage over competitors.

Section F – Demographics

Q.14

Gender:

Male

Female

Other

Q.15

Age:

18-24

25-34

35-44

45-54

>55

APPENDIX C – Interview Script

1. Could you briefly introduce yourself and describe your role in the company?
2. How long have you worked in the alcohol industry?
3. What was the primary reason to work in this industry, and what keeps you working in this industry?
4. When you think about ‘brand purpose’ in the alcohol industry, how would you personally define it?
5. How would you describe your company’s current mission and purpose?
6. Do you think consumers expect alcohol brands to have a social purpose? If yes, in which sense?
7. In your experience, how do consumers typically react when an alcohol brand communicates purpose-led initiatives?
8. What role should industry play in promoting responsible consumption?
9. Are your company’s social responsibility and CSR initiatives strategic (core to the business) or are they mainly compliance-driven?

10. How integrated is CSR in your company's strategic decision-making? Is it embedded across departments or managed separately?
11. What are the biggest challenges in advancing responsibility within a category associated with health risks and addiction?
12. Can an alcohol brand adopt a strong purpose without compromising financial results?
13. What concrete strategies or CSR frameworks does your company use to balance commercial goals with responsibility?
14. Have you faced decisions where purpose and commercial objectives were in tension?
 - a. Follow-up: How was that tension discussed and managed?
15. Do you think there is a risk of greenwashing in the sector?
 - a. Follow-up: How can a brand avoid that risk?
16. To what extent are purpose initiatives driven by genuine commitment versus reputation management or external pressure?
17. In your view, what makes a purpose initiative credible in this industry?
18. Do you believe purpose can create a competitive advantage for alcohol brands? Why?
19. Does current regulation enable or constrain purpose-led initiatives?
20. Which trends do you consider most relevant for this debate?
 - a. Examples: low/no-alcohol, wellness, sustainability, data-driven personalization, circular packaging.
21. How does your company measure the impact of purpose initiatives (both societal and business outcomes)? Which indicators do you consider most meaningful when evaluating success?
22. Could you share an example where a purpose initiative led to meaningful change?
 - a. Follow-up: What worked, what didn't, and what would you do differently?
23. If you could change one thing about how the industry approach's purpose, what would it be?
24. Is there anything important about purpose in the alcohol industry that we haven't discussed but you believe should be considered?

APPENDIX D – Interview with Maria Emilia

DB: Good afternoon, Maria Amélia. Could you describe yourself, introduce yourself, and tell us what your role in the company is?

ME: Hello, my name is Maria Amélia. I work for a company in the spirits sector, one of the leading companies worldwide. I am part of the management of some of the brands marketed in our country, in Portugal.

DB: How long have you been working in this industry?

ME: I have been working in this industry for over four years.

DB: When you started, what was one of the reasons you chose this industry, and what keeps you wanting to stay in it?

ME: Personally, I have always had a great admiration for the hotel and tourism industry. I had an experience in that industry and realized that the work I tried wasn't right for me. But there was an industry that brings moments of conviviality and happy moments to consumers. That is what I believe the spirits industry and, especially, the company where I work provide to end consumers. I feel that my work and the management of the brands I handle promote conviviality and celebration among people, and also promote a way for people to be together and celebrate life.

DB: So would you say that is how you end up seeing the brand purpose of the company you work for?

ME: Exactly, yes. Creating moments of conviviality for consumers, moments of happiness.

DB: Do you think consumers have an idea of what the purpose of brands and companies is?

ME: I would say that, first of all, when people look at brands, they don't look at the companies; in other words, they have no idea of the various brands a company has. Regarding purpose, I think the average consumer doesn't even think much about a brand's purpose; they think more about the benefit and what they actually do with the brand. But the marketing I develop always tries to convey this idea that a spirit or alcoholic beverage is here to be drunk moderately to celebrate moments and share moments with those we love most.

DB: And, from your experience, when you say that brands have this purpose of going a bit further in that responsibility as well, how do you think consumers react to these types of activities?

ME: The consumer is so bombarded with so much information that they end up absorbing what is primary in communication, which is showing the product. "I already know product X and bottle X," and I think that is primarily what consumers interpret. Later, they might hear interpretations of the product's purpose.

DB: And what role do you think a company and, in this case, a brand manager should have in promoting and encouraging this responsible consumption?

ME: I think all of it. Not just from the marketing side, which ends up being the one most in contact with the end consumer, but I think it should happen through all departments and all people. The role must be fulfilled. There are rules and laws in Portugal, and these rules and laws determine what is necessary to do in favor of responsible consumption. Spirits and alcoholic beverages with more than 20% ABV, as well as those with less, must obey certain rules that are always followed. For example, the issue of never featuring young people under 18 in advertisements. Not only do we take this rule seriously, but we even feature only more mature consumers, from age 25 onwards. We do what the law requires. I think it's very important to make the claim for the person to be responsible and drink in moderation. In the products themselves, we have this phrase, showing the maximum recommended dose and the effects of alcohol. Therefore, I believe there is responsibility, and it must be taken by the various parties involved.

DB: And, now from a consumer's perspective, do you see other brands following these guidelines as well?

ME: I would say that some things are difficult to gauge, but brands under larger multinational groups or national groups of great relevance, I think they all generally follow the minimum rules. Depending then on the tone of voice of each brand, there may be brands whose communication encourages responsible consumption less, but in general, regarding legal compliance, I think most competitors comply with this. If they are very small and niche products, almost from traditional producers, I believe they are not as aware of the rules.

DB: Is this issue of social responsibility and these types of initiatives in your company handled separately by each department, or is there a single department that takes care of it? And do you consider that they will only fulfill the minimums or, beyond these minimums, do they try to create other initiatives that follow this goal of social responsibility and warning and taking care of consumers?

ME: It goes through all departments; of course, some more than others. Internally, we always have this message that is repeated countless times and that the company's own employees also adopt. Then there are departments, such as marketing and trade marketing, that end up having to express more and have more legal and written parts that prove this issue of responsible consumption. I don't think it's just about complying with the law. We do what is beyond the law, but we also take an extra step. Namely, in the company, there are non-profit projects, specifically for awareness, especially among younger people, about the responsible consumption of alcoholic beverages. We carry out local actions with young people to convey this message, and this is embedded in the company's culture.

DB: Just to confirm, then, is this a process that is done in all departments, and isn't there just one department or one person looking at these initiatives, or is there someone who is actually responsible for looking at this social responsibility landscape?

ME: I think all departments encompass a bit of this in their work. But yes, there is the marketing department, which ends up having a bigger role. There is also a person in the company who has this specific role of organizing the activities I mentioned earlier.

DB: Among all the challenges you have when managing brands, what do you consider to be the biggest challenges given that you are in a category associated with health problems and also addiction issues?

ME: I would be lying if I said they didn't exist. There are challenges in brand management work, especially regarding communication. There are various laws and rules around this sector that make the work of a brand manager difficult. All messages passed by a brand are always thought out to see if the smallest detail can be read as an intention for excessive consumption.

DB: And speaking of these types of activities, have you ever been in a situation where there might have been a conflict between more commercial objectives and the part of the purpose we are talking about here?

ME: I would say that sometimes it doesn't exist, from a very specific marketing perspective. Not all agencies and people we work with have awareness of this problem. In general, I would say no, especially when we talk to the commercial side. No matter how much we want to sell more, it is the consumer out there who allows us to do so or not. On the contrary, I think we are even moving towards a path where our commercial proposals increasingly help the purpose of this social responsibility, creating products with lower alcohol content and even products that mimic what an alcohol product is, but without having any alcohol level.

DB: Do you believe there are companies that use certain types of greenwashing practices to appear more socially responsible? Do you think this is a genuine commitment companies make, or is there always pressure from the structure higher up in the company for these types of practices?

ME: It also depends on the various points of social responsibility we talk about. When we talk about drinking in moderation, everything that goes above what the law requires, I think sometimes can come from a good background of social responsibility, other times it can come from a commercial background and commercial intent. If we talk about greenwashing in terms of environmental social responsibility as well, I have no doubt that often these highlights are made to give a better image to the company and the brand. Often, removing packaging happens for an economic purpose that is used and shown to the consumer as social responsibility. Changing processes nowadays is motivated more by efficiency and environmental rules coming from outside than by the company's own intent for social responsibility.

DB: In your opinion, what makes one of these initiatives or a campaign something with credibility in this industry? What could be that addition that makes consumers have this other perspective that this initiative actually comes with extra care and that it actually happens?

ME: I would say that credibility happens mainly when the consumer can see that a certain change happens in favor of good social responsibility, but that it can also help them as a consumer. I think that is where consumers perceive a higher level of credibility in a change for social responsibility.

DB: And to what extent do you think this purpose of brands taking this care can be a differentiating factor and even a competitive advantage over the competition?

ME: I think it's difficult, speaking both of environmental issues and social responsibility around responsible consumption. I think in the Portuguese market, there is still little awareness on the consumer side for these types of causes. The Portuguese consumer is still not caring much about this issue of social responsibility, although they are becoming so more and more, and therefore brands are increasingly taking advantage of this topic.

DB: Just regarding the initiatives, do you think current regulation allows these types of initiatives or is it still very restrictive?

ME: I think we are at a positive point where the rules and laws that were created make sense. I think what exists at the moment fulfills the goals of social responsibility, while still giving us some freedom to express ourselves as a brand. It's a good balance, especially when we look at

some other European countries that do not allow such fluid and different communication. In Portugal, we can still do storytelling with people; in France, for example, people cannot appear in alcohol advertisements.

DB: Can you give an example of a type of social responsibility initiative you've had, either with a brand of yours or with the company, that you feel has generated positive results?

ME: There is an initiative, not affiliated with a brand but with the corporation, called "Drink More Water," which encourages consumers, especially younger ones, toward the message of responsible consumption. It gives out water and shows the importance of drinking responsibly. It's an action that works because there are actually people on the ground giving out water and talking to younger people about this dynamic. It has had positive results; many thousands of people and young people have already been reached by this action.

DB: Can you tell me some indicators that were used to evaluate that activity?

ME: It ends up being a bit difficult because this is a one-shot issue—that is, doing it once—and there is no tracking of what measures the young person will take from then on regarding their consumption. However, I would say one of the KPIs is the number of people and young people reached.

DB: If you were to carry out that activity today, would you do anything differently?

ME: I consider that, being a global and not just a national project, it has high-quality assets and high-quality communication. Therefore, I think I wouldn't change anything specific. I think we are finding our audience in the right place. In a perfect world where there was much more budget, I think even more of these actions could be done. But we are doing it; this action is literally a blocker to our sales, which I think gives it great value and an ethical sense.

DB: If you could change one thing about how this industry looks at the issue of brand purpose and social responsibility, what would it be?

ME: I think if all industries looked at and did these actions, we would effectively have social responsibility acting more in reality, and we would even show that we don't need so many rules because we ourselves are taking a step toward protecting consumers. That is what I would like to see in my sector: more people taking more action beyond what is the edge of the law.

DB: And, to conclude, do you think it is possible for a company in this alcoholic beverage industry to have a strong commitment to purpose and this social responsibility without compromising financial results?

ME: Without a doubt. For example, we are creating products like 0.0 that allow us to continue in the future, for many generations, to have a business that generates profit, but taking great advantage of this part of social responsibility. I think society itself will also push us toward this model.

DB: Along with the issue of zero-alcohol beverages, is there any other type of trend you consider important for brands in this sector to be aware of?

ME: Lower-alcohol beverage consumption and less frequent consumption, but of higher quality or more premium perception products. In terms of sustainability, some brands are starting to appear with a strong hallmark, more to do with production methods, but they are still not proving to be a relevant trend in the market. From that, what still stands out most is the origin of the products and their quality.

DB: Thank you very much for your availability.

ME: You're welcome.

APPENDIX E – Interview with Yuliya Vashchynshyn – Pernod Ricard

DB: Hello, good morning.

YV: Hello, good morning.

DB: So, Yuliya, if you could please do a brief introduction and state your role in the company.

YV: Hello, my name is Yuliya. My role in the company is Brand Manager for the White Spirits portfolio. Meaning, we are talking about brands like Beefeater, Absolut, aperitifs, and others.

DB: And how long have you been working in this industry?

YV: I have actually been working in the industry since I was 17. It was when I was doing my undergraduate degree, I had a post-study job, meaning I started working in clubs and bars. That was throughout my academic journey. Then, when I finished, since I developed a special taste for the area, I had an opportunity at Pernod Ricard. They were looking for someone for a Trainee position in brand activation and I decided to join. That was in 2019. So, we are talking from 2019 until now, I have been in the area, specifically on the Brand Management side.

DB: Today, what continues to be the motive for you wanting to be in this industry and what do you think is your contribution to the company for the same?

YV: For me, I am a quite dynamic person, I like challenges, and I like work that isn't too monotonous. And the spirits category presents exactly that. Meaning, there are several brands to work on, all with different positioning, so the days end up being very different and the tasks vary between themselves. I also had experience in the watchmaking area, and I actually realized

that for me, for my personality, for my profile, it has to be something more dynamic and challenging, let's put it that way. That is why I continue in this area.

DB: When you think about brand purpose in this industry, how would you define it?

YV: Meaning, for me, the purpose of a brand and this type of product cannot just be about selling the product. We know it's an industry that is not easy to work in due to all the issues regarding responsibility, responsible consumption, etc. So here, our purpose is not just about the commercialization of products, but also about promoting moments of conviviality in a more sustainable, more responsible way... because we have this role of not pushing—meaning, not pushing further towards the negative side, but rather trying to educate the consumer.

DB: And, following that, how would you describe the mission and purpose of the company where you work?

YV: Pernod Ricard has defended itself since the beginning, since its creation, as "creators of conviviality." Meaning, creators of moments of conviviality and sharing. But that purpose also translates into three major pillars: creating positive experiences for the consumer, promoting responsible consumption, and developing the business in a sustainable way, from an environmental or social point of view. Since we have several factories all over the world, we have several affiliates spread across the globe, we try to be responsible in that social and environmental sense.

DB: And, from the contact you have with the consumer and your perception of them, do you think that today there is a concern from the consumer to look for these companies that have a purpose and social responsibility and that pay attention to this type of activity?

YV: Yes, clearly. Meaning, today's consumers, and precisely the younger generations, expect brands to have a clear position in terms of sustainability, social responsibility, and transparency. In the case of alcoholic beverages, there is also a very strong expectation regarding the promotion of responsible consumption because, well, we are always walking on a very thin line between wanting to sell and also having the concern to explain how one should consume responsibly. Therefore, yes, clearly there is this concern now, and we always try to meet it and have dynamics to match.

DB: And, from your experience until today, how do consumers react to these types of communications, to these types of initiatives that companies have and implement?

YV: Meaning, I think that as long as it is clear that the initiative is credible... because companies cannot just say they are socially responsible and environmentally friendly, etc., but they also have to show some dynamics and clear actions of what the companies are actually doing. Meaning, to be credible, because otherwise, they end up being looked down upon by the

consumer. Now, in this world of social media, there is more exposure of companies in this sense. So, if you aren't credible, it's not worth it.

DB: And in that sense, how do you think companies can gain that type of credibility and what role should they have in promoting this responsible consumption?

YV: As I said, show or communicate through social media communication or through studies, show reports of what they are doing regarding emissions, for example, factory gases, the product creation process, cultivation... meaning, in several segments, not just in production, but also in marketing. For example, always include the mention of social responsibility in marketing communication campaigns, or for example, when producing content, always try to pass a message of responsible consumption. For example, including—we in our marketing dynamics, when we produce content, we always place a glass of water in the production moment just to also pass that message of responsible consumption.

DB: Within the company where you work and in this scope of social responsibility and these types of initiatives, does the company feel like it does the bare minimum and fulfills only what is necessary, or does it try to go a little bit further than these initiatives and what is legally mandatory and necessary?

YV: No, we go further. Meaning, beyond the basic regulation policies, we also have our own internal ones. For example, regarding communication, we know the legal drinking age is 18. However, all our communication campaigns target 25 and up. We already have that concern, beyond regulation, but also a concern on our side not to communicate to younger people. We also always include a mention of driving while intoxicated. We also have our *Responsib'All Day*, which is precisely at Pernod Ricard Portugal, where one day a year we do several responsible initiatives. For example, the year the war in Ukraine started, we did a donation drive with the whole company to send those donations to Ukraine. The other year, we went with the whole company to build a park in a place for people—well, not exactly needy people, but people with developmental issues. We spent the whole day with them helping to build the park, the benches, the tables, etc. Furthermore, in all our events we always have the message of responsible consumption, so we are always drawing attention and pushing for water consumption. Even in events that aren't the company's, but external events we support, whenever we offer drinks, we always offer only two drinks maximum per person and mandatorily a bottle of water. Meaning, we go much further than what is regulated.

DB: And you mentioned earlier that the minimum age you advertise to is 25. Why that age and why be different and not go just to 18 if that is the legal age to drink?

YV: Because we want to transmit more moments of conviviality and being among people. We know that from a certain age—in this case, 25—people already look at this in a slightly more responsible and pondered way. When we know that young people are still... they may be more open and prone to less responsible consumption. Therefore, we don't want to be the ones responsible for pushing these consumption habits in this age group because we don't want that responsibility. We want to be just the creators of conviviality and bring only positive moments, not the hangovers the next day for young people.

DB: In your company, is this department, this type of responsibility taken into account by the various departments, or is it managed separately, and is there a department, an entity within the company that worries more about this type of behavior and initiative?

YV: Social responsibility is quite transversal across the whole organization. Therefore, we are talking about sustainability policies, responsible consumption, etc., that are part of the global strategy of the company, including various areas like marketing, supply chain, as I already mentioned, operations, human resources, etc. Each department has its policies and each department is responsible for ensuring those policies are fulfilled according to the needs passed down by the group. However, not at Pernod Ricard Portugal, but globally, there is a department that creates these guidelines for departments and controls that all departments of the company correspond to these policies clearly.

DB: Considering your role as Brand Manager, what are the biggest challenges you find in this industry linked to responsibility, considering it is a category that is strongly associated with health risks and addiction?

YV: Yes, the biggest challenge is finding precisely this balance between promoting the brands and guaranteeing communication that incentivizes moderate consumption. Which is fundamental. We do that, as I mentioned, we are very careful with the type of content we pass on. We always have a lot of concern not to show people "too happy," let's put it that way, in the content. Not associating ourselves with driving. Regarding communication, we don't communicate to people under 25. Even in content production, we always choose models who appear to be a bit more adult. Of course, that balance is very difficult to maintain because, on one hand, we are saying people should have fun, but we also have to pass that message: you have to have fun, but always in a moderate and responsible way.

DB: Have you ever been in a situation where you had to make a decision where perhaps the commercial objectives and the brand purpose/social responsibility part were in tension, and how did you handle that situation?

YV: Yes, sometimes decisions arise where a commercial opportunity could generate short-term results, but the more responsible and coherent point of view for the brand had to carry more weight. Because we know it's a very complicated sector to work in, for example—I'll talk about the case of cigarettes, the tobacco industry. Years ago, tobacco brands could communicate very actively and be associated with sports like Formula 1. However, after some time, the sector was so regulated that they were almost forced to use those images on cigarette packs, etc. We don't want our industry to go through that same process, so for the sake of a sale or a commercial issue, if we see that it puts social responsibility or moderation at risk, we will always opt for a more moderate and responsible way of acting.

DB: In this sector, do you believe there is a high risk of greenwashing by companies?

YV: Yes, certainly, because social media can work for good but also for bad. Meaning, clearly, there can be a possibility of companies only communicating that they are being responsible, while in reality, they aren't. That is why I mentioned that they have to be credible, meaning there have to be proofs and reports that convey that the company is indeed being responsible and not just at the communication level.

DB: Do you believe that many of these initiatives, rather than having a true commitment to social responsibility, end up being very much a question of reputation and external pressure from the company structure?

YV: Yes, I think so. Not speaking of our company in particular, but generally, I think so. As it is so required and almost necessary or well-seen to have those practices, companies of course have to correspond to that. If a company doesn't do what is expected in front of others, it will end up not benefiting from this position. There is so much competition in the spirits sector that if a company doesn't do what is expected of it in front of others, it won't benefit from this position.

DB: Do you believe that companies can create competitive advantages through this brand purpose, through the construction of this concept?

YV: Yes, I think an initiative is credible when it is consistent and maintained over the long term. Meaning, it's not just a one-off action and then it's done, "check," let's move on. No, it has to be a sustainable initiative that extends over the long term.

DB: When we talk about trends that may be relevant to this topic, what type of events do you think can be taken into account in this scope?

YV: What we have been seeing for some time is that Gen Z tends to consume less, and the older age bracket like Millennials are already consuming less. Not stopping consumption, but they are much more focused on well-being, moderation, sports—with all the hype we see

regarding padel, Hyrox, gyms, etc. Therefore, here we are talking about trying to adapt to this trend and introducing products with lower ABV or No Alcohol. Meaning, we are focusing more on drinks like aperitifs that have a lower alcoholic volume. We also launched products without alcohol, Beefeater 0.0. RTDs, which is Ready to Drink, in a small format that has only 5% alcohol. So, we clearly see this trend of reducing alcoholic beverage consumption and we try to adapt to this trend.

DB: What type of indicators does your company use to measure these initiatives?

YV: So, what we do is we manage to see through sales. Meaning, based on the Nielsen reports that we pull, we see that yes, the quota increases for these products. But other than that, we can't control that.

DB: In the company in Portugal, you mentioned some initiatives you've done. Do you have an example of one that you felt had a real impact on society or the environment itself?

YV: Look, what I talked about regarding *Responsib'All Day*, which we do every year, it is always something different. We also have, for example, during Christmas, the company collects food supplies necessary to deliver to an orphanage or to people who need it more. Another year we went with the whole company to build a park, the benches, the tables, etc. Furthermore, in all our events, we always have the message of responsible consumption; we are always pushing for water consumption. Even in events that aren't the company's, but external events we support, we always offer only two drinks maximum per person and mandatorily a bottle of water and food because we know it is also important to moderate consumption so that people are more aware.

DB: If you could change something about the way one can approach this industry, what would you change or what would you do?

YV: It would be important to further reinforce the collaboration between regulatory bodies and civil society organizations to increase the impact of responsible consumption initiatives.

DB: Do you believe it is possible for a company in this alcoholic beverage sector to have a strong brand purpose without compromising financial results?

YV: Yes. Actually, a clear and credible purpose can reinforce brand reputation and consumer trust, which certainly, in the long term, can bring more loyalty to the brand and the company. Therefore, it can always benefit here at the sales and financial level.

DB: Is there anything else regarding this theme you would like to share?

YV: No.

DB: OK, thank you very much.

APPENDIX F – Interview Cristina Girão - LLYC

DB: OK, it's recording. Hello, Cristina. Thank you very much, once again, for being here for a bit to talk with me. To start, could you please present yourself, your name, your profession, where you work, and a bit of the context of your professional life?

CG: My name is Cristina Girão. I am the Director of the Marketing Solutions area at LLYC Portugal. LLYC was originally a communication agency, but over its 30-year history, it has evolved into a marketing and protection consultancy. This means that beyond PR, we look at our clients' challenges through multiple lenses—using specialized teams in areas like AI and Data—to analyze perception gaps between what a client thinks they are communicating versus how they are actually perceived. We then create a PR roadmap to produce content for the channels that truly influence their stakeholders. My area, Marketing Solutions, focuses on creativity, Brand PR, and understanding how new technologies perceive brands. I've been at LLYC for 14 years, starting when I was 23, and I've grown alongside the team and the company.

DB: And what is the reason that makes you stay for 14 years in this company, in this industry?

CG: The agency gives me a "chameleonic" ability to work across different sectors—from beverage brands to cars, energy, or cosmetics. This capacity to touch and know a bit of everything gives me great pleasure. Since I started, we evolved from pure PR to digital, specialized LinkedIn management for CEOs, Public Affairs, and recently, a strong focus on creativity and advertising. We even did a great storytelling project with you (Pernod Ricard) for the creation of "Maldita," a beer aged in Jameson casks.

DB: Over these 14 years, how long have you worked with companies in the alcohol sector or other controversial sectors, like gambling or tobacco?

CG: I've worked with everything. I currently work with Betano (gambling), specifically on their science communication and social responsibility projects. They reinvest a large part of their revenue into initiatives with social impact. I've worked with tobacco on specific Public Affairs projects. Regarding alcohol, we've worked with Pernod Ricard for about 10 years in total (with a small break in between) and Sogrape for about three years. Also, my father is a wine producer in the Douro, so I grew up around wine tastings and unlabelled bottles in the kitchen.

DB: Based on your experience, how would you define the purpose of these brands and their interaction with the public?

CG: I believe these products are fundamental to society when consumed with moderation. Our communication follows a line of innovation and experience. Today, there is a greater consumer

awareness; people want to drink less but better, which led to the rise of low-alcohol or zero-alcohol options. Brand narratives should focus on marking special moments—celebrations rather than "getting drunk."

DB: Do you think consumers are more attentive to CSR than they were years ago?

CG: Yes. People expect all companies to leave a mark on society. For alcohol brands, it makes sense to help where they have an impact: supporting associations like Alcoholics Anonymous, or helping the local community and industry partners, such as restaurants or glass factories.

DB: How can these initiatives gain credibility and avoid being seen as "social-washing"?

CG: I always say that any help shouldn't be "shouted" about. You shouldn't claim trophies for acts of generosity. Authenticity comes when you involve employees in volunteering; they become the real ambassadors, telling their friends about the help they provided. If you have a massive budget for a donation, you can mention it in a CEO interview or an annual report, but it shouldn't be the main "advertising" focus.

DB: I've identified a "Value-Action Gap" in my research: consumers demand ethics but don't always act on them. How do you see this?

CG: Social media has a huge influence here. There is a cult of the body, a focus on being "perfect," running marathons, and being fit. This indirectly discourages drinking. Because of this "body cult," people tend to save drinking only for very special moments.

DB: What trends are relevant for an alcohol brand to address this?

CG: Non-alcoholic options are important, but the biggest trend is the growth of mixology and cocktails. While the volume of consumption decreased, the quality increased. People are looking for a "new flavor" and a "new experience." It's no longer about "finishing the bottle," it's about the social experience and the quality of the cocktail. We are even proposing a "soap opera" style social media series for Pernod Ricard called "The Bar," focused on the stories of people in a bar and the cocktails that fit their specific life moments.

DB: To conclude, do you believe a company in this sector can build a responsible image without compromising profits?

CG: It can and it should, but it shouldn't use it just to boost its reputation. It must be part of the annual report and mentioned by spokespeople, but it shouldn't be used as a gimmick. Help should be focused on the brand's business chain—helping partners, restaurants, or glass suppliers. Helping a nursing home "just because" doesn't make sense; it must be related to your activity to be genuine.

DB: Thank you very much, Cristina.

APPENDIX G – Statistical Output

Q.1. Analysis

Have you consumed alcoholic beverages in the past 12 months (even if only occasionally)?

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-----|-----------|---------|---------------|--------------------|
| Valid | Yes | 94 | 91.3 | 91.3 | 91.3 |
| | No | 9 | 8.7 | 8.7 | 100.0 |
| Total | | 103 | 100.0 | 100.0 | |

Q.2. Analysis

How often do you consume alcoholic beverages?

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|------------------------|-----------|---------|---------------|--------------------|
| Valid | Less than once a month | 13 | 13.8 | 13.8 | 13.8 |
| | 1-3 Times a month | 27 | 28.7 | 28.7 | 42.6 |
| | 1-2 Times a week | 44 | 46.8 | 46.8 | 89.4 |
| | 3 or more times a week | 10 | 10.6 | 10.6 | 100.0 |
| | Total | 94 | 100.0 | 100.0 | |

Q.3. Analysis

| Statistics | | |
|--|---------|------|
| In the last 60 days, how many times have you noticed CSR or responsible drinking messages from alcohol brands? | | |
| N | Valid | 94 |
| | Missing | 0 |
| Mode | | 2 |
| Percentiles | 25 | 2.00 |
| | 50 | 2.00 |
| | 75 | 2.00 |

| In the last 60 days, how many times have you noticed CSR or responsible drinking messages from alcohol brands? | | | | | |
|--|--------------------|-----------|---------|---------------|--------------------|
| | | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | 0 Times | 22 | 23.4 | 23.4 | 23.4 |
| | 1-2 Times | 52 | 55.3 | 55.3 | 78.7 |
| | 3-5 Times | 15 | 16.0 | 16.0 | 94.7 |
| | 6-10 Times | 3 | 3.2 | 3.2 | 97.9 |
| | More than 10 Times | 2 | 2.1 | 2.1 | 100.0 |
| | Total | 94 | 100.0 | 100.0 | |

Q.4. Analysis

| \$Canais_CSR Frequencies | | | | |
|---------------------------|---|-----------|---------|------------------|
| | | Responses | | Percent of Cases |
| | | N | Percent | |
| \$Canais_CSR ^a | In the last 60 days, through which channels did you notice CSR or responsible drinking messages from alcohol brands? (Select all that apply) Television | 36 | 19.4% | 38.3% |
| | In the last 60 days, through which channels did you notice CSR or responsible drinking messages from alcohol brands? (Select all that apply) Social Media | 51 | 27.4% | 54.3% |
| | In the last 60 days, through which channels did you notice CSR or responsible drinking messages from alcohol brands? (Select all that apply) Brand Websites | 11 | 5.9% | 11.7% |
| | In the last 60 days, through which channels did you notice CSR or responsible drinking messages from alcohol brands? (Select all that apply) Events | 28 | 15.1% | 29.8% |
| | | | | |

| | | | |
|--|------------|---------------|---------------|
| In the last 60 days, through which channels did you notice CSR or responsible drinking messages from alcohol brands? (Select all that apply) Sponsorships | 28 | 15.1% | 29.8% |
| In the last 60 days, through which channels did you notice CSR or responsible drinking messages from alcohol brands? (Select all that apply) Points of Sale | 14 | 7.5% | 14.9% |
| In the last 60 days, through which channels did you notice CSR or responsible drinking messages from alcohol brands? (Select all that apply) I did not notice any CSR-related messages | 18 | 9.7% | 19.1% |
| Total | 186 | 100.0% | 197.9% |

a. Dichotomy group tabulated at value 1.

Q.5. Analysis

Recodificação Q.5 – Marca Mencionada

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------|-------------------------|-----------|---------|---------------|--------------------|
| Valid | Heineken, Heineken 0.0% | 20 | 21.3 | 45.5 | 45.5 |
| | Super Bock, Super bock | 16 | 17.0 | 36.4 | 81.8 |
| | Corona | 1 | 1.1 | 2.3 | 84.1 |
| | Sagres | 4 | 4.3 | 9.1 | 93.2 |
| | Beefeater 0.0% | 1 | 1.1 | 2.3 | 95.5 |
| | Licor Beirão | 1 | 1.1 | 2.3 | 97.7 |
| | Absolut | 1 | 1.1 | 2.3 | 100.0 |
| | Total | 44 | 46.8 | 100.0 | |
| Missing | System | 50 | 53.2 | | |
| Total | | 94 | 100.0 | | |

Q.6 & Q7. Analysis

Statistics

| | Over the last year, alcohol brands' CSR initiatives have seemed: | Over the last year, my perception of alcohol brands' social responsibility has: |
|--------|--|---|
| N | Valid 94 | Valid 94 |
| | Missing 0 | Missing 0 |
| Median | 4.00 | 3.00 |
| Mode | 4 | 3 |

Frequency Table

Over the last year, alcohol brands' CSR initiatives have seemed:

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|--|-----------|---------|---------------|--------------------|
| Valid | Consistent and long-term | 10 | 10.6 | 10.6 | 10.6 |
| | Occasional but sincere | 14 | 14.9 | 14.9 | 25.5 |
| | Mostly reactive to criticism or regulation | 13 | 13.8 | 13.8 | 39.4 |
| | Mostly symbolic / marketing-driven | 37 | 39.4 | 39.4 | 78.7 |
| | I have not noticed any CSR initiatives | 20 | 21.3 | 21.3 | 100.0 |
| | Total | | 94 | 100.0 | 100.0 |

Over the last year, my perception of alcohol brands' social responsibility has:

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-------------------------------|-----------|---------|---------------|--------------------|
| Valid | Become much more positive | 6 | 6.4 | 6.4 | 6.4 |
| | Become slightly more positive | 11 | 11.7 | 11.7 | 18.1 |
| | Remained the same | 57 | 60.6 | 60.6 | 78.7 |
| | Become slightly more negative | 19 | 20.2 | 20.2 | 98.9 |
| | Become much more negative | 1 | 1.1 | 1.1 | 100.0 |
| | Total | | 94 | 100.0 | 100.0 |

Q.8. Analysis

Descriptive Statistics

| | N | Minimum | Maximum | Mean | Std. Deviation |
|---|----|---------|---------|------|----------------|
| The following statements relate to your perceptions of Corporate Social Responsibility (CSR) and Brand Purpose in the alcohol industry. Please indicate your level of agreement with each statement. – CSR initiatives are relevant for alcohol brands given the nature of their products | 94 | 2 | 5 | 4.14 | .824 |
| The following statements relate to your perceptions of Corporate Social Responsibility (CSR) and Brand Purpose in the alcohol industry. Please indicate your level of agreement with each statement. – Alcohol brands should have a clear Brand Purpose beyond profit | 94 | 1 | 5 | 4.11 | .944 |
| The following statements relate to your perceptions of Corporate Social Responsibility (CSR) and Brand Purpose in the alcohol industry. Please indicate your level of agreement with each statement. – I believe an alcohol brand that prioritizes social responsibility is more likely to remain successful in the long term | 94 | 1 | 5 | 4.09 | .958 |
| The following statements relate to your perceptions of Corporate Social Responsibility (CSR) and Brand Purpose in the alcohol industry. Please indicate your level of agreement with each statement. – Alcohol companies should be willing to accept lower annual profits if it means achieving their social responsibility goals | 94 | 1 | 5 | 4.00 | 1.107 |
| The following statements relate to your perceptions of Corporate Social Responsibility (CSR) and Brand Purpose in the alcohol industry. Please indicate your level of agreement with each statement. – Alcohol brands often use CSR mainly as a marketing or promotional tool | 94 | 2 | 5 | 3.96 | .949 |

| | | | | | |
|--|----|---|---|------|-------|
| The following statements relate to your perceptions of Corporate Social Responsibility (CSR) and Brand Purpose in the alcohol industry. Please indicate your level of agreement with each statement. – My tolerance for a brand's questionable behavior increases if I have been a loyal consumer for a long time | 94 | 1 | 5 | 3.80 | .934 |
| The following statements relate to your perceptions of Corporate Social Responsibility (CSR) and Brand Purpose in the alcohol industry. Please indicate your level of agreement with each statement. – I evaluate CSR initiatives more critically in alcohol brands than in brands from non-controversial industries | 94 | 1 | 5 | 3.64 | 1.035 |
| The following statements relate to your perceptions of Corporate Social Responsibility (CSR) and Brand Purpose in the alcohol industry. Please indicate your level of agreement with each statement. – If two alcohol brands offer similar prices and quality, I would choose the one with stronger CSR commitments | 94 | 1 | 5 | 3.48 | 1.268 |
| The following statements relate to your perceptions of Corporate Social Responsibility (CSR) and Brand Purpose in the alcohol industry. Please indicate your level of agreement with each statement. – CSR initiatives increase my trust in alcohol brands | 94 | 1 | 5 | 3.23 | 1.299 |
| The following statements relate to your perceptions of Corporate Social Responsibility (CSR) and Brand Purpose in the alcohol industry. Please indicate your level of agreement with each statement. – It is difficult for alcohol brands to truly align profit with social responsibility | 94 | 1 | 5 | 2.86 | 1.456 |

Q.9. Analysis

Have you ever recommended an alcohol brand because of its CSR or social responsibility efforts? – Selected Choice

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|--------------------------|-----------|---------|---------------|--------------------|
| Valid If Yes, which one? | 5 | 5.3 | 5.3 | 5.3 |
| No | 89 | 94.7 | 94.7 | 100.0 |
| Total | 94 | 100.0 | 100.0 | |

Q.10. Analysis

\$CSR_Credibility Frequencies

| \$CSR_Credibility ^a | | Responses | | Percent of Cases |
|--------------------------------|--|------------|---------------|------------------|
| | | N | Percent | |
| | From a consumer perspective, which CSR approaches do you consider more credible for alcohol brands? (Select up to 2) Responsible drinking campaigns | 61 | 33.9% | 64.9% |
| | From a consumer perspective, which CSR approaches do you consider more credible for alcohol brands? (Select up to 2) Lower-alcohol options | 31 | 17.2% | 33.0% |
| | From a consumer perspective, which CSR approaches do you consider more credible for alcohol brands? (Select up to 2) Environmental sustainability initiatives | 23 | 12.8% | 24.5% |
| | From a consumer perspective, which CSR approaches do you consider more credible for alcohol brands? (Select up to 2) Transparency about risks of alcohol consumption | 45 | 25.0% | 47.9% |
| | From a consumer perspective, which CSR approaches do you consider more credible for alcohol brands? (Select up to 2) Partnerships with independent NGOs | 18 | 10.0% | 19.1% |
| | From a consumer perspective, which CSR approaches do you consider more credible for alcohol brands? (Select up to 2) I do not consider any CSR initiatives credible in this industry | 2 | 1.1% | 2.1% |
| Total | | 180 | 100.0% | 191.5% |

a. Dichotomy group tabulated at value 1.

Q.11. Analysis

Categorização

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|--------------|-----------------------|-----------|--------------|---------------|--------------------|
| Valid | Social Lifestyle | 21 | 22.3 | 61.8 | 61.8 |
| | Tradição/Cultura | 2 | 2.1 | 5.9 | 67.6 |
| | Corporativo/Económico | 6 | 6.4 | 17.6 | 85.3 |
| | Saúde | 5 | 5.3 | 14.7 | 100.0 |
| | Total | 34 | 36.2 | 100.0 | |
| Missing | System | 60 | 63.8 | | |
| Total | | 94 | 100.0 | | |

Q.12. Analysis

\$CSR_Obstacles Frequencies

| \$CSR_Obstacles ^a | | Responses | | Percent of Cases |
|------------------------------|--|------------|---------------|------------------|
| | | N | Percent | |
| | Which of the following do you believe is the biggest obstacle to an alcohol brand being truly responsible? (Select up to 2) Pressure to maximize shareholder profit | 49 | 28.8% | 52.1% |
| | Which of the following do you believe is the biggest obstacle to an alcohol brand being truly responsible? (Select up to 2) High competition in the market | 34 | 20.0% | 36.2% |
| | Which of the following do you believe is the biggest obstacle to an alcohol brand being truly responsible? (Select up to 2) High costs of implementing genuine social programs | 50 | 29.4% | 53.2% |
| | Which of the following do you believe is the biggest obstacle to an alcohol brand being truly responsible? (Select up to 2) Lack of consumer interest in ethical issues | 37 | 21.8% | 39.4% |
| Total | | 170 | 100.0% | 180.9% |

a. Dichotomy group tabulated at value 1.

Q.13. Analysis

| Descriptive Statistics | | | | | |
|--|----|---------|---------|------|----------------|
| | N | Minimum | Maximum | Mean | Std. Deviation |
| Please indicate how likely you would be to take the following actions if you discovered that your preferred alcohol brand was involved in a major ethical scandal or was found to be "social-washing": - I would actively seek more information about the brand's business practices before making future purchases | 94 | 1 | 5 | 3.63 | 1.067 |
| Please indicate how likely you would be to take the following actions if you discovered that your preferred alcohol brand was involved in a major ethical scandal or was found to be "social-washing": - I would stop purchasing the brand's products and switch to a competitor with better ethical standards | 94 | 1 | 5 | 3.62 | 1.059 |
| Please indicate how likely you would be to take the following actions if you discovered that your preferred alcohol brand was involved in a major ethical scandal or was found to be "social-washing": - I would be willing to pay a higher price for a different brand that demonstrates genuine and proven CSR commitments | 94 | 1 | 5 | 3.47 | 1.242 |
| Please indicate how likely you would be to take the following actions if you discovered that your preferred alcohol brand was involved in a major ethical scandal or was found to be "social-washing": - I would continue to buy the brand's products only if they maintained a significant price advantage over competitors | 94 | 1 | 5 | 3.47 | 1.189 |
| Valid N (listwise) | 94 | | | | |

Q.8.3 & Q.8.7 x Q.13.1, 13.2, 13.3 e 13.4 Correlation

| Correlations | | | | | | |
|--|---------------------|--|---|--|--|--|
| | | The following statements relate to your perceptions of Corporate Social Responsibility (CSR) and Brand Purpose in the alcohol industry. Please indicate your level of agreement with each statement: - Alcohol brands often use CSR mainly as a marketing or reputational tool | The following statements relate to your perceptions of Corporate Social Responsibility (CSR) and Brand Purpose in the alcohol industry. Please indicate your level of agreement with each statement: - If two alcohol brands offer similar prices and quality, I would choose the one with stronger CSR commitments | Please indicate how likely you would be to take the following actions if you discovered that your preferred alcohol brand was involved in a major ethical scandal or was found to be "social-washing": - I would stop purchasing the brand's products and switch to a competitor with better ethical standards | Please indicate how likely you would be to take the following actions if you discovered that your preferred alcohol brand was involved in a major ethical scandal or was found to be "social-washing": - I would be willing to pay a higher price for a different brand that demonstrates genuine and proven CSR commitments | Please indicate how likely you would be to take the following actions if you discovered that your preferred alcohol brand was involved in a major ethical scandal or was found to be "social-washing": - I would continue to buy the brand's products only if they maintained a significant price advantage over competitors |
| The following statements relate to your perceptions of Corporate Social Responsibility (CSR) and Brand Purpose in the alcohol industry. Please indicate your level of agreement with each statement: - Alcohol brands often use CSR mainly as a marketing or reputational tool | Pearson Correlation | 1 | .115 | .005 | .044 | .377** |
| | Sig. (2-tailed) | | .268 | .962 | .671 | <.001 |
| | N | 94 | 94 | 94 | 94 | 94 |
| The following statements relate to your perceptions of Corporate Social Responsibility (CSR) and Brand Purpose in the alcohol industry. Please indicate your level of agreement with each statement: - If two alcohol brands offer similar prices and quality, I would choose the one with stronger CSR commitments | Pearson Correlation | .115 | 1 | .523** | .437** | .467** |
| | Sig. (2-tailed) | .268 | | <.001 | <.001 | <.001 |
| | N | 94 | 94 | 94 | 94 | 94 |
| Please indicate how likely you would be to take the following actions if you discovered that your preferred alcohol brand was involved in a major ethical scandal or was found to be "social-washing": - I would stop purchasing the brand's products and switch to a competitor with better ethical standards | Pearson Correlation | .005 | .523** | 1 | .735** | .491** |
| | Sig. (2-tailed) | .962 | <.001 | | <.001 | <.001 |
| | N | 94 | 94 | 94 | 94 | 94 |
| Please indicate how likely you would be to take the following actions if you discovered that your preferred alcohol brand was involved in a major ethical scandal or was found to be "social-washing": - I would be willing to pay a higher price for a different brand that demonstrates genuine and proven CSR commitments | Pearson Correlation | .044 | .437** | .735** | 1 | .506** |
| | Sig. (2-tailed) | .671 | <.001 | <.001 | | <.001 |
| | N | 94 | 94 | 94 | 94 | 94 |
| Please indicate how likely you would be to take the following actions if you discovered that your preferred alcohol brand was involved in a major ethical scandal or was found to be "social-washing": - I would continue to buy the brand's products only if they maintained a significant price advantage over competitors | Pearson Correlation | .377** | .467** | .491** | .506** | 1 |
| | Sig. (2-tailed) | <.001 | <.001 | <.001 | <.001 | |
| | N | 94 | 94 | 94 | 94 | 94 |
| Please indicate how likely you would be to take the following actions if you discovered that your preferred alcohol brand was involved in a major ethical scandal or was found to be "social-washing": - I would actively seek more information about the brand's business practices before making future purchases | Pearson Correlation | .380** | .228 | -.018 | .018 | .325** |
| | Sig. (2-tailed) | <.001 | .027 | .861 | .867 | .001 |
| | N | 94 | 94 | 94 | 94 | 94 |

** . Correlation is significant at the 0.01 level (2-tailed).
 * . Correlation is significant at the 0.05 level (2-tailed).

Q.8.3 x Q.8.4 x Q.8.9 Correlation

Correlations

| | | The following statements relate to your perceptions of Corporate Social Responsibility (CSR) and Brand Purpose in the alcohol industry. Please indicate your level of agreement with each statement. – Alcohol brands often use CSR mainly as a marketing or reputational tool | The following statements relate to your perceptions of Corporate Social Responsibility (CSR) and Brand Purpose in the alcohol industry. Please indicate your level of agreement with each statement. – CSR initiatives increase my trust in alcohol brands | The following statements relate to your perceptions of Corporate Social Responsibility (CSR) and Brand Purpose in the alcohol industry. Please indicate your level of agreement with each statement. – I believe an alcohol brand that prioritizes social responsibility is more likely to remain successful in the long term |
|---|---------------------|--|--|---|
| The following statements relate to your perceptions of Corporate Social Responsibility (CSR) and Brand Purpose in the alcohol industry. Please indicate your level of agreement with each statement. – Alcohol brands often use CSR mainly as a marketing or reputational tool | Pearson Correlation | 1 | .104 | .276** |
| | Sig. (2-tailed) | | .318 | .007 |
| | N | 94 | 94 | 94 |
| The following statements relate to your perceptions of Corporate Social Responsibility (CSR) and Brand Purpose in the alcohol industry. Please indicate your level of agreement with each statement. – CSR initiatives increase my trust in alcohol brands | Pearson Correlation | .104 | 1 | .278** |
| | Sig. (2-tailed) | .318 | | .007 |
| | N | 94 | 94 | 94 |
| The following statements relate to your perceptions of Corporate Social Responsibility (CSR) and Brand Purpose in the alcohol industry. Please indicate your level of agreement with each statement. – I believe an alcohol brand that prioritizes social responsibility is more likely to remain successful in the long term | Pearson Correlation | .276** | .278** | 1 |
| | Sig. (2-tailed) | .007 | .007 | |
| | N | 94 | 94 | 94 |

** . Correlation is significant at the 0.01 level (2-tailed).