YANGON UNIVERSITY OF ECONOMICS

DEPARTMENT OF MANAGEMENT STUDIES

MBA PROGRAMME

A STUDY ON THE EFFECT OF CORPORATE SOCIAL RESPONSIBILITIES ACTIVITIES ON BRAND VALUE OF TRAVEL AGENTS IN YANGON

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MBA II - 7

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Supervised By: **Submitted By:**

Dr. Hla Hla Mon   Than Naing Aung

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A Thesis submitted to the Board of Examiners in partial fulfillment of the requirements for the degree of Master of Business Administration (MBA)

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ACCEPTANCE

This is to certify that the thesis entitled "**A Study on the Effect of Corporate Social Responsibilities Activities on Brand Value of the Travel Agents in Yangon**" has been accepted by the Examination Board for awarding Master of Business Administration (MBA) degree.

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ABSTRACT

This study aims to analyze the effect of the CSR Activities on the Consumer-based Brand Equity and to examine the effect of Consumer-based Brand Equity on the Brand Value of the travel agents in Yangon. This study is based on 377 respondents (inbound tourists) of the travel agents in Yangon by using structured questionnaires. The Consumer-based Brand Equity is measured by means of brand association, brand awareness, brand quality and brand value. In this study, it is found that ethics-related and education-related CSR activities have positive impact on brand association, brand awareness, brand quality and brand loyalty. Then, social/ community-related CSR activities have impact only on brand association, brand-quality and brand loyalty. Again, health-related CSR activities have influence only upon brand awareness and brand quality. Furthermore, environment-related CSR activities are positively related only with brand association, brand awareness and brand loyalty. Finally, all of consumer-based brand equity has positive effect upon brand value. For these outcomes, it is deductible that ethics-related and education-related CSR should be practiced as the most important measures, followed by social/ community-related, health-related and environment-related CSR activities in order to ensure the high brand value of the travel agents.

ACKNOWLEDGEMENTS

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CSR   Corporate Social Responsibility/ Corporate Social Responsibilities

UNGC   United Nations Global Compact

CHAPTER 1

INTRODUCTION

It is said that, according to the content of the Myanmar Tourism Master Plan 2013-2020, while tourism, due to the income- and employment-generating opportunities it creates, is a global industry with special economic significance to developing countries, the Government of Myanmar has been prioritizing tourism development in its Framework for Economic and Social Reforms. According to the statistics of Ministry of Hotels and Tourism, the visitor arrivals were 3,551,428 in 2018, 3443133 in 2017 and 2,907,207 in 2016. Foreign investments in hotels and commercial complexes were US$ 4428.8694 million in 2018, US$ 4370.9654 million in 2017 and US$ companies and outbound tour companies up to 553 companies in 2018. The average expenditure of a tourist summed up to US$122 and average length of stay was 9 nights in 2018. There were 8069 licensed tour guides in 2018.

Bowen (1953) refers CSR to the "obligations of businessmen to pursue that policy, to make those decisions or to follow those lines of action which are desirable in terms of the objective and value of our society". Carroll (1979) stated "The social responsibility of a business encompasses the economic, legal, ethical and discretionary expectation that society has of organization at a given point in time".

Wood (2010) said that "Corporate Social Responsibility (CSR) has been present in the management, marketing and accounting literature for about forty-eight (48) years". Carroll (1979) and Margolis & Walsh (2001) argued, "Traditionally, companies had to focus on strategies for their business operations and profit, such as differentiation, diversification, turnaround, concentration and globalization. However, recent developments in strategic thinking support the need to add activities that expand out from the company into society".

Adams & Frost (2006), Gulyás (2009), and Young & Thyil (2009) highlighted that both organizations and societies have significantly increased their focus on CSR in recent years.

It can be found in the official website of the ministry of hotels and tourism how sustainability in respective fields and sectors are focused and valued by extracting some of the policies of the ministry of hotels and tourism as follows (i) To be the most important contributor to the national economy; (ii) To preserve and conserve natural environment, traditional heritage and custom of the local people in order to sustain the development of

tourism industry in Myanmar; (iii) To develop socio-economy of the people and private sector by means of tourism development and (iv) To develop sustainable and inclusive tourism.

Again, it has been announced on the same website as aforementioned how the ministry is managing to meet up the sustainability specifications toward sustainability goals according to some of their objectives (i) To protect the rights of tour operators and tourists, and comply with their obligations; (ii) To create employment opportunities and develop human resources by enhancing the awareness of tourism; (iii) To develop responsible tourism activities that will contribute to the country's sustainable development, eco-tourism, and conservation of the natural environment; and (iv) To develop local business, small and medium enterprises based on tourism and economic opportunities for local communities, as well as Community-Based Tourism(CBT).

The idea that business is part of society, and therefore has community and national responsibilities is established in the culture and economic history of many African countries. This combined with the influence of multinationals and international institutions such as the UN Global Compact means that CSR is being carried out both by local businesses and foreign investors, and is increasingly encouraged by many governments. Surveys of CSR amongst businesses in Africa have found that the most common approach to CSR issues is through philanthropic support, in particular focusing on education, health and environment (Visser et al., 2006).

UN Global Compact is a voluntary initiative based on CEO commitments to implement universal sustainability principles and to take steps to support UN goals. They said that "Corporate sustainability starts with a company's value system and a principles-based approach to doing business. This means operating in ways that, at a minimum, meet fundamental responsibilities in the areas of human rights, labor, environment and anti-corruption. Responsible businesses enact the same values and principles wherever they have a presence, and know that good practices in one area do not offset harm in another. By incorporating the Ten Principles of the UN Global Compact into strategies, policies and procedures, and establishing a culture of integrity, companies are not only upholding their basic responsibilities to people and planet, but also setting the stage for long-term success."

According to the statistics on its official website, the UN Global Compact members in Myanmar are currently 15 enterprises from travel & leisure sector, 12 from support services, 10 from food producers, 9 from real estate investment & services and 8 from construction & materials up to 2019. "The Ten Principles of the United Nations Global Compact are derived from: the Universal Declaration of Human Rights, the International Labor Organization's Declaration on Fundamental Principles and Rights at Work, the Rio Declaration on Environment and Development, and the United Nations Convention Against Corruption", said the Board of the United Nations Global Compact.

There are two different perspectives on brand equity, the aforementioned company-based brand equity and consumer-based brand equity (Keller & Lehmann, 2006; Koçak, Abimbola, & Őzer, 2007). Consumer-based brand equity is based on consumer perceptions of a brand in the decision-making process (Keller, 1993; Lassar et al., 1995). Keller (1993) presented a conceptual model of consumer-based brand equity, which proposed that a high level of brand awareness and a favorable brand image lead to brand loyalty, which consequently creates brand equity.

Therefore, the results of this study might help the small & medium travel enterprises to select the appropriate corporate social responsibilities policies, strategies and goals which it is in turn not only economically benefited to the small & medium travel enterprises but also it is environmentally and socially benefitted to the respective environment, natural heritage, local community, minority and so on. In this way, meeting up of the sustainable development goals in tourism industry will contribute and could proceed to meet up the sustainable development goals in other industries for the good of the whole national economy.

1.1   Rationale of the Study

CSR is a major area of great interest within the field of business and society in general. The concept has increased in importance in recent years as a result of growing demand for socially responsible firms from a wide range of stakeholders globally, including customers, suppliers, employees, investors, government, community and social activists (Hinson, 2007). Investors today assess the performance of companies based on various criteria including ethical issues. It is known that ethical conduct influences the purchasing power of consumers and exerts competition in the labor market. Moreover, employers are under pressure to behave ethically, and in order to hire and retain skilled employees, they are urged to improve

their employees' working environment. At the same time, communities are pressurizing companies to consider their social wellbeing, and both large and small firms find it difficult to avoid responding to this increasing pressure from stakeholders. As such, a more balanced value base to social dynamics is important to firms' business viability (Hinson, 2007).

While there is an extent of researches which studies the aspects concerning with the CSR activities of the travel agents in Yangon which bear the sustainable tourism certificates, very few researchers have studied within the scope of only the travel agents which are members in UNGC Myanmar Network. The target respondents are the inbound tourists of these travel agents. It can be regarded that they encourage and appreciate the CSR concept in tourism business since all and most parts of the company's travel programs are significantly CSR-oriented and will be attractive only for the tourists who do have preference of CSR essence in tourism.

The purpose of this thesis is to identify the CSR activities of the Global Compact Myanmar Member Travel Agents in Yangon which contributes a good message to all the stakeholders (customers, employers and suppliers) about which these activities in turn greatly affect the Brand Value by contributing the communities, environments and businesses in their responsible manners at the same time.

1.2   Objectives of the Study

The objectives of this study are:

(1) To analyze the effect of the CSR on the Consumer-based Brand Equity of the Travel Agents in Yangon and

(2) To examine the effect of Consumer-based Brand Equity on the Brand Value of the Travel Agents in Yangon.

1.3   Scope and Method of the Study

This study focuses on the Global Compact Member Travel Agents in Yangon (Myanmar). In this study, analytical research method is used. It is a quantitative study, where the structured questionnaires are launched online as Google forms to let the targeted respondents answer. The sampling method is systematic random sampling and the data are collected from inbound tourists (customers) of all 12 travel agents of UNGC Myanmar

Network member in Yangon who travelled within October and November of 2019. Averagely 60 tourists arrived in Myanmar through each of these travel agents. Every second tourist is asked about the questions in the questionnaire. Questionnaires were successfully completed by totally 377 tourists. In order to achieve the objectives, this study uses primary and secondary data. Primary data are collected by using structure questionnaire; 5-point Likert scales questions. Secondary data are collected from official website of Ministry of Hotels and Tourism, official website of United Nations Global Compact, published papers, Union of Myanmar Travel Association, and textbooks. Factor Analysis and Linear Regression Model are used to analyze the data.

1.4   Organization of the Study

This study is structured into five chapters; chapter (1) introduces the subject of the study. It starts by presenting the background of the study. It continues by providing the rationale of the study, and highlights the objectives of the study, and explanation of scope and method of the study. At the end of the chapter, the organization of the study is described. In Chapter (2) describes the theoretical background of CSR activities that influence Brand Value Chapter (3) contains profiles of the respondents and CSR activities influencing upon the brand association, brand awareness, brand quality, brand loyalty and brand value of UNGC Myanmar Network member travel agents in Yangon. Chapter (4) includes analysis on effect of consumer-based brand equity on brand value of travel agents in Yangon. Chapter (5) discusses the conclusion of the study and provides findings and discussions, suggestions and recommendations, and limitation of the study. Towards the end of the chapter, needs for further study is suggested.

CHAPTER 2

THEORICAL BACKGROUND

This chapter presents about theoretical background of CSR, community/ social related, ethics-related, health-related, environment-related, and education-related CSR activities, consumer-based brand equity which are comprised of brand association, brand awareness, brand quality and brand loyalty, and brand value. This chapter consists of definitions, which

are related with factors influencing on brand association, brand awareness, brand perceived quality, brand loyalty and brand value. The section of empirical studies and the conceptual framework of the study are also described.

2.1   Corporate Social Responsibility (CSR)

CSR is not a new idea to business. Although it can be traced back to the 1950s, it was driven by social movements such as civil rights, environmental movements, women's rights and consumers' rights in the 1960s (Carroll and Shabana, 2010). However, the awareness and growth of CSR to a large extent has been influenced and spearheaded by globalization in developing economies (Chambers et al., 2003).

Global standards and guidelines for CSR, such as those of the International Standards Organization (ISO 26000) on social responsibility, the International Labor Organization (ILO), United Nations Global Compact Initiative (UNGCI) and the Organization for Economic Co-operation and Development (OECD), (Chambers et al., 2003) promote better CSR practices internationally (International Organization for Standardization, 2008). For example, (ISO 26000) formulated the core subject area for social responsibility; it includes community involvement and development, human rights, consumer issues, fair operating practices, environmental issues and labor practices.

There is a variety of corporate social responsibility, which affect the brand association, brand awareness, brand perceived quality and brand loyalty.

Many different organizations have defined CSR, and even though there are variations in their perspectives, the core message remains similar. Recapitulated, CSR entails a responsibility of (tourism) companies towards the environment, to protect tourists, employees, and local communities (Spenceley & Goodwin, 2007), and a responsibility for the impacts of business decisions on society and the environment (ISO, 2012). CSR is a tool able to contribute to sustainable tourism development, which focuses upon creating a better quality of life and a cleaner environment (Kotler & Lee, 2005).

- Social or Community Service-related CSR Activities
- Ethics-related CSR Activities
- Health-related CSR Activities
- Environment-related CSR Activities

- Education-related CSR Activities

Visser (2003) further argued that CSR in the developing economies is associated with social investment, such as in education, health, sports and the environment. In Indonesia, for example, Tanaya (2012) found that CSR practices are influenced by various social, political, economic and environmental aspects of the country.

Muthuri and Gilbert (2011) found that MNEs have institutionalized their CSR into company policy, which is often not the case for local firms. However, other studies (Boehm, 2005, Amaeshi et al., 2006, Tanaya, 2012) noted that local firms in developing economies are increasingly integrating CSR into their core business functions and operations, and the relationship between business and community is deepening.

(a) Social or Community Service-related CSR Activities

Previous studies further showed that firms in the developing economies engage in diverse social activities as part of CSR. In Indonesia, for example, firms engage in disaster relief, law compliance, labor welfare and community development projects such as building schools, libraries, water supplies and wells, and sponsoring education through scholarships and health. Studies also found firms engaging in small business initiatives, including training on small business and micro-credit programs to support community development (Frynas, 2005; Amaeshi et al., 2006; Eweje, 2006). Similar findings were revealed in many other developing countries such as Lebanon and Sri Lanka (Jamali and Mirshak, 2007; Khan and Beddewela, 2008).

Firms may engage in more than one CSR domain and activity in order to meet several socio-economic development challenges in the host community and build their corporate image (Jamali, 2007, Chong, 2009). However, some scholars who argue for a wider focus on CSR by firms have criticized such corporate response, claiming that spreading investment into many social needs has little impact socially, economically or environmentally, and receives little appreciation from stakeholders (Phillips, 2006). Nevertheless, it is interesting to note that despite this criticism of the wide focus of firms Similarly, the multinational corporation Nigeria Shell Oil Company was reported to invest in social responsibility in the same areas, and SMEs to empower in communities where they have business operations (Ite, 2004, Eweje, 2006).

(b) Ethics-related CSR Activities

Carroll (1979) offered a broad view of CSR, proposing the following definition: "The social responsibility of business encompasses the economic, legal, ethical and discretionary expectations that society has of organizations at a given point in time (Carroll, 1979, p. 500)

Wartick & Cochran (1985) adopted Carroll's original four dimensions as the principles of social responsibility in their corporate social performance model. They incorporated the legal, ethical, and discretionary domains as "public responsibility", which refers to micro-and macro-levels of social norms.

Ethical responsibility has been conceptualized as a firm's responsibility that goes beyond law and regulations (Carroll, 1979) and is based on ethical principles, moral obligation, norms, justice, rights, and social standards (Carroll, 1991; Lantons, 2001; Schwartz & Carroll, 2003). Although ethical responsibilities are not necessarily required by law, they include those policies, institutions, or practices that are either expected (positive) or prohibited (negative) by members of society. They drive their source from religious beliefs, moral traditions, and human rights commitments (Lantos, 2001).

Business ethics can be both a normative and a descriptive discipline (Abrams, 1954). As a corporate practice and a career specialization, the field is primarily normative. In academia, descriptive approaches are also taken. The range and quantity of business ethical issues reflects the degree to which business is perceived to be at odds with non-economic social values. Historically, interest in business ethics accelerated dramatically during the 1980s and 1990s, both within major corporations and within academia (Cory, 2005:11). For example, today most major corporate websites lay emphasis on commitment to promoting non-economic social values under a variety of headings (e.g. ethics codes, social responsibility charters). In some cases, corporations have redefined their core values in the light of business ethical considerations (e.g. BP's "beyond petroleum" environmental tilt).

As part of more comprehensive compliance and ethics programs, many companies have formulated internal policies pertaining to the ethical conduct of employees. These policies can be simple exhortations in broad, highly-generalized language (typically called a corporate ethics statement), or they can be more detailed policies, containing specific behavioral requirements [typically called corporate ethics codes (Cragg, 2005; Smets, 1992; Williams, 2000)].

(c) Health-related CSR Activities

The enlightened value maximization theory argues that there is a direct relationship (or link) between a firm's profitability, survival and growth and the management of its employees' (internal stakeholders) health and the health of society (external stakeholders). In this commentary, we argue that economic success can be created through the conscious and intelligent consideration of environmental, economic and social issues (including health of the workforce and communities/ society). In this way, business would search for solutions to social and environmental problems, which then in a second step are further developed in a way that also creates economic value (and long-term sustainability).

Like many other firms worldwide, those in Africa engage in social issues, but with a different emphasis from those in most developed economies. In Africa, for example, issues such as health and HIV/AIDS, education and scholarship, and SME empowerment are at the forefront of CSR efforts (Kuada and Hinson, 2012). Indeed social issues are at the top of the CSR agenda in Africa, as opposed to other areas of ethical and environmental priorities (Muthuri et al., 2013, Van Alstine and Afionis, 2013). (Muthuri, 2007) points to the automobile and mining industries in South Africa in fighting against HIV/AIDS.

(d) Environment-related CSR Activities

Environmental conservation is also a common CSR area. Increasing awareness of the consequences of environmental degradation and climate change mean that NGOs, civil society organizations and the international community are exerting pressure on companies to take responsibility for their business actions and impact on the environment and society (Moon, 2008).

Muthuri and Gilbert (2011) found an increased commitment toward maintaining the natural environmental in Kenya. In Lebanon, firms gave priority to tree planting and cleaning up public areas (Jamali and Mirshak, 2007). Similarly, social engagement in the area of nature conservation was given priority by local firms in Malawi, Botswana and some Asian countries (Khan and Beddewela, 2008, Lindgreen and Swaen, 2010).

(e) Education-related CSR Activities

As such, social culture issues such as education were the priority CSR domains in the area of community development (Ite, 2004; Chapple and Moon, 2005; Muthuri and Gilbert, 2011).

A study in Nigeria and South Africa on oil and mining companies found education initiatives given high priority by MNEs (Eweje, 2006). The importance of education was pointed out by one of the mining executives in South Africa: In our CSR areas, we have got a wide range of things. Education is very important and we have programs that go from preschools education right the way through to secondary school, to completing secondary education. We have got a number of interventions in education, technical training, and technical skills training (Eweje, 2006 p.105).

The author further stated that companies motivated teachers by paying them well to work in the remote areas where there are insufficient teachers. This suggested that a sustainable business can be attained through a healthy and well-educated society (Porter and Kramer, 2006, Muthuri and Gilbert, 2011).

2.2 Consumer-based Brand Equity

Keller (1993) defined customer-based brand equity as the differential effect of brand knowledge on consumer response to the marketing of the brand. Keller (1993) stated that a brand is said to have positive (negative) customer-based brand equity when consumers react more (less) favorably to an element of the marketing mix for the brand than they do to the same marketing mix element when it is attributed to a fictitiously named or unnamed version of the product or service.

Then, Keller (1993) identified five brand equity dimensions (i.e., brand awareness, perceived quality, brand association, brand image, and brand loyalty) which have been widely operationalized as important measurements of consumer-based brand equity in the literature.

2.2.1 Brand Association

Aaker (1991) believed that brand association and brand equity are strongly interrelated to each other because brand association enhances the memorable of a particular brand. According to Keller (1998), brand association can be created via the association with attitudes, attributes and benefits respectively. Brand association also acts as an information collecting tool (van Osselaer & Janiszewski, 2001) to execute brand differentiation and brand extension (Aaker, 1996). James (2005) also discussed that highly effective association helps to boost brand and equity. Brand association adds to the buyer's value perception, giving them a reason for purchasing a product under the brand.

Brand association is correlated with both brand awareness (Atilgan et al., 2005) and brand equity (Aaker, 1991). High brand associations lead to high perceived quality, which, in turn, affects buying decisions.

2.2.2 Brand Awareness

Brand awareness is an important and undervalued part of brand equity. Awareness can influence perceptions and attitudes and it drives brand choice and loyalty. It reflects the salience of the brand in the customer's mind (Aaker, 1996). It is a part of the communication process. It has a key role in the consumer decision making process and in determining the consideration. Consumers are aware of a large number of brands when making buying decisions, and brands with higher awareness levels are more likely to be part of the final buying decision. Brand awareness is also said to influence the brand's perceived quality, as found in a consumer's choice (MacDonald and Sharp, 1996).

Brand awareness refers to an ability to identify, recognize, or recall a brand in a certain category (Aaker, 1991; Keller, 1993). Tangible attributes of branding, such as a brand name, logo, symbol, icon, and metaphor, facilitate consumers' awareness of a brand (Neumeier, 2006). Moreover, advertising and positive word-of-mouth regarding a brand may enhance brand awareness, which plays an important role in consumer decision-making (Aaker, 1996, 2007; Pitta & Katsanis, 1995). For instance, a consumer may easily and often think of Adidas or Nike athletic products because the consumer has frequently seen the brand names and logos promoted on TV/Internet, and has experienced wearing both brands. A positive reputation for Adidas or Nike may increase the level of awareness, fostering consumers' interest in the brands. Brand recognition is important for a new brand; recall or

top-of-mind is vital for a well-known brand (Aaker, 1991, 1996). Although the top-of-mind frequently leads to purchase decisions; disliked or hated brand could be the first recalled brand in consumers' minds, due to pessimistic perceptions of the brand formed by negative past experiences with the brand (Kim et al., 2003).

Brand awareness is a key and essential element of brand equity which is often overlooked (Aaker, 1996), and it is a prevalent selecting factor among customers (Cobb-Walgren et al., 1995). Aaker (1996) defined brand awareness as the durability of a brand that embedded in the customer memory. Therefore, brand awareness will be created by ongoing visibility, enhancing familiarity and powerful associations with related offerings and buying experiences (Keller, 1998). Keller (1993, 1998) further argued that brand awareness could influence customer decision making in buying goods via strong brand association. Pitta and Katsanis (1995) have argued that there is an inter-relationship between brand awareness and brand association by asserting that the brand awareness of a product can be produced in the consumer's mind prior to brand association of the product is built and embedded in the consumer's memory. Atigan et al. (2005) and Pappu (2005) have also pointed out the correlation between brand association and brand awareness.

Brand association and brand awareness affect buyers' decision making (Keller, 1993).

2.2.3 Brand Quality

According to Aaker (1996), one of the main elements of brand equity is perceived quality and perceived quality itself is an essential part of study in evaluating brand equity. According to Aaker (1991, p. 85-86), perceived quality can be defined as the overall perception of customers about brilliance and quality of products or services in comparing with the rivalry offering. Zeithaml (1988), and Erenkol and Duygun (2010) stated that quality of product is different from perceived quality because the perceived quality is the buyer's subjective appraisal of the product. Therefore, perceived quality cannot necessarily be fairly determined because perceived quality in itself is a summary construct (Aaker, 1991, p. 85-86). Zeithaml (1988) asserted that perceived quality can act as a key influencing factor in determining consumer's choices. According to Motameni and Shahrokhi (1998) and Yoo et al. (2000), perceived quality is positively related to the brand equity.

Perceived quality can also be meaningful to retailers, distributors and other channel members and thus aid in gaining distribution. Perceived quality is the key dimension

associated with brand equity. The higher customers' expectation to purchase a product belonging to a brand the higher their willingness to recommend that brand to others (Ewing, 2000). In general, when customers perceive high quality, the product meets customers' needs, which, in turn, leads to their satisfaction and loyalty (Juran & Gofrey, 1999). Hardware retailers' willingness to order is greater when there are tendencies toward perceiving higher quality. Product quality perception, pressure from the ultimate consumer and loyalty do impact purchasing decisions. Quality is important for retailers' loyalty; if they are satisfied with their purchase, they are more likely to repurchase (Davis-Sramek et al., 2009). Retailer awareness, retailer association, retailer perceived quality and retailer loyalty are positively related to purchase intention (Das, 2014). As proposed by Pappu et al. (2005) perceived quality is associated with brand loyalty.

2.2.4 Brand Loyalty

In defining brand equity, Aaker (1991a) grouped assets and liabilities into five categories. These are loyalty, awareness, perceived quality, brand association and other proprietary brand assets—patents, trademarks, channel relationships which should be linked to the name and/or symbol of the brand. Most consumers feel a greater sense of security with brand names for a number of reasons and, as a strategy, products and services with established brands are usually priced higher than generic products and services. In order to promote good business a well-known brand must depend on its reputation by making sure it maintains the assured form of security it has 98 projected in the minds of its customers that gives them some assurance of the brand of the organization. Big brands work more actively toward mitigating any damage that may result from customer dissatisfaction.

A favorable attitude shaped by a positive consumption experience leads to brand loyalty, defined in terms of attitudinal and behavioral perspectives (Dick & Basu, 1994). In terms of the attitudinal perspective, brand loyalty can evoke when consumers have favorable beliefs about and attitudes towards a brand (Keller, 1993). Attitudinal brand loyalty reflects a deep commitment to patronage of a preferred brand by continuing to like its products (Oliver, 1999). Similarly, Chaudhuri and Holbrook (2001) and Fournier (1998) supported that attitudinal brand loyalty taps into commitment, reflecting willingness to keep or maintain a positive relationship with a brand. Dick and Basu (1994) suggested including both categories of loyalty in conceptualizing loyalty.

2.3   Brand Value

Value is the trade-off between what a consumer gives and gets from a brand. Intangible values are the benefits which customers experience that are not the physical parts of the brand, but can include the parts of the brand personality. These features of the brand cannot be seen, tasted, felt, heard or smelt before they are bought like trust, freedom, power and excitement. However, tangible values are the benefits that the customer experiences that are the physical parts of the brand. Perceived value is the consumers' overall estimation of the benefits of goods. It is based on what they get such as quality, satisfaction, or convenience and what is given like price, time and effort. Moreover, perceived value is completely based on the individual. Perceived quality is the consumer's perception about the goods overall excellence in comparison to other goods. It is also based on the individual (Aaker and Biel, 1992) referred to it in Ryan, 2002). Brand value can be enhanced through brand management, and in this way increase the value of the company in the eyes of the customers as well as potential investors. Therefore, companies are increasingly recognizing the importance of brand guardianship and management as the key to successful business management (Yates et al., 1999).

The value associated with the product or service is communicated through the 108 brand to the consumer. Consumers no longer want just a service or a product but a relationship based on trust and familiarity. Consequently, the company will enjoy an earnings stream secured by loyalty of customers who are buying the brand (Yates, 1999). Building a strong brand is a successful strategy for differentiating a product from competing brands (Aaker, 1991).

Marketing literature is replete with factors reported to influence Brand Value. Kevin Lane Keller (2003) identified factors, such as brand identity, brand relationships, brand response and brand meaning as factors affecting Brand Value. Similarly Broyles et al. (2009) reported factors, such as manufacture brand loyalty and retail brand loyalty as factors affecting Brand Value. A study done by Steenkamp et al. (2003) investigating consumers from the USA and South Korea found that perceived brand globalness is positively related to both perceived brand quality and prestige, and resulting from this relationship, to the likelihood of a brand purchase. Examples of these types of brands include corporate brands, political party's charities and so on. The brand goes beyond the product or service that is

being offered and is incorporated into the organization. The organization then becomes the brand. Avon and Unilever, for example, have taken the concept of the brand to the core of the corporation (Crainer and Dearlove, 2003, p. 19).

In recent years, corporate branding has become a significant issue in both industry and academia. Firms are devoted to enhancing corporate brand value to maintain their competitive advantages. Some literature indicates that corporate brand value is an essential element of an enterprise; higher corporate brand value creates an attractive brand (Aaker, 1996; Balmer et al., 2003; Czellar and Palazzo, 2004; Keller and Aaker, 1992; Kolter, 2003). Therefore, firms should emphasize the influence of corporate brand value on their customers, and identify superior brand strategies.

Coca-Cola calculates that only about 4 per cent of its value can be attributed to its plants, machinery and locations. The real value of the soft drinks giant lies in its intangible assets, and first amongst these is its brand. Likewise, the microprocessor company Intel, which makes more profit than the world's ten biggest PC makers combined, believes that 85 per cent of its worth lies in its brand equity and intellectual capital: the brand name, patents, know-how, its people and processes (Hope and Hope, 1997). The ability of corporate brands 109 to influence perceptions and behaviors and even ―channel consumer perceptions‖ is stressed by a number of authors (Chun and Davies, 2006; Kay, 2006).

Branding literature makes differences in the following types of brands: a corporate brand, a portfolio of product brands and a product brand. Corporate brand is defined at the level of the company. The positive image of a strong organization usually extends to credibility of the products sold under the company's brand, both existing ones and those that are new to the market (Siburian, 2004). According to Aaker (1996), when brands are managed separately and independently, or on an ad hoc basis, overall resources allocation among brands may be less than optimal. Hence, having the corporate brand, or in other words, cohesive brand portfolio, instead of a number of individual product brands is more rational from the company's point of view.

Corporate brand is defined primarily by organizational associations (Aaker, 2004). It is very important to note that organizational associations are equally important for both product and corporate brands. Nevertheless, the power, number and credibility of the organizational associations are larger in cases of corporate associations. The main distinction between the product brand and its ―umbrella (corporate) brand(s) is that once the product brand is

established, it begins its life in the eyes of customers independent of the organization that created it. Corporate brand is permanently tied to both organizations and other brands of the company: product brands.

The main prerequisite for successful corporate branding strategies is that corporate brand has to provide the sincerity, which will assure potential buyer that the product will satisfy their needs on a physical, emotional and all other levels. That is why the corporate brands can be identified as ―endorsers‖ before the product brand in question ―begin to have a life on their own‖. At the same time, corporate brand has to provide the valued relationship with the respected company (Aaker, 2004, p.7).

The main differences between the corporate brand and the product brand will be summarized in the following section. The first difference is in the longevity. In this sense, product brands, along with products, might appear and disappear, and the products, along with their brands have a regular life cycle. The corporate brands, on the other hand, have roots that are much ―deeper than the roots of the product brand. ―Heritage‖ of the corporate brand is the basis for its success and ―everlasting life‖. Heritage helps the brand to reappear even after a crisis. Corporate brand can provide a message, which can be different from that of the product brand. Corporate brands with a long successful history can be perceived as reliable, high quality but at the same time as déjà vu: boring and outdated. In these cases, a combination of successful organizational heritage and injection of the energy of the new brand is the right solution to the problem (Aaker, 2004).

Corporate brand imagery is formed through the different dimensions of the corporate marketing mix, namely, corporate identity; corporate communications; marketing and stakeholder management; corporate brand management; corporate reputation; and organizational identity (Balmer and Greyser, 2006). The resulting synthesis of these elements, allows organizations to develop more elaborate and meaningful associations across a range of stakeholder groups. Thus, a higher level of complexity is attributed to the corporate brand (Hatch and Schultz, 2003). Moreover, corporate branding requires management engagement in the process of linking strategic vision, organizational culture and corporate images (Hatch and Schultz, 2003). The synthesis of internal and external brand communication allows for the development of a congruous corporate brand identity. Yoo, Donthu and Lee (2000) proposed that brand equity leads to customer value addition and value addition to a firm. 111 From the literature above, this researcher proposes that Brand Value comprises of shareholders' willingness to invest and buy shares in the organization; a belief in the great

future of the organization; and market value of the organization will remain competitive now and in the future.

2.4   Empirical Studies

This section mentions about the previous studies of how CSR is related with brand association, brand awareness, brand quality and brand loyalty and the effect of brand association, brand awareness, brand perceived quality and brand loyalty on brand value.

There is a growing interest in the ways in which CSR can build and enhance brands and in what Blumenthal and Bergstrom (2003) have described as the ―convergence of branding and CSR Middlemiss (2003), for example, suggests ―CSR is taking center stage to provide more sustainable, long term brand value. Bronn and Vrioni (2001) argued that ―having a pro-social agenda means having a powerful marketing tool that can build brand image and the brand equity sector, while Yan (2003) emphasized that CSR ―marks the difference between brands that have captured the imagination of tomorrow's consumers and those that are proving to be causalities. Klein and Dawar (2004) argue that marketing plays ―a role in consumers' brand and product evaluations. Girod and Michael (2003) have stressed that ―CSR can be a key tool to create, develop and sustain differentiated brand names.

The main components of a brand identity are the name and logo, which communicate the characteristics of an organization. Theorists agree that corporate name and logo should be recognizable, evoke positive effect and allow the transmission of a set of shared associations (Henderson and Cote, 1998; Henderson and Cote, 1998; Janiszewski and Meyvis, 2001; Klink, 2001).

Lai et al. (2010) also reveals that CSR has a positive effect on industrial brand equity and brand performance; and brand equity includes brand awareness, brand perceived quality, brand association and brand loyalty.

Indeed to really understand brand equity, consumers' perceptions are the most important factor. They lead to preference for specific brands in terms of perceived added value; and can potentially impact upon the success of the brand (Elliot and Percy, 2007). Keller (1993, p.2) presents a conceptual model of customer-based brand equity, defined as: ―the differential effect of brand knowledge on consumer response to the marketing of the brand. Within this definition, three concepts are important. The benefits of CSR, such as

increased profit, customer loyalty, and a positive attitude toward the brand, have been widely studied by McDonald and Rundle-Thiele (2008) and they posit that customers will be willing to know about the brand when they have a better perception about CSR of the firm in question.

Consumers are aware of a large number of brands when making buying decisions, and brands with higher awareness levels are more likely to be part of the final buying decision. Brand awareness is also said to influence the brand's perceived quality, as found in a consumer choice (MacDonald and Sharp, 1996).

Most consumers feel a greater sense of security with brand names for a number of reasons and, as a strategy, products and services with established brands are usually priced higher than generic products and services. In order to promote good business, a well-known brand must depend on its reputation by making sure it maintains the assured form of security it has projected in the minds of its customers that gives them some assurance of the brand of the organization. Big brands work more actively toward moderating any damage that may result from customer dissatisfaction, as consumer complaints directed at big brand names automatically generate instant and wide-spread interest in the media.

One of the most important aspects of a brand positioning in the product category is how different or similar the brand is perceived to be in comparison to other brands in the product category (Sujan and Bettman, 1989, p.454). Therefore, brand positioning influences purchasing decisions in a way that consumers see the brand as unique, true and the one which meets his/her needs. The idea of positioning, although it relates to modern branding strategies, dates to Plato's assertion that memories evoke related memories, thus coloring interpretations (Mentz et al., 2013). The main point is that the meaning of one idea depends on the positioning of the association in the network of memory.

Figure 2.1 Using CSR to Build Brands: A Case Study of Vodafone Ghana Ltd

CSR Activity	Brand Strength

Education	- Relationship/ Association	
Social Service	- Perceived Quality	
Health	- Knowledge	Organizational Brand Value
	- Awareness	
	- Loyalty	
	- Position	
	- Customer Performance	
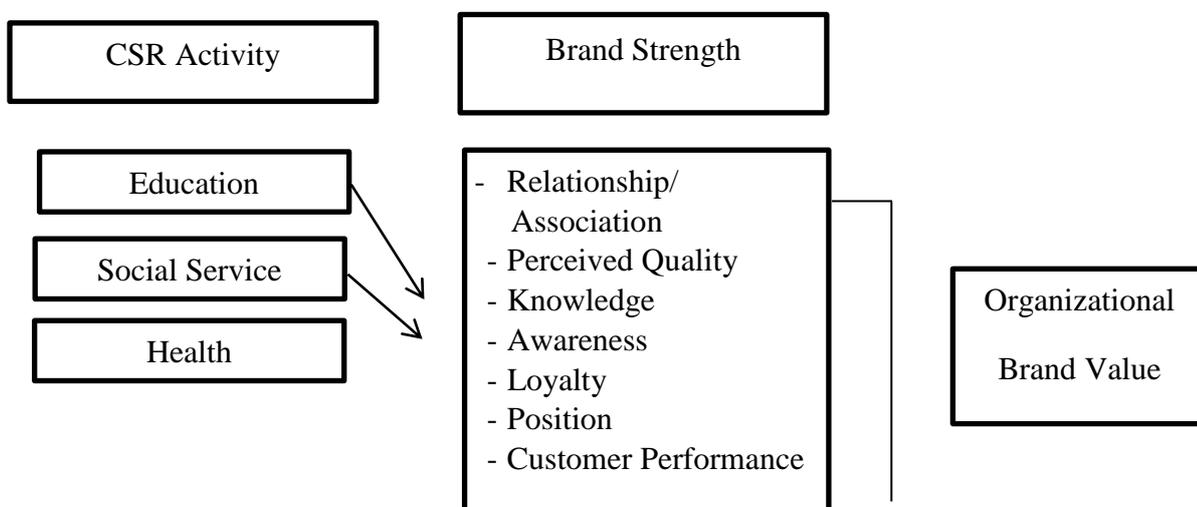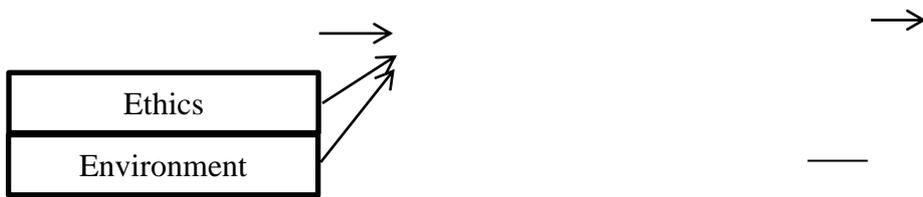
Source: Adopted from George Kofi Amoako (2017)

The above previous study, Figure (2.1) focused on the effect of CSR on brand association, brand awareness, Brand Quality, brand loyalty and Brand Value. The findings revealed that there is a significant positive relationship between customer perceptions on CSR and consumer-based brand strengths which are brand association, brand awareness, brand quality and brand loyalty. These brand strengths are in turn in a positive relationship with brand value. Travel agents with whose customers who do not have a good perception on their CSR are unlikely to possess these consumer-based brand strengths. Accordingly, they would not get their organizational value increased. Similarly, if travel agents have customers who have a good perception on their corporate social responsibilities activities, they are more likely to possess these consumer-based brand strengths. Accordingly, they would experience their organizational value increased. In other words, the better perceptions the customers of the travel agents have on their corporate social responsibilities activities, the more significantly their organization possess the consumer-based brand strengths and the higher their Brand Value goes up.

2.5   Conceptual Framework

After overviewing the CSR activities, Consumer-based Brand Equity and Brand Value, the conceptual framework is developed. The conceptual framework of the study is shown in Figure (2.2). The conceptual framework demonstrates how the study is performed to evaluate the effect of CSR on Consumer-based Brand Equity which are brand association, brand awareness, brand perceived quality, brand loyalty and the effect of these Consumer-based Brand Equity on the Brand Value of the United Nations Global Compact Member Travel Agents in Yangon (Myanmar).

In this conceptual framework, the CSR activities of the UNGC Myanmar Network Member Travel Agents in Yangon (Myanmar) which are social/ community service-related, ethics-related, health-related, environment-related and education-related activities have

influence upon Consumer-based Brand Equity which are composed of brand association, brand awareness, brand perceived quality and brand loyalty. The aforementioned CSR includes the activities mainly practiced in developing countries, Amoako, G. K. (2017), such as our country Myanmar. Then, among the brand equity dimensions, Keller (1993), brand awareness, perceived quality, brand association, brand image, and brand loyalty have been widely operationalized as important measurements of consumer-based brand equity in the literature. That is why these dimensions are used to measure Consumer-based Brand Equity rather than measuring all brand-strengths unlike the original author. Finally, the Consumer-based Brand Equity plays an integral role to increase or decrease brand value.

Figure 2.2   Conceptual Framework of the Study
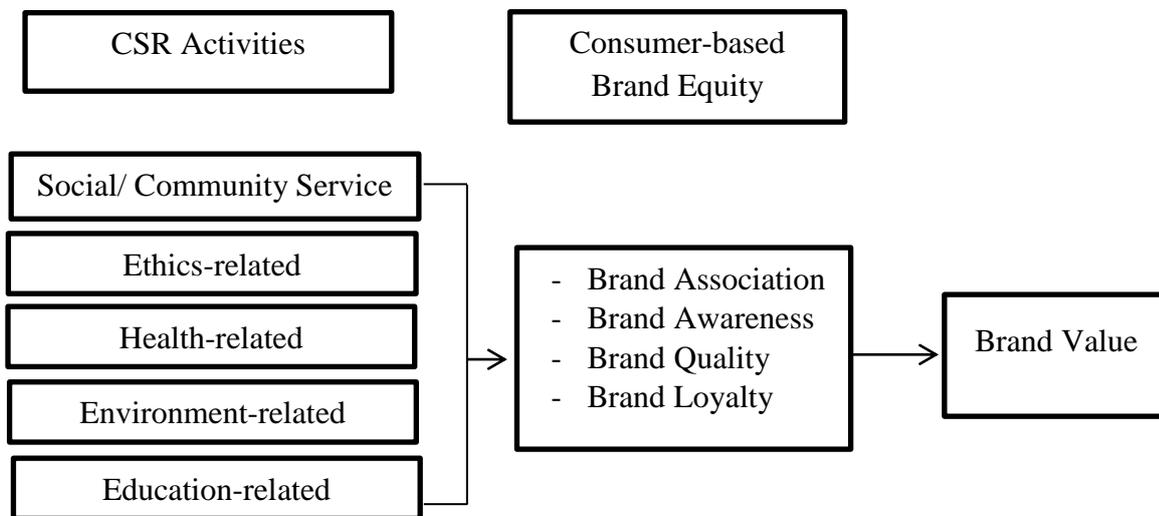
Source: Adopted from George Kofi Amoako (2017)

This figure is constructed by adapting the original author's compilation of various theories and paper of CSR in developing countries and branding. All these CSR are the main independent variables to study. The four components which are brand association, brand awareness, brand quality and brand loyalty, and the final outcome which is Brand Value are dependents variable to study. In sum, this study investigates whether brand association, brand awareness, brand quality and brand loyalty are associated with brand value of the UNGC Myanmar Network Member Travel Agents in Yangon (Myanmar).

Chapter 3

Corporate Social Responsibilities Activities of Travel Agents in Yangon

This chapter comprises the introduction of responsible tourism industry, profile of tour companies (travel agents) in Yangon, profile of inbound tour companies (travel agents) in United Nations Global Compact Myanmar Network in Yangon, their CSR activities, research design, reliability analysis, demographic factors of respondents, and perception of customers on their CSR.

3.1 Introduction to Responsible Tourism Industry

Responsible tourism has become a "significant trend" in the tourism market (Goodwin & Francis, 2003: 271); with the demand for a care-free, "sun, sand and sea holiday" (Goodwin & Francis, 2003: 271) progressively turning towards more moralistic experiences of 'sun, sea and saving the world' (Butcher, 2002). This is captured by Mowforth and Munt (2016), who show how the traditional tourism model has developed from a mass tourism approach (the work ethics) to a more sustainable form of tourism (the conservation ethic).

Responsible tourism generally aims to minimize the negative environmental, economic and socio-cultural effects of leisure travel for the mutual benefit of guests and hosts (Sharpley, 2013). To achieve these effects, Leslie (2012: 1) contends that all stakeholders involved in the tourism experience are subject to 'moral accountability'; with the onus of responsibility not only residing with the producers (i.e. tour operators, tour guides, host communities), but also the consumers. It is thus surprising that the responsible tourist has been largely "overlooked" in the tourism and responsible tourism literatures (Stanford, 2008).

As expressed by Hindley and Font (2017), the term responsible tourism is often employed interchangeably with ethical tourism, sustainable tourism, and ecotourism – and

sometimes alternative tourism and pro-poor tourism – despite minor conceptual differences. Although general consensus is lacking over a specific definition, this thesis draws on the work of Goodwin and Pender (2005: 203) and views responsible tourism as:

3.2 Profile of Travel Agents in Yangon

In Myanmar, with regards to 2017-2018 data in the Myanmar Statistical Yearbook 2018, the number of inbound tour companies reached up to 2,684 and the number of outbound tour companies up to 429. Inbound tour companies which are one of these two types earn a great deal of foreign income for the nation. With the aid of respective official websites of the certification bodies which are reachable to be accessed data source, the total number of inbound tour companies in Myanmar can be observed based on the well-known sustainability certification in tourism industry as shown in the table below.

Table (3.1) List of Inbound Tour Companies in Myanmar with Sustainability Certification

Kinds of Certification	No. of Inbound Tour Companies
United Nations Global Compact	12
Travelife	21
TourCert	1

Source: United Nations Global Compact, Travelife and TourCert

Although, in Myanmar, there are 3113 fully-licensed tour companies up to 2017-2018 data in the Myanmar Statistical Yearbook 2018, very few tour companies are yet to be found bearing sustainability certification in tourism and meeting up their sustainability guidelines. Of these, it is the most significant and impressive that there are a lot of enterprises in a wide variety of industries from Myanmar who are already members of United Nations Global Compact. This can be found at the website of United Nations Global Compact- Membership Section as the table below.

Table (3.2) Inbound Tour Companies (Travel Agents) in United Nation Global Compact Myanmar Network

	Name of the Global Compact Myanmar Member Travel Agents	Global Compact Status
1.	Myanmar Shalom Travels	Active
2.	Royal Holidays Travel & Tours Co. Ltd.	Non-communicating
3.	Gulf Travels & Tours Company Limited	Active
4.	Ayarwaddy Legend Travels & Tours Co., Ltd	Non-communicating
5.	Pro Niti Travel & Tours Co. Ltd	Active
6.	Mira Travels & Enterprises Ltd.	Non-communicating
7.	Adventure Myanmar Tours & Incentives	Active
8.	Myanmar Voyages International Tourism Co., Ltd.	Active
9.	Global Asia Myanmar Travels & Tours Co. Ltd.	Active
10.	Authentic Myanmar Travel & Tours	Active
11.	One Stop Travel & Tours	Active
12.	Myanmar Polestar Travels & Tours Co., Ltd.	Active

Source: United Nations Global Compact

As shown in the Table (3.2), there are totally 12 travel agents in the United Nations Global Compact Myanmar Network. In order to implement my study more effectively in a particular travel agent industry, I selected these travel agents as shown in Table (3.2), and then successfully collected data from 377 respondents (tourists of these travel agents who travelled within October and November of 2019).

3.3   The CSR of Inbound Tour Companies (Travel Agents) in United Nations Global Compact Myanmar Network in Yangon

The selected 12 inbound tour companies (travel agents) must practice the mandatory guidelines set up by United Nations Global Compact for meeting up sustainability specification. Despite orienting the different target markets, these travel agents integrate such CSR into their tour programs.

Firstly, to mention about their membership status of United Nations Global Compact, 9 of them are active members and the rest 3 are non-communicating members as shown in figure (3.2). This means that according to the Global Compact Communication on Progress Policy, the Communication on Progress (COP) is frequently the most visible expression of a participant's commitment to the Global Compact and its principles. According to the policy, failure to issue a COP will change a participant's status to non-communicating and can eventually lead to the expulsion of the participant.

The UNGC say that "Your CoP should be fully integrated into your company's main stakeholder communications, most often your annual or sustainability report. To assist you in developing your CoP, below are tools and guidance ranging from introductory material on how to fulfill the requirements to more advanced resources which help companies to develop the comprehensive and integrated reports. Importantly, your CoP must be submitted online before your deadline in order to fulfill your annual reporting commitment.

After studying the official websites of these travel agents, their CSR are to be found respectively while some travel agents have limited accessible resources online through which one can learn about their CSR.

(a) Social/ Community Service-related CSR Activities

As CSR which directly or indirectly contribute to the economic and social development of the society and communities all around Myanmar, enhancing local job creation, lending micro-finance loans and enabling access to energy are of most prevalent especially in rural areas. Some large enterprises establish foundations which contribute to the local community, by helping them with matters from disaster relief and recovery to youth empowerment and education development.

As from the tourism industry, the tour enterprise helping villages used for trekking route to make destinations better places for people to live in and for traveler to visit. Moreover, they offer programs such as local cooking experience, magical marionettes of Myanmar by generating income for the local community and boosting the local unique culture.

Most of the companies are getting to provide the CSR training activities to their employees and involve in social activities such as voice donating and collecting the donations from donor for the victims of natural disasters.

One of the evidences of the enterprises committing to CSR is encouraging local involvement such as making all or most of the related projects owned by the local communities concerned (for example, clinics and schools) or by the villagers themselves (for agricultural projects and micro-enterprises).

(b) Ethics-related CSR Activities

Setting the company's mission to act as a fair trade social enterprise is the most significance of integrating CSR ethics into business in Myanmar.

There are small and medium enterprises which create a Fair Trade marketplace supporting social businesses throughout Myanmar by promoting distinctive, high quality products at affordable prices. In this way, their customers receive lasting enjoyment and their workers build sustainable businesses.

Every purchase made contributes to social and economic change in some of the Myanmar's most marginalized communities. They help to support unique skills and craftsmanship in a sustainable manner and every purchase they made has an impact, creating meaningful change for the workers and their families. Moreover, they make lasting impact by providing its (workers) partners with training and education, as well as economic reward.

Toward designing products that truly reflect the uniqueness of Myanmar as well as guaranteeing fair pay for its members for their work, the organization works.

By producing safe and delicious organic foods with no additives or preservatives, some rural families with insufficient income improve their livelihoods, nutrition and food security whilst also benefits Myanmar's ecosystems.

As other ethics- related CSR, the enterprises provide and support to livelihoods of vulnerable women by offering vocational tailoring skills, psychosocial support and a wide range of health and business related training courses. By creating women friendly spaces, a caring mutual help network between women is improving the life of the whole community.

(c) Health-related CSR Activities

Some of the enterprises share a part of the company's earnings to the poor who are not affordable to receive medical treatment and provide healthcare services as part of its long-term vision to develop the country through strong CSR efforts. Again, a few companies contributed money in extensive infrastructure projects, including the development and renovation of hospitals.

One of the evidences that supporting to public health is that some big enterprises spent a great amount of money for the public health of the villagers in rural areas such as building health centers and toilets for every household.

(d) Environment-related CSR Activities

It is more frequently seen in public that any kind and any size of enterprises are highly involved in activities of environment-conservation such as rubbish cleaning campaign.

Some of the small and medium enterprises build up the Green Team which is actively encouraging all sustainable activities with the company's in-office Green Team and is always discovering new and effective ways to improve our impact on the environment.

Events such as tree plantation are remarkable milestones of the enterprises showing their commitment to conservation to the environment.

(e) Education-related CSR Activities

Since Myanmar is a developing country, the education still needs to be supported not only by government sector but also by private sectors. There are some enterprises that provided school supplies and water system and rebuilt and restored the classroom for new students. One of the big companies in Myanmar contributed over USD 23 million in extensive infrastructure projects, including the development and renovation of schools

Through generous scholarships, some of the big companies enhance the intellectual capacity of the youth. Besides, they assist funding to build classrooms for remote villages and hard-to-reach regions.

As from tourism industry, some tour enterprises provide educational tours such as volunteering for children in Myanmar and establish charity for purpose of contributing to Myanmar children education.

3.4   Research Design

This study aims to explore effect of CSR on theses Consumer-based Brand Equity which are brand association, brand awareness, brand perceived quality and brand loyalty and to analyze the effect of brand association, brand awareness, brand perceived quality and brand loyalty on Brand Value of the Global Compact Myanmar Member Travel Agents in Yangon (Myanmar). To achieve these objectives, both primary and secondary data are used in this study .Secondary data are obtained from the text books, previous research papers, and internet websites. To get primary data, 35 inbound tourists (customers) of each of listed 12 Global Compact Member Travel Agents in Yangon agents who travelled within October and November of 2019 are chosen as a sample size for this study. Therefore, 420 of total respondents from 12 Global Compact Member Travel Agents in Yangon were surveyed. The respondents were surveyed by systematic random sampling method. SPSS (Statistical Package for the Social Scientists) is a data management and statistical analysis tool that has a very versatile data processing capability. Out of 420 respondents, total 391 respondents were analyzed since 376 out of 420 respondents were eligible to complete all questionnaires. After the survey data were collected, these results will be entered in SPSS to analyze the results and test the reliability analysis. Descriptive research method and regression analysis was also used to analyze the data. Descriptive research method is aimed to describe characteristics of tourists (customers) by which it can be observed that the specific type of population which has a certain form of commonality is more intended to have certain perceptions and which of the activities they add to increasing the brand value of their travel agent.

A structured questionnaire set is developed by combining instruments of the different variables. The questionnaires were divided into four parts. The first part of the questionnaire measured the demographic and personal factors of the respondents. The second part measured the effect of CSR upon the Consumer-based Brand Equity of the selected travel

agents. The third part measured the effect of the Consumer-based Brand Equity upon the Brand Value of the selected travel agents. A five-point Likert-type scale was used to indicate the respondent's answers. (1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree).

3.5   Reliability Analysis

Reliability was analyzed in order to test the internal consistency of the variables in the questionnaire. Cronbach's alpha measures internal reliability of the questionnaire. Cronbach's alpha was selected to conduct the reliability test, as it is the most common tool for internal consistency reliability coefficient in particular psychometric measurement. The reliability test is a process that it measures the consistency or repeatability of the scale. Through Cronbach's alpha, it can be checked if multiple question Likert scale questions are reliable. Latent variables are measured by these questions – hidden or unobservable variables like: a person's conscientiousness, or openness. It is tested through Cronbach's alpha if variable of interest is accurately measured.

Cronbach's Alpha is very important and the range of Cronbach's Alpha should become from 0.1 to 10, but for research purpose, some researcher suggested that the minimum standard for reliability should be 0.7 or higher. Table (3.3) showed that the Cronbach's Alpha of all the factors more than 0.7. Therefore, it can be interpreted that overall items of questionnaires have accomplished with consistency and stability.

Table (3.3) Reliability Analysis

Category	Cronbach's Alpha	Number of Items
Social/ Community-related CSR	0.704	5
Ethics-related CSR	0.700	5
Health-related CSR	0.756	5
Environment-related CSR	0.703	5

Education-related CSR	0.733	5
Brand Association	0.729	5
Brand Awareness	0.733	5
Brand Quality	0.729	5
Brand Loyalty	0.727	5
Brand Value	0.705	5

Source: Survey Data (2019)

3.6   Demographic Factors of Respondents

Out of 420 respondents, total 391 respondents were analyzed since 391 out of 420 respondents were eligible to complete all questionnaires. All the participants are duly informed that their participation is completely voluntary for analysis purpose of academic paper and all their responses are confidential.

The respondent's personal (demographic) factors are classified into six categories such as gender, citizen, age, marital status, income and education of the organization.

As observable as in the table (3.4), the demographic factors of the respondents which can also be termed as the tourists who chose the travel agents under certification or membership of United Nations Global Compact Network can be found. It is categorized into 6 factors: gender, citizen, age, marital status, income and education. In this way, one may be able to estimate how these specific types of tourists put value on the brands of their travel agents.

Table (3.4) Demographic Factors of Respondents

No	Particular	Classification	No: of Respondent	Percentage (%)
1.	Gender	Male	183	48.5
		Female	191	50.7
		Rather not say	3	0.8
2.	Citizen	Asian (Non-ASEAN)	138	36.6

		African	7	1.9
		American	34	9.0
		European	67	17.8
		ASEAN	104	27.6
		Australian	23	6.1
		South-American	4	1.1
3.	Age (Years)	18 – 25	42	11.1
		26 - 32	69	18.3
		33 – 40	83	22.0
		41-50	83	22.0
		51 - 65	59	15.6
		66 or above	41	10.9
4.	Marital Status	Single	95	25.2
		Married	212	56.2
		Divorced	38	10.1
		Widowed	19	5.0
		Rather not say	7	1.9
		Complicated	5	1.3
5.	Income	Below $20,000	196	52.0
		$20,000 – 39,999	51	13.5
		$40,000 – 59,999	56	14.9
		$60,000 – 79,999	46	12.2
		$80,000 – 99,999	21	5.6
		Above $100,000	6	1.6
6.	Education	Some High School	22	5.8

		High School Graduate	39	10.3
		Some College	51	13.5
		College Graduate	116	30.8
		Graduate degree	136	36.1
		Doctorate Degree	6	1.6
		Primary Education/ School	4	1.1
		No State Education	3	0.8
	Total		377	100.0

Source: Survey Data (2019)

First of all, as seen in the table (3.4), only a slightly different amount of tourists between two gender groups can be seen. While 191 female tourist arrivals were recorded, the number of male tourist was counted to 183.

Secondly to mention, as being a member country of ASEAN as well as an Asian Continent, it would not be a surprising statistics that the majority of the tourist arrivals are from ASEAN and Asian countries. Very few tourist arrivals are found from America (United States), South-America, Africa.

Thirdly to disclose, middle-aged people are found to have travelled to Myanmar more and chose these kinds of travel agents with that certification. The retired age and the adult age (18-25) are found to be the least tourists who chose these travel agents. It might be the reasons of travel expenses affordability and sustainable tourism mindset.

With relation to the marital status, the table (3.4) shows that 212 of tourists are already got married and 95 are still single up to that time. These classical types of relationship dominate the majority of the population when categorized based on marital status.

When comparing the incomes of the tourists, it is found that the majority of the tourists who chose these travel agents is earning below $20,000 annually. It is deductible that the most Asian and ASEAN tourists are earning this amount since the majority of the population surveyed came from these countries. Very rarely, 6 of them were found to bear relatively high earning rate for the Western Level and amazingly high-peak earning rate for the Asian Level.

The majority of the tourists (136) have already graduated from universities with either of master degree or post-graduate degree. As the world is getting into the intellect or education into focus in their lives and careers, more graduates and literacy rates are found to be higher year by year and decade by decade. As a rare resource, 6 of them are doctorate-degree holders.

3.7 Perception of Customers on the CSR Activities

In this study, to identify the perceptions of respondents towards the CSR of the Global Compact Myanmar Travel Agent in Yangon (Myanmar), the questionnaires focus mainly on five different the corporate social responsibilities activities; social/ community-service related, ethics-related, health-related, environment-related and education-related.

3.7.1 Perception on Social/ Community-related CSR Activities

In this section, respondents were surveyed about their point of view towards the social/ community- related CSR Activities of their travel agent by asking the following questions which are described by the Table (3.5).

As described in the Table (3.5), the inbound tourists of the selected travel agents deeply perceive that that their travel agents are donating several kinds of aids to the charity which in turn contribute to the destination community or society as their pivotal activities of CSR guidelines. This deduction is resulted from the highest mean value of 3.96 among the 5 activities mentioned above.

Table (3.5) Perception on Social/ Community-related CSR Activities

No	Particular	Mean	Standard Deviation
1.	Commitment to donating to charity	3.96	0.76
2.	Giving back to the society of the destination site	3.66	0.89
3.	Intention of CSR far more than marketing	3.49	0.91
4.	Listening to the voices of the community	3.36	1.11

5.	Recruitment policies favoring the local communities	3.90	0.80
	Overall Mean	**3.67**	

As second most prevalent activities, the travel agent highly practices recruitment polices that hire most of the employees from the local community. Since Myanmar is still a developing country, the rural areas were significantly left underdeveloped. Hiring or working together with local people creates the job opportunities and regular income to fulfill their basic needs food, clothes and shelter. The tourists have a very negative response to the CSR Activities for show which is intended to do marketing only.

3.7.2 Perception on Ethics-related CSR Activities

In this section, respondents were asked about their perception on the ethics-related CSR Activities of their travel agent with five questions.

As inscribed in the Table (3.6), most of the perceptions of the inbound tourists of the selected travel agents agree with that their travel agents purchase only fair-trade products or services from suppliers, which make their stakeholders, especially the tourists, view them as ethical enterprise and business as one of their focusing activities under CSR guidelines. These aforementioned opinions of their tourists are pointed out by the highest mean value of 3.98 among the 5 activities mentioned above.

The tourists are mostly agreed upon that their travel agents' marketing activities are quite honest, for instance, the former knowledge about the sceneries, environment and

Table (3.6) Perception on Ethics-related CSR Activities

No	Particular	Mean	Standard Deviation
1.	Purchasing of only fair-trade products	3.98	0.75
2.	Standing against child labor.	3.65	0.81
3.	Easy accessibility of customers to travel information	3.44	0.95

4.	Employee selection with no regard to gender	3.29	1.17
5.	Authenticity of the marketing documents	3.90	0.85
	Overall Mean	**3.65**	

hotel service coincides with the actual feelings when they are on trip. The tourists are not quite satisfied with the issues of employment based on gender according to the study.

3.7.3 Perception on Health-related CSR Activities

In this study, five survey questions are used to explore customers' opinion on the ethics-related CSR Activities of the travel agents of the respondents. The results from the survey on price are shown in Table (3.7).

As disclosed in the Table (3.7), the highest mean value of 3.98 among the 5 activities mentioned above discloses that the majority of the perceptions of the inbound tourists of the selected travel agents agree with that their travel agents organize health- educating campaigns such as washing hands properly, preventing from mosquitoes' bites as those of their health-related CSR Activities.

Moreover, the tourists feel that their travel agents not only educate health knowledge but also participate in rural health programs from the corner they can. Nevertheless, by the perceptions of the tourists, their travel agents rarely donate money to build the rural health centers in hard-to-reach areas.

Table (3.7) Perception on Health-related CSR Activities

No	Particular	Mean	Standard Deviation
1.	Initiating the health education campaigns	4.01	0.70
2.	Organizing a fundraising campaign for health costs of	3.67	0.76

No	Particular	Mean	Standard Deviation
	needy persons		
3.	Teaming up with health organizations	3.55	0.89
4.	Money donation to support building the rural health centers in hard-to-reach areas	3.25	1.16
5.	Helping for rural health in Myanmar	3.76	0.82
	Overall Mean	**3.65**	

Source: Survey Data, (2019)

3.7.4 Perception on Environment-related CSR Activities

The following Table (3.8) shows the mean value of the environment-related CSR Activities of the travel agents of the respondents. In the environment-related CSR Activities category, there are five questions to analyze. The mean value of each are shown as below.

As described in the Table (3.8), the inbound tourists of the selected travel agents well recognize the fact that their travel agents are highly involved in waste reduction in the society such as collecting plastic wastes on beaches which in turn contribute to the conservation of the environment and nature of the destination region or somewhere else as their significant activities of CSR guidelines..

Additionally, by the perceptions of the tourists, their travel agents widely educate the community how to live in an environmentally responsible manner in daily life. The tourists perceive that their travel agents still use an amount of vehicles emitting carbon-monoxide.

Table (3.8) Perception on Environment-related CSR Activities

No	Particular	Mean	Standard Deviation
1.	Involvement in waste removal	3.96	0.78
2.	Involvement in waste reduction	3.36	0.80
3.	Considering over environmental impact when	3.56	0.91

No	Particular	Mean	Standard Deviation
	developing products		
4.	Preference to environmentally friendly packaging	3.70	1.11
5.	Initiating environment-impact awareness campaigns	3.77	0.78
	Overall Mean	**3.67**	

Source: Survey Data, (2019)

3.7.5   Perception on Education-related CSR Activities

In this study, five survey questions are used to explore how the education-related CSR Activities of the travel agents influences on customers' perception. The results from respondents' perception on the education-related CSR of their travel agents are shown in Table (3.9).

As described in the Table (3.9), the inbound tourists of the selected travel agents agree with the fact that that their travel agents are communicating its CSR Activities through all available channels to the customers. By this mean, the information and precautions such as Do's and Don'ts in Myanmar or in a particular region which are essential and necessary for the tourists are reachable to the tourists as their education-related activities of CSR guidelines.

The tourists really like the support of their travel agents to build schools for communities in Myanmar. Since the government alone cannot support the sufficient fund the education sector, donating to build schools from the private sectors are highly important measures.

Table (3.9) Perception on Education-related CSR Activities

No	Particular	Mean	Standard Deviation
1.	Communication of CSR through all available channels	4.00	0.78
2.	Efficient reachability of CSR to all stakeholders	3.71	0.78
3.	Sponsoring the university careers events	3.47	0.88

4.	Granting scholarships to needy students	3.26	1.12
5.	Building schools for communities in Myanmar	3.77	0.81
	Overall Mean	**3.64**	

Source: Survey Data, (2019)

But in the industry of the travel agents, very few are found to give scholarships to needy students. The reason might be that it needs specific criteria and selection process to give scholarships to needy students. Then, it is still difficult to define who needs more and uncompassionate to decide giving scholarships according to the merit of grades in class in such underdeveloped rural areas.

Chapter 4

Analysis on the Effect of Consumer-based Brand Equity on Brand Value of Travel Agents in Yangon

In this chapter, the analysis is performed on measuring the mean values of the consumer-based brand equity and the brand value, the effect of the CSR on the consumer-based brand equity and the effect of consumer-based brand equity on the brand value of the travel agents in Yangon. As methods analysis, the Statistical Package for Social Science (SPSS) software was used to run multiple regression analysis.

4.1   Consumer-based Brand Equity

Consumer-based brand equity in this study includes brand association, brand awareness, brand Quality and brand loyalty.

4.1.1 Brand Association

In this study, five survey questions are used to explore how the customers perceive themselves associated with the brand of the travel agents. The results from respondents' perception on the brand association with their travel agents are shown in Table (4.1).

As described in the Table (4.1), the majority of the tourists of these travel agents are putting more value on the brand of their travel agents as their brand image is getting strong and reliable. After considering all these facts, it is not surprising that the customers (tourists) are putting more value on the brand due to higher brand image.

The tourists have the second most perceptions that they want to be associated with the brand of their travel agents. Before and after their travel experiences, the tourists would have something positive in mind in association with the brands of the travel agents such as the company with the in-office green team, the company with women empowerment projects. From then on, they would like to get to be more and more associated with the brands.

Only few tourists agree with the fact that profit maximization is not their business.

Table (4.1) Brand Association

No	Particular	Mean	Standard Deviation
1.	Impact of brand image on brand value	3.94	0.76
2.	CSR, not relying upon profit maximization	3.23	0.80

3.	Impact of CSR on brand profile in consumer's mind	3.62	0.90
4.	Being easily identifiable of the brand	3.75	1.17
5.	Being associated with the brand	3.82	0.83
	Overall Mean	**3.67**	

Source: Survey Data, (2019)

4.1.2 Brand Awareness

In this study, five survey questions are used to explore how the customers perceive themselves aware of the brand of the travel agents. The results from respondents' perception on the brand awareness to their travel agents are shown in Table (4.2).

As expressed in the Table (4.2), the majority of the tourists are getting aware of the brands of the travel agents for their individual competitive advantages. Among them, their uniqueness plays a crucial role to seize awareness from the tourists.

Most of the tourists agree upon the fact that the CSR of the travel agents is the main reason to get recognized of the brands.

Table (4.2) Brand Awareness

No	Particular	Mean	Standard Deviation
1.	Awareness of tour packages for uniqueness	3.94	0.73
2.	Providing full and accurate information about	3.73	0.83

No	Particular	Mean	Standard Deviation
	products to customers		
3.	Reminiscing of advertisements of travel agent	3.67	0.92
4.	Recognizing the brand of travel agent among others	3.23	1.14
5.	Impact of CSR on brand awareness	3.81	0.80
	Overall Mean	**3.68**	

Source: Survey Data, (2019)

4.1.3 Brand Quality

In this study, five survey questions are used to explore how the customers perceive the quality of the brand of the travel agents. The results from respondents' perception on the brand quality of their travel agents are shown in Table (4.3).

The Table (4.3) indicated that most of the tourists perceive that the tour programs are decorated with high quality things such as staying at 3-star hotels at least, preparing very hygiene foods and designing very systematic and comfortable travel itineraries.

It is not surprising that most of the tourists have a corporate view or an overall view of their travel agents as quality travel agents. Nevertheless, the tourists would not prefer paying more for travel agents practicing more CSR. It means that they would rather directly donate or contribute to the community development or something else in the destination region.

Table (4.3) Brand Quality

No	Particular	Mean	Standard Deviation
1.	Inclusion of high quality things in tour packages	3.97	0.76
2.	Good customer service quality	3.74	0.76

3.	Willing to pay more for tour packages with CSR	3.37	0.86
4.	High professionalism of travel agent	3.59	1.08
5.	Standing of travel agent for quality	3.84	0.82
	Overall Mean	**3.70**	

Source: Survey Data, (2019)

4.1.4 Brand Loyalty

In this study, five survey questions are used to explore how the customers perceive themselves loyal to the brand of the travel agents. The results from respondents' perception on the brand loyalty to their travel agents are shown in Table (4.4).

As pointed by the Table (4.4), most of the customers of the travel agents chose these travel agents due to their CSR respectively. They might perceive that enterprises which don't organize CSR are not doing responsible business. In this way, they could become loyal customers.

The fact assuring the aforementioned issue is that they have intentions to choose rather their travel agents than others who are providing the same service but lack of CSR.

Table (4.4) Brand Loyalty

No	Particular	Mean	Standard Deviation
1.	Impact of CSR on choice of brand	3.98	0.75
2.	Being attached to travel agent due to CSR	3.88	0.75

3.	Impact of CSR on trust level of customers on brand	3.52	0.88
4.	Preference of travel agent doing CSR despite a bit higher price	3.71	1.15
5.	Impact of CSR on brand performance	3.29	0.81
	Overall Mean	**3.68**	

Source: Survey Data, (2019)

4.2   Brand Value

In this study, five survey questions are used to explore how the customers put value on the brand of the travel agents. The results from respondents' perception of the brand value of their travel agents are shown in Table (4.5).

The table (4.5) notifies that the tourists put more value to the brands of the travel agents as they integrate more CSR into their tourism business. The underlying cause is that they are getting more brand-associated, more brand-aware, more quality-perceived and more brand-loyal through the experiences of the CSR initiated by the travel agents.

How high the tourists perceive the value of the brand is evidenced by the passionate willingness of the tourists to recommend relations to choose their travel agents. That is why it is not surprising to recommend to others to make them enjoy the best moments as they had.

Few tourists are satisfied with the price-quality ratio. Though they might recognize the quality to be excellent owing to the quality products and programs, the expenditures increment accordingly. Travel agents try to seek solutions how to balance quality and price.

Table (4.5) Brand Value

No	Particular	Mean	Standard Deviation
1.	Being Worthwhile buy and experience tour package	3.51	0.79
2.	Can accept quality-price ratio of tour packages	3.43	0.71
3.	Willingness to recommend relations to buy tour	3.90	0.85

	packages		
4.	Value addition of CSR to the brand	4.07	1.03
5.	High potential of travel agent to succeed in future	3.71	0.82
	Overall Mean	**3.72**	

Source: Survey Data, (2019)

4.3 Analysis on the Effect of the CSR Activities on the Consumer-based Brand Equity

In this section, the Consumer-based Brand Equity which includes brand association, brand awareness, Brand Quality and brand loyalty are analyzed how they are related with five different CSR.

4.3.1 Analysis on the Effect of the CSR Activities on Brand Association

In this study, through Linear Regression Model, the effect of CSR on brand association is identified. The results from generating this model are shown in Table (4.6).

As described in the Table (4.1), a significant relationship of the ethics-related and environment-related CSR with brand association at 1% significant level is proved by the results. This shows that respondents (tourists) of these travel agents have high degree of positive perception on ethics-related and environment-related CSR. The ethics-related CSR is positively related and an increase in this factor by 1 unit will increment the brand association by 0.526 units. The environment-related CSR is positively related and an increase in this factor by 1 unit will also increase the brand association by 0.446 units.

Table (4.6) Effect of CSR Activities on Brand Association

Independent Variables	Unstandardized		Standardized	t	Sig.	VIF
	B	**Std.**	**(Beta)**			
(constant)	0.851	0.415		1.220	0.223	

Social/ Community-related CSR	0.399**	0.050	0.097	2.001	0.046	2.162
Ethics-related CSR	0.526***	0.050	0.520	10.558	0.000	2.896
Health-related CSR	0.054	0.049	0.054	1.102	0.271	2.957
Environment-related CSR	0.446***	0.045	0.280	6.451	0.000	1.735
Education-related CSR	0.292**	0.022	0.045	2.067	0.039	1.464
R	0.980[a]					
R Square	0.961					
Adjusted R Square	0.960					
Durbin-Watson	1.866					
F	181.253***					

Source: Survey Data, (2019)

Note: *** Significant at 1 % Level, ** Significant at 5 % Level, * Significant at 10% Level

Hence, it proves that the CSR perceived by the respondents and the brand association are correlated. The model can explain 96.1% (Adjusted R Square = 0.960) the variance of dependent variable (brand association) and independent variables (different types of CSR). The Beta of ethics-related CSR has the largest value 0.526. It indicates the ethics-related CSR have the greatest influence on the brand association.

The value of F test which can be said as all the overall significance of the model is highly significant at 1 percent level. This specified model can be considered valid. Again, t-values in all factors are found to be greater than 0. This means that they stand against the null hypothesis at which there is no significant difference.

The results are also depicting that the most significant brand-association variables are ethics-related and environment-related CSR.

Again, the fairly high affected variable among others are the social/ community-related and education-related CSR. Through visits to schools which their travel agents

contribute to rebuild or support school supplies, the tourists feel that their travel expenses are partially involved in these assistance projects. They are very satisfied with these feelings.

Since the travel agents are just the small and medium enterprises, they are not affordable enough to build a hospital or donate medical equipment like the large enterprises. For these reasons, tourists don't perceive they become associated with the brands of the travel agents due to health-related CSR.

4.3.2   Analysis of CSR Activities on Brand Awareness

In this study, Linear Regression Model is applied to study the effect of CSR on brand awareness. The results from generating this model are shown in Table (4.7).

As described in the Table (4.2), a significant relationship of the ethics-related, health-related and environment-related CSR with brand awareness at 1% significant level is proved by the results. This shows that respondents (tourists) of these travel agents have high degree of positive perception on ethics-related, health-related and environment-related CSR. The health-related CSR are positively related and an increase in this factor by 1 unit will also increase the brand awareness by 0.335 units.

The linear relationship between two variables is measured by Correlation coefficient, R. As mentioned in Table (4.2), R (the correlation between the independent variables and dependent variable) is 0.982, which ranges between 0 and 1. Hence, it proves that the CSR perceived by the respondents and the brand awareness are correlated. The standardized Coefficient (Beta) points out that all of factors are found to have positive relationship with the brand awareness. The Beta of ethics-related CSR has the largest value 0.552. It indicates the ethics-related CSR have the greatest influence on the brand awareness.

Table (4.7) Effect of CSR Activities on Brand Awareness

Independent Variables	Unstandardized		Standardized	t	Sig.	VIF
	B	Std.	(Beta)			

(constant)	0.710	0.339		0.246	0.806	
Social/ Community-related CSR	0.013	0.047	0.013	0.272	0.785	2.162
Ethics-related CSR	0.552***	0.047	0.548	11.686	0.000	2.896
Health-related CSR	0.335***	0.047	0.203	4.320	0.000	2.957
Environment-related CSR	0.408***	0.043	0.200	4.852	0.000	1.735
Education-related CSR	0.302**	0.021	0.034	1.657	0.098	1.464
R	0.982[a]					
R Square	0.964					
Adjusted R Square	0.964					
Durbin-Watson	1.830					
F	11.503***					

Source: Survey Data, (2019)

*Note: *** Significant at 1 % Level, ** Significant at 5 % Level, * Significant at 10% Level*

The results are featuring that the most significant brand-awareness variables are ethics-related, health-related and environment-related CSR. Through high involvement activities of environment-conservation such as rubbish cleaning campaign, the brands are becoming more and more well-known. Therefore, the travel agents should consider serious this CSR in alignment with company's CSR policies and strategies.

Among them, education-related CSR such as giving scholarships to needy persons, the travel agents got fairly much awareness from the tourists.

The social/ community-related CSR is done by all enterprises of any industry. The tourism industry has a distinctive feature that fills the gap to be fulfilled. Thus, the travel agents try to more emphasize and organize other types of CSR rather than the social/ community-related CSR. So, the tourists don't feel that they became aware of the brands of the travel agents due to the social/ community-related CSR.

4.3.3   Analysis of CSR Activities on Brand Quality

In this study, Linear Regression Model is utilized to assess the effect of CSR on Brand Quality. The results from generating this model are shown in Table (4.8).

As described in the Table (4.2), a significant relationship of the social/ community-related, ethics-related and health-related CSR with brand quality at 1% significant level is proved by the results. The education-related CSR is also positively related and an increase in this factor by 1 unit will uplift the brand quality by 0.243 units.

Beta of social/ community-related CSR has the largest value 0.565. It indicates the social/ community-related CSR has the greatest influence on the brand quality.

According to the results, the most significant brand-association variables are social/ community-related CSR, ethics-related CSR and health-related CSR. Providing the CSR training activities to the employees make the tourists perceive that the travel agents have a pool of CSR knowledge showing the high quality of the brand of the travel agent. CSR knowledge makes nothing special but does the existing tasks in a responsible manner. This in turn enhances the brand value of the travel agent perceived by the tourists. As for the travel agents, such aforementioned CSR is crucial to be implemented to have customer perception of high quality brand.

As education-related CSR, travel agents established charity for purpose of contributing to Myanmar children education. This relatively highly and positively affect to the perception of the customers on the brand quality of the travel agents.

As an unexpected case, the results show that the environment-related CSR don't enhance the Brand Quality significantly. Perhaps the reason is that travel agents are not doing something more special than tree-planting to conserve the environment. This means that travel agents now need to change or innovate the way they take care of the environment.

Table (4.8) Effect of CSR Activities on Brand Quality

Independent Variables	Unstandardized		Standardized	t	Sig.	VIF
	B	Std.	(Beta)			
(constant)	0.705	0.446		4.418	0.000	
Social/ Community-	0.565***	0.055	0.159	2.812	0.005	2.162

related CSR						
Ethics-related CSR	0.356***	0.056	0.263	4.589	0.000	2.896
Health-related CSR	0.421***	0.055	0.441	7.673	0.000	2.957
Environment-related CSR	0.082	0.051	0.082	1.620	0.106	1.735
Education-related CSR	0.243*	0.025	0.045	1.760	0.079	2.464
R	0.973[a]					
R Square	0.947					
Adjusted R Square	0.946					
Durbin-Watson	1.849					
F	15.584***					

Source: Survey Data, (2019)

*Note: *** Significant at 1 % Level, ** Significant at 5 % Level, * Significant at 10% Level*

4.3.4   Analysis of CSR Activities on Brand Loyalty

In this study, Linear Regression Model is used for analyzing the effect of CSR on brand loyalty. The results from generating this model are shown in Table (4.9).

As described in the Table (4.4), a significant relationship of the social/ community-related, environment-related and education-related CSR with brand loyalty at 1% significant level is proved by the results. This shows that respondents (tourists) of these travel agents have high degree of positive perception on social/ community-related, environment-related and education-related CSR activities. The Durbin-Watson value is closed to 2 (2.056). That is why it can be considered that there is no auto correlation in

Table (4.9) Effect of CSR Activities on Brand Loyalty

Independent Variables	Unstandardized		Standardized	t	Sig.	VIF
	B	Std.	(Beta)			
(constant)	0.444	0.414		1.072	0.285	

Social/ Community-related CSR	0.385***	0.049	0.186	3.751	0.000	2.162
Ethics-related CSR	0.241**	0.050	0.293	5.813	0.046	2.896
Health-related CSR	0.017	0.049	0.223	4.421	0.125	2.957
Environment-related CSR	0.289***	0.045	0.237	5.340	0.000	1.735
Education-related CSR	0.460***	0.022	0.361	2.733	0.007	2.464
R	0.979[a]					
R Square	0.959					
Adjusted R Square	0.958					
Durbin-Watson	2.056					
F	29.451***					

Source: Survey Data, (2019)

*Note: *** Significant at 1 % Level, ** Significant at 5 % Level, * Significant at 10% Level*

sample. T-values in all factors are found to be greater than 0.

With regards of the results, the most significant brand loyalty variables are social/ community-related, environment-related and education-related CSR activities. Moreover, they offer programs such as local cooking experiences and magical marionettes of Myanmar by generating income for the local community and boosting the local unique culture. When the company has in-office Green Team which is always discovering new and effective ways to improve our impact on the environment, the programs are always green and organic. By this means, tourists become loyal to the brand. As ethics-related CSR activities have fairly high impact on loyalty to the brand of the travel agent, this is an important measure for travel agents, too. The travel agents are creating a Fair Trade marketplace supporting social businesses in cooperation with local partners throughout Myanmar by promoting distinctive, high quality products at affordable prices. Such ethics-related CSR activities distinguish these travel agents from others.

Customers don't have a good reason to be loyal to the brand of the travel agents due to health-related CSR activities. To distinguish themselves from the others, they should have the competitive advantage. Their health-related CSR activities might be just donating some money to the needy persons for healthcare in the eyes of the tourists.

4.4   Analysis on the effect of Consumer-based Brand Equity on the Brand Value

In this section, Linear Regression Model is applied to analyze the effect of Consumer-based Brand Equity on the Brand Value. The results from generating this model are shown in Table (4.10).

According to outcomes, the brand-perceived-quality has significant relationship with the brand value of the selected travel agents at 5% significant level. The Brand Quality of these tourists is positively related and an increase in this factor by 1 unit will also raise the brand value of the selected travel agents by 0.664 units.

The standardized Coefficient (Beta) indicates that brand association, brand awareness, Brand Quality and brand loyalty have positive relationship with the brand value. The Beta of brand loyalty has the largest value (0.664). It indicates the brand loyalty has the greatest influence on the brand value of the selected travel agents

This specified model can be said valid. Moreover, t-values in all factors are greater than 0 showing evidence against the null hypothesis that there is no significant difference.

The most affected to the brand value among the significant variables is brand loyalty. To acquire the tourists loyal to the brand of the travel agent, it is not enough that they are associated with the brand, aware of the brand and perceive the brand as high quality. It is essential that the tourists have the intentions to choose these brands over

Table (4.10) Effect of Consumer-based Brand Equity on the Brand Value

Independent Variables	Unstandardized		Standardized	t	Sig.	VIF
	B	Std.	(Beta)			
(constant)	0.825	0.424		7.665	0.000	
Brand Association	0.548***	0.053	0.161	2.764	0.006	2.398

Brand Awareness	0.468***	0.052	0.156	2.730	0.007	2.404
Brand Quality	0.343**	0.048	0.175	3.502	0.045	1.009
Brand Loyalty	0.664***	0.054	0.494	8.562	0.000	2.919
R	0.974^a					
R Square	0.948					
Adjusted R Square	0.948					
Durbin-Watson	1.944					
F	5.944***					

Source: Survey Data, (2019)

*Note: *** Significant at 1 % Level, ** Significant at 5 % Level, * Significant at 10% Level*

other brands. Therefore, the travel agents must have competitive advantage using CSR activities which means do business in a responsible manner for the impacts.

Nevertheless, the results show that all of the consumer-based brand equity significantly influences on the brand value of the selected travel agents. That is why the travel agents should build up the well-designed system for seizing this 4 consumer-based brand equity in a balanced way in order to sustain the high brand value perceived by their customers (tourists).

Chapter 5

Findings and Discussions

This study analyzed the effect of the CSR activities which are practiced by the travel agents in Yangon which are members in UNGC Myanmar Network on their consumer-based brand equity. Again, the effect of the consumer-based brand equity upon the brand value of

these selected travel agents was also analyzed. In this chapter, the sections such as the conclusion of findings and discussions, suggestions and recommendations for the future improvements and needs for further studies are included.

5.1   Findings and Discussions

In line with the national sustainable development policy and sustainability criteria and guidelines set up upon several different sectors by the Government of the Republic of the Union of Myanmar and United Nations Global Compact, Myanmar has arisen as the place of sustainable private business sectors and sustainable public sectors since the democratic transition in 2011. Though they have to be struggling to meet these sustainability criteria and goals, Myanmar is starting to being aware of sustainability and CSR and integrate into their enterprises and organizations in order to keep up and grow their success date by date, year by year and period by period. Among these sustainability measures, CSR (CSR) is a term most-known and most used. At the same time, CSR policies, guidelines and activities are planned, implemented and evaluated how much they contribute to the organization, society and environment.

Since the objectives of the paper is to study the effect of the CSR which are practiced by the travel agents in Yangon which are members in UNGC Myanmar Network on their consumer-based brand equity and the effect of these consumer-based brand equity upon the brand value of these selected travel agents, this study expressly mentions which CSR perceived by the tourists (the customers) of these travel agents are influencing the consumer-based brand equity which include brand association, brand awareness, brand quality and brand loyalty to a particular extent. Moreover, the study also emphasized on which consumer-based brand equity most contributes to the high brand value perceived by the tourists (the customers) of these travel agents.

In the questionnaires handed over to the respondents, five research questions were developed to explore the respondent's (of the tourists of these travel agents) perceptions of each of CSR activities practiced by these travel agents which have effect upon the Consumer-based Brand Equity which include brand association, brand awareness, brand quality and brand loyalty.

The most significant brand-association variables are ethics-related CSR activities and environment-related CSR activities. Therefore, the travel agents should practice the

aforementioned CSR activities as main and pivotal types of activities under the company's CSR policies and strategies to acquire more brand association from customers.

According to the results, the most significant brand-awareness variables are ethics-related, health-related and environment-related CSR activities. Every purchase made by travel agents contributes to social and economic change in some of Myanmar's most marginalized communities. By this means, these travel agents got brand awareness. As some of the health-related CSR activities, some enterprises share a part of the company's earnings to the poor who are not affordable to receive medical treatment. In this way, brands of the travel agents were noticed. Again, through high involvement activities of environment-conservation such as rubbish cleaning campaign, the brands are becoming more and more well-known.

The outcomes pointed out the social/ community-related, ethics-related and health-related CSR activities as the most significant brand-association variables. Providing the CSR training activities to the employees make the tourists perceive that the travel agents have a pool of CSR knowledge showing the high quality of the brand of the travel agent. Then, towards designing products featuring the uniqueness of Myanmar as well as guaranteeing fair pay for its members for their work, the organization works for. Such products as recognized by tourists as high-quality products. This is one of the ethical CSR. This increases the brand value of the travel agent perceived by the tourists.

Then, the most significant brand loyalty variables are social/ community-related, environment-related and education-related CSR. In this way, the tourists are undeniably becoming loyal to the brand of the travel agents. Having company's in-office green team, the tourists can touch the nature and the wildlife. By this means, tourists become loyal to the brand. By having such an invaluable chance, they would be loyal to the brand of their travel agent.

When exploring the factors which make the respondents put or perceive more value on the brand of the selected travel agents among such 4 consumer-based brand equity, there are no significant differences of level of importance which should be more prioritized as the company's focusing missions and objectives. This means that increase in all of the aforementioned consumer-based brand equity (brand association, brand awareness, brand quality and brand loyalty) would definitely enhance the brand value perceived by the customers (respondents) upon their travel agent.

To summarize again, the 3 kinds of CSR activities which are ethics-related, health-related, education-related are the main factors to positively affect the consumer-based brand equity. Then, all of the aforementioned consumer-based brand equity plays an important role to enhance the brand value of these travel agents in the minds of the tourists (customers).

5.2   Suggestions and Recommendations

As the living standards and social norms are changing all around the world, the definition of the value is also changing accordingly. Whatever the definition of the value means differently time by time, it is, ever since before, the most important driver of a society where different communities are co-existing pointing out where the trend is going and should go to. Therefore, as for a company to succeed, it essentially needs to be aware, recognize, understand and implement the value of the target customers on its service or product offered. In today's world, the customers are not solely demanding on the ordinary values such as luxury value and prestige value on the product or service offered, but also consider the impacts of the products or service which they demand upon the society, environment, ecology, etc. as other types of values on their suppliers.

For these reasons, these travel agents who are members in United Nations Global Compact Myanmar Network should emphasize to implement the following CSR activities to enhance their own brand value in the minds of their customers (tourists). According to the data analyzed and presented in Chapter 4, the selected travel agents should emphasize the factors that had the highest mean scores such as ethics-related, health-related and education-related CSR activities to positively affect the consumer-based brand equity although all these 5 CSR activities contribute to the consumer-based brand equity to a certain extent. It is unpleasant to see that these tourists don't perceive their travel agents actively involving in the social/ community related- activities and environment-related activities. They should firstly check if they are abundantly organizing and actively engaging in these activities and secondly, if their ways of initiating the aforementioned CSR activities are meeting up the guidelines and criteria set up by the global common standards.

To go into details, it is yet to seek solution about the issue that tourists don't perceive they become associated with the brands of the travel agents due to health-related CSR activities. Without giving excuse that small and medium enterprises are not affordable to

build hospitals, they should arrange fundraising campaigns or public awareness campaign about seasonal flus or infected diseases which might cost lower for instance.

The tourists don't get aware of the brands of the travel agents due to the social/ community-related CSR activities. It does not mean that travel agents are not doing such CSR activities. But they are doing in a way that does not have much impact on the community or society. They should re-evaluate the levels of reaching goals and missions at the end of a program or a project. It might because of the limited financial resource and mismanagement issues.

In a similar way, the environment-related CSR activities do not enhance the brand quality significantly. Perhaps the reason is that travel agents are not doing something more special than tree-planting to conserve the environment. This means that travel agents now need to change or innovate the way they take care of the environment.

To acquire the brand loyalty of the tourists to the travel agent, three other brand-equities are also crucial. It is essential that the tourists have the intentions to choose these brands over other brands. So, the travel agents must look for the solution how they can create competitive advantage by using CSR which means do business in a responsible manner for the impacts.

What is far more surprising is that all of the Consumer-based Brand Equity which include brand association, brand awareness, Brand Quality and brand loyalty, are important measures to increment the brand value perceived by the customers (tourists). That is why the travel agents, as a lesson learned, should keep aside none of them from the list of prioritized assets to be acquired. Among them, to acquire the loyalty of the customers to the brand, it is the most important asset to seize the high brand value perceived by their customers (tourists).

By this means, the travel agents can find the best solution and guideline that can maintain and enhance the brand value of the company in the perceptions of their customers (tourists).

5.3   Needs for Further Research

With the intention of expecting the effective data result and utilizing the available resource efficiently, my study covered a scope neither too narrow nor too wide. My study was concerning with CSR concept and most of the travel agents in Myanmar which got sustainability or CSR certifications mainly from UNGC. While my counterpart students studied the travel agents which got Travelife certification in sustainability concept, another scope was selected to study, those which are UNGC Myanmar Network members.

Nevertheless, all travel agents in Myanmar which got any type of sustainability or CSR certifications should be studied as further study to be able to compare results based on different certificates and to explore which type of certification gives the best guidelines to the travel agents to meet up the criteria of the CSR activities set up and in turn enhance the brand value of the company.

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APPENDIX

APPENDIX I - Survey Questionnaire

This questionnaire is intended to find out the effect of CSR on Brand Value among the travel agents who are members of Global Compact Myanmar in Yangon from the perception point of customers (tourists of any kind). This research is being undertaken as part of my master thesis qualification.

Participation is voluntary and completion of this questionnaire will be highly appreciated. There is no right or wrong answers. The accuracy of results will be dependent on

how honestly you answer these questions. All responses will be treated in the strictest confidence. CSR means CSR. CSR is a process with the aim to embrace responsibility for a company's actions and encourage a positive impact through its activities on the environment, consumers, employees, communities, stakeholders and all other members of the public sphere who may also be considered stakeholders.

The data obtained from this survey will be used only to write a MBA thesis to submit the Yangon University of Economics (YUE). Thanks for your valuable time to complete this questionnaire, and your suggestions and comments for this survey.

A Study on the Effect of CSR on Brand Value- focusing on Global Compact Myanmar Member Travel Agents in Yangon

PART A: Demographic and Personal Factors

Please fill the blank and tick the score boxes, which mostly explain your opinion.

1. What is your Gender?

　　(　　　) Male　　　(　　　) Female　　　(　　　) Other

2. Citizen:

　　(　　　) Asian (Non-ASEAN)　(　　) African　　(　　　) American

　　(　　　) European　　　　(　　) ASEAN　(　　　) Other

3. Age

　　(　　) 18-25　(　　) 26-32　　(　　) 33-40　(　　) 41-50　(　　) 51-65

　　(　　) 66 or above

4. Marital Status

　　(　　) Single　　(　) Married　　(　　) Divorced　　(　) Widowed

　　(　　) Other

5. Income

　　(　　) Below $20,000　　(　　) $20,000 – 39,999　(　　) $40,000 – 59,999

　　(　　) $60,000 – 79,999　(　　) $80,000 – 99,999　(　　) Above $100,000

6. Education

(   ) Some high School   (   ) High School Graduate   (   ) Some College

(   ) College Graduate   (   ) Graduate degree   (   ) Other

Please tick in the appropriate score boxes, which mostly explains your opinion your buying behavior. The levels of score are described as

1 = Strongly disagree, 2 = Disagree, 3 = Neutral (somewhat agree and somewhat disagree),

4 = Agree, 5 = Strongly agree

(I) CSR Activities

No.	Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

Social/Community service-related CSR Activities						
1.	Commitment to donating to charity					
2.	Giving back to the society of the destination site					
3.	Intention of CSR far more than marketing					
4.	Listening to the voices of the community					
5.	Recruitment policies favoring the local communities					
Ethics-related CSR Activities						
1.	Purchasing of only fair-trade products					
2.	Standing against child labor.					
3.	Easy accessibility of customers to travel information					
4.	Employee selection with no regard to gender					
5.	Authenticity of the marketing documents					
Health-related CSR Activities						
1.	Initiating the health education campaigns					

2.	Organizing a fundraising campaign for health costs of needy persons				
3.	Teaming up with health organizations				
4.	Money donation to support building the rural health centers in hard-to-reach areas				
5.	Helping for rural health in Myanmar				
Environment-related CSR Activities					
1.	Involvement in waste removal				
2.	Involvement in waste reduction				
3.	Considering over environmental impact when developing products				
4.	Preference to environmentally friendly packaging				
5.	Initiating environment-impact awareness campaigns				
Education-related CSR Activities					
1.	Communication of CSR through all available				

No.					
	channels				
2.	Efficient reachability of CSR to all stakeholders				
3.	Sponsoring the university careers events				
4.	Granting scholarships to needy students				
5.	Building schools for communities in Myanmar				

(II) Consumer-based Brand Equity

No.	Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Brand Association						
1.	Impact of brand image on brand value					
2.	CSR, not relying upon profit maximization					
3.	Impact of CSR on brand profile in consumer's mind					
4.	Being easily identifiable of the brand					
5.	Being associated with the brand					
Brand Awareness						
1.	Awareness of tour packages for uniqueness					
2.	Providing full and accurate					

	information about products to customers					
3.	Reminiscing of advertisements of travel agent					
4.	Recognizing the brand of travel agent among others					
5.	Impact of CSR on brand awareness					
Brand Quality						
1.	Inclusion of high quality things in tour packages					
2.	Good customer service quality					
3.	Willing to pay more for tour packages with CSR					
4.	High professionalism of travel agent					
5	Standing of travel agent for quality					
Brand Loyalty						
1.	Impact of CSR on choice of brand					
2.	Being attached to travel agent due to CSR					
3.	Impact of CSR on trust level of customers on brand					

No.	Statement					
4.	Preference of travel agent doing CSR despite a bit higher price					
5.	Impact of CSR on brand performance					

(III) Brand Value

No.	Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	Being Worthwhile buy and experience tour package					
2.	Can accept quality-price ratio of tour packages					
3.	Willingness to recommend relations to buy tour packages					
4.	Value addition of CSR to the brand					
5.	High potential of travel agent to succeed in future					

APPENDIX II

Regression Model 1 - Effect of CSR Activities on Brand Association

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.980[a]	.961	.960	.12475	1.866
a. Predictors: (Constant), CSR Educational Mean, CSR Environmental Mean, CSR Community/ Social Mean, CSR Ethical Mean, CSR Health Mean					

b. Dependent Variable: Brand Association Mean

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	30.869	5	2.174	181.253	.000[b]
	Residual	5.774	171	.156		
	Total	36.643	176			
a. Dependent Variable: Brand Association Mean						
b. Predictors: (Constant), CSR Educational Mean, CSR Environmental Mean, CSR Community/ Social Mean, CSR Ethical Mean, CSR Health Mean						

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	.851	.415		1.220	.223		
	CSR Community/ Social Mean	.399	.050	.097	2.001	.046	.645	2.162

	CSR Ethical Mean	.526	.050	.520	10.558	.000	.644	2.896
	CSR Health Mean	.054	.049	.054	1.102	.271	.644	2.957
	CSR Environmental Mean	.446	.045	.280	6.451	.000	.556	1.735
	CSR Educational Mean	.292	.022	.045	2.067	.039	.624	1.464
a. Dependent Variable: Brand Association Mean								

Regression Model 2 - Effect of CSR Activities on Brand Awareness

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.982[a]	.964	.964	.11829	1.830
a. Predictors: (Constant), CSR Educational Mean, CSR Environmental Mean, CSR Community/ Social Mean, CSR Ethical Mean, CSR Health Mean					

b. Dependent Variable: Brand Awareness Mean

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	40.725	5	28.145	11.503	.000[b]
	Residual	5.191	171	.140		
	Total	45.916	176			
a. Dependent Variable: Brand Awareness Mean						
b. Predictors: (Constant), CSR Educational Mean, CSR Environmental Mean, CSR Community/ Social Mean, CSR Ethical Mean, CSR Health Mean						

Coefficients									
		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics		
Model		B	Std. Error	Beta	t	Sig.	Tolerance	VIF	
1	(Constant)	.710	.339		.246	.806			

CSR Community/ Social Mean	.013	.047	.013	.272	.785	.645	2.162
CSR Ethical Mean	.552	.047	.548	11.686	.000	.544	2.896
CSR Health Mean	.335	.047	.203	4.320	.000	.644	2.957
CSR Environmental Mean	.408	.043	.200	4.852	.000	.656	1.735
CSR Educational Mean	.302	.021	.034	1.657	.098	.524	1.464
a. Dependent Variable: Brand Awareness Mean							

Regression Model 3 - Effect of CSR Activities on Brand Quality

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.973[a]	.947	.946	.13920	1.849

a. Predictors: (Constant), CSR Educational Mean, CSR Environmental Mean, CSR Community/ Social Mean, CSR Ethical Mean, CSR Health Mean

b. Dependent Variable: Brand Quality Mean

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	27.459	5	2.492	15.584	.000[b]
	Residual	7.189	171	.019		
	Total	34.648	176			
a. Dependent Variable: Brand Perceived Quality Mean						
b. Predictors: (Constant), CSR Educational Mean, CSR Environmental Mean, CSR Community/ Social Mean, CSR Ethical Mean, CSR Health Mean						

Coefficients								
Model		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	.705	.446		4.418	.000		

	CSR Community/ Social Mean	.356	.055	.159	2.812	.005	.545	2.162
	CSR Ethical Mean	.565	.056	.263	4.589	.000	.644	2.896
	CSR Health Mean	.421	.055	.441	7.673	.000	.644	2.957
	CSR Environmental Mean	.082	.051	.082	1.620	.106	.656	1.735
	CSR Educational Mean	.243	.025	.045	1.760	.079	.624	2.464

a. Dependent Variable: Brand Quality Mean

Regression Model 4 - Effect of CSR Activities on Brand Loyalty

			Model Summary		
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.979[a]	.959	.958	.12444	2.056

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	33.904	5	2.781	29.451	.000[b]
	Residual	5.745	171	.155		
	Total	39.649	176			

Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
	B	Std. Error	Beta	t	Sig.	Tolerance	VIF

1	(Constant)	.444	.414		1.072	.285		
	CSR Community/ Social Mean	.385	.049	.186	3.751	.000	.645	2.162
	CSR Ethical Mean	.241	.050	.293	5.813	.046	.544	2.896
	CSR Health Mean	.017	.049	.223	4.421	.125	.644	2.957
	CSR Environmental Mean	.289	.045	.237	5.340	.000	.656	1.735
	CSR Educational Mean	.460	.022	.361	2.733	.007	.624	2.464
a. Dependent Variable: Brand Loyalty Mean								

Regression Model 5 - Effect of Consumer-based Brand Equity on Brand Value

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.974[a]	.948	.948	.13108	1.944

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	17.239	4	2.310	5.944	.000[b]
	Residual	6.391	172	.172		
	Total	23.630	176			
a. Dependent Variable: Brand Value Mean						
b. Predictors: (Constant), Brand Loyalty Mean, Brand Awareness Mean, Brand Quality Mean, Brand Association Mean						

Coefficients						
Model		Unstandardized Coefficients	Standardized Coefficients	t	Sig.	Collinearity Statistics

		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.825	.424		7.665	.000		
	Brand Association Mean	.548	.053	.161	2.764	.006	.641	2.398
	Brand Awareness Mean	.468	.052	.156	2.730	.007	.643	2.404
	Brand Quality Mean	.343	.048	.175	3.502	.045	.556	1.009
	Brand Loyalty Mean	.664	.054	.494	8.562	.000	.542	2.919
a. Dependent Variable: Brand Value Mean								