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Development of a Branding Model for Fast-Moving Consumer Goods with a Corporate Social Responsibility Approach

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ABSTRACT

This research aims to develop a branding model for fast-moving consumer goods (FMCG) grounded in a corporate social responsibility (CSR) approach. The present study is exploratory in nature and employs a mixed-methods research design. In the qualitative phase, the Delphi method was utilized, engaging thirty experts comprising academic scholars in management and marketing disciplines, as well as organizational experts, senior managers, and specialists in the fields of management and economics. The quantitative phase was conducted with an applied research objective. A structured questionnaire, validated through a rigorous assessment process, was distributed among a statistical sample of experts specializing in small and medium-sized enterprises (SMEs). The statistical population consisted of 5,450 individuals, from which a sample of 357 participants was selected randomly using Cochran's formula. The Delphi method facilitated the identification and extraction of relevant variables, and ultimately, the proposed model was validated using SmartPLS software. Based on the research literature and expert opinions, an initial set of 62 factors was identified. Through the application of fuzzy Delphi methodology for indicator screening and refinement, the number of indicators was reduced to 55 in the first round, 51 in the second round, and 46 in the third round. The identified barriers were categorized into four principal dimensions sales management dimensions, appropriate pricing dimensions, customer needs dimensions, and high accessibility dimensions which respectively secured the first through fourth priority rankings. Model validation results demonstrated robust fitness indices, indicating high overall model quality and structural validity.

KEYWORDS: Sales Management, Fast-moving Consumer Goods Branding, Corporate Social Responsibility

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1. Introduction

Contemporary corporations confront two fundamental challenges in their branding activities. On one hand, consumers have grown increasingly skeptical toward conventional branding practices; on the other hand, intensifying market competition has diminished the effectiveness of traditional marketing instruments, compelling firms to seek more sustainable mechanisms for reinforcing their competitive advantage (Kotler & Keller, 2023). Although existing literature has acknowledged corporate social responsibility (CSR) as a prominent social instrument within branding strategies, insufficient attention has been devoted to explicating the mechanisms through which socially responsible brands are systematically constructed through such policies (Porter & Kramer, 2022). Accordingly, the present investigation adopts a mixed-methods research approach with the objective of developing a comprehensive branding model for corporations wherein CSR philosophy functions as the dominant strategic paradigm.

Ethical conduct across all organizational functions—particularly in the selection of brand names and logos, which constitute the foundational elements through which firms establish product identity—is imperative. When rigorously implemented, ethical branding practices enhance corporate credibility, ultimately manifesting as increased firm value through the accumulation of intangible assets (Bhattacharya & Sen, 2021). Ethical principles have become embedded within both formal organizational policies and informal cultural frameworks, exerting influence across diverse operational domains. This integration extends to corporate nomenclature, logos, and the broader spectrum of products and services offered. Nevertheless, defining ethical organizational conduct in branding contexts remains complex; despite widespread organizational consensus regarding the ethical imperatives of brand naming and logo design, ethical considerations are occasionally subordinated to commercial objectives such as market penetration, profit maximization, and customer acquisition (Zandkarimi, 2021).

Global commerce has undergone fundamental transformation relative to historical paradigms of international trade. Ethical competition within the global marketplace now serves as a critical determinant of survival for organizations that demonstrate both operational efficiency and adherence to universal ethical standards (Crane & Matten, 2023). The observance of ethical principles and commitment to moral values have emerged as pivotal organizational concerns. However, ethical values exhibit variability across individuals, organizations, and cultural contexts, and remain subject to temporal evolution. Historically, marketing ethics research has been largely confined to generalized theoretical frameworks addressing marketing processes—such as the marketing mix and associated systemic structures—without adequately addressing context-specific ethical dilemmas (Zohoori, 2020).

According to the American Marketing Association, a brand name and logo comprise a designation or combination of terms, phrases, symbols, designs, or their integration, serving brand owners as a distinctive mechanism that resides within consumer memory and guarantees product continuity. The development of an ethical brand name and logo constitutes a specialized domain within marketing ethics, establishing normative criteria for distinguishing right from wrong conduct in

branding decisions affecting individuals, organizations, and society (Murphy et al., 2022). Within this framework, brand evaluation must incorporate not only economic metrics but also ethical considerations. In today's dynamic technology product markets, introducing novel products or services with distinctive technological features represents merely half the challenge confronting major manufacturers; the other half resides in selecting an appropriate brand name that is simultaneously distinctive, memorable, and capable of capturing user attention followed by broader external audiences. Examination of popular technology products reveals that many achieve consumer preference and purchase decisions irrespective of intrinsic quality or functional capabilities, primarily due to distinctive and attention-grabbing nomenclature. Prominent technology market products exemplify this phenomenon through brand names that achieve optimal balance between simplicity and distinctiveness (Andalib Ardakani, 2020).

Consequently, even brand names or logos may acquire ambiguous semantic connotations. This necessitates, first, the articulation of more precise conceptualizations of value and the explicit delineation of relationships between brand identity and its manifest and latent value dimensions. Subsequently, the degree of consumer adherence to latent ethical values embedded within brand identity—and the resultant impact on commercial entity success—must be empirically assessed. Marketing professionals often categorize these phenomena under promotional activities. Consumers demonstrate affinity toward promotional content and consequently develop positive associations with brand identities. The critical inquiry therefore becomes: what specific ethical principles embedded within brand names and logos simultaneously engender brand success and recognition while generating substantial profitability for commercial entities?

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2. Theoretical Foundations and Research Background

From an ethical standpoint, consumers' purchasing orientations fundamentally depend on their level of ethical awareness and underlying purchase intentions. In contemporary markets, the expansion of consumer choice coupled with evolving lifestyle patterns has generated a segment of seemingly irrational consumers, resulting in increased inclination toward unethical business

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practices and the marginalization of ethically grounded commercial conduct. Empirical evidence indicates that a prominent brand name may not necessarily embody ethical attributes; while consumers generally express concern regarding ethical considerations, such concerns do not consistently translate into corresponding purchasing behaviors (Yavari, 2017).

This perspective has engendered apprehension regarding ethical brand naming practices and prompted critical inquiries: Are consumers genuinely attentive to ethical dimensions in their consumption choices? Do corporations demonstrate adequate commitment to ethical considerations within their public relations frameworks? Contrary to this perspective, and despite prevailing societal contradictions, contemporary society exhibits heightened concern regarding commercial ethical principles compared to previous decades. This evolution stems primarily from the expanding consumer base, which has catalyzed enhanced ethical awareness and increasingly stringent consumer scrutiny of corporate ethical postures. Consequently, brand architects must demonstrate substantive commitment to ethical responsibility. Corporate social responsibility constitutes a rational philosophical framework intrinsically linked to business ethics through implicit social contracts. Adherence to this paradigm facilitates the emergence of relationship marketing—a strategic orientation demonstrating superior long-term effectiveness and sustainability (Danciu, 2021).

Regarding corporate social responsibility, critical distinctions must be acknowledged: an action deemed ethical within a corporate framework may not necessarily align with societal ethical expectations. Furthermore, CSR initiatives undertaken solely as risk-mitigation strategies against potential societal backlash are inherently unsustainable and fail to enhance corporate reputation. Ethical naming practices significantly contribute to corporate credibility by fostering transparent commitment to fundamental societal values and reducing ambiguity in brand communication within competitive positioning contexts. Ultimately, ethical naming operates across two distinct analytical levels. The first level encompasses naming decisions—ethical considerations in nomenclature selection, brand extension, and market segmentation strategies. The second level involves philosophical-psychological dimensions—examining the relationship between brand identity and broader societal needs. Although this domain has emerged relatively recently and necessitates further scholarly investigation, a fundamental imperative remains clear: corporations must establish ethical equilibrium in naming decisions and brand communications through strategic and systemic perspectives (Danciu, 2021).

According to the American Marketing Association, a brand constitutes a name, term, sign, symbol, design, or combination thereof intended to identify the goods or services of a seller or group of sellers and differentiate them from competitors. While products are manufactured in factories, brands are constructed within consumers' minds. Brand naming exerts profound influence not only upon purchasers but across entire societal ecosystems. Naming decisions significantly impact employee job satisfaction, supplier credibility, shareholder engagement, and—most critically—societal perceptions of the corporation. Fundamentally, an effective brand generates both financial value for its owners and emotional value for users and broader society. Brand image remains highly vulnerable to decisions seemingly peripheral to branding functions, although commercial

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imperatives must not be disregarded. During organizational crises, brand identity typically constitutes the first casualty, suffering immediate reputational damage. Generally, any erroneous policy regarding social responsibility and ethics may inflict harm upon brand image beyond mere financial losses (Keller & Swaminathan, 2020).

Fast-moving consumer goods represent products characterized by rapid sales velocity and relatively low price points. Beverages, cleaning agents, dietary supplements, over-the-counter pharmaceuticals, certain toys, and food products from quick-service restaurants exemplify this category. Typically—though not universally—the profit margins associated with fast-moving consumer goods remain modest compared to other product categories, with manufacturer and distributor profitability derived primarily from high sales volume. Contemporary technological evolution has expanded this category to incorporate electronic devices including mobile phones, MP3 players, digital cameras, and analogous products. These innovations have established novel product segments within the fast-moving consumer goods domain, occasionally designated specifically as "fast-moving electronic consumer goods" while retaining fundamental characteristics of the broader category (Rezaeian, 2020).

The corporate social responsibility approach signifies corporations' ethically grounded accountability toward social issues affecting employees, customers, stakeholders, and broader societal constituents. This concept transcends mere ethical suggestion to constitute a substantive legal and moral obligation. Corporate social responsibility encompasses the spectrum of duties and commitments organizations must fulfill to preserve, protect, and contribute positively to the communities within which they operate. This responsibility extends beyond purely economic and financial considerations to encompass the organization's relationship with society, human capital, and the natural environment. Socially responsible activities generate collective societal benefit exceeding organizational self-interest and legal minimum requirements. Organizational management bears fundamental responsibility for societal accountability. This evolution from ethical idealism toward institutionalized social responsibility currently represents a central discourse within contemporary business ethics scholarship (Janmohammadi, 2021).

Research Background

Del Mar García de los Salmones et al. (2022) investigated the influence of corporate social responsibility on customer loyalty and service evaluation within the banking sector. Examining approximately 800 bank customers, the study analyzed two dimensions of corporate social responsibility—ethical responsibility and philanthropic responsibility—and their effects on loyalty. Findings revealed that ethical responsibility influenced loyalty indirectly through trust formation, whereas philanthropic responsibility operated through customer identification with the bank.

Liu and Minton (2021) conducted research titled "The Impact of Corporate Social Responsibility and Perceived Brand Quality on Customer-Based Brand Preference." Their findings demonstrated that customer-based brand preference increased in alignment with corporate social responsibility performance. Positive effects of brand preference on brand performance were observed across all

three CSR domains—environmental, societal, and shareholder responsibilities—albeit to varying degrees.

Yusof and Manan (2020) examined the influence of corporate social responsibility and perceived brand quality on customer-based brand preference. Results indicated that among CSR components, customer-oriented initiatives represented the most significant factor influencing loyalty, whereas philanthropic activities demonstrated the least impact on loyalty formation.

Yang and Basile (2018) investigated the effect of corporate social responsibility governance on brand equity. Their research findings confirmed that robust CSR governance exerted a positive and statistically significant influence on corporate brand equity.

Cole (2017) explored the enhancement of customer loyalty through corporate social responsibility and corporate image. Study results demonstrated that organizations seeking to strengthen customer loyalty could effectively leverage corporate social responsibility initiatives as a strategic instrument for cultivating a favorable corporate brand image.

3. Research Methodology

The present investigation is exploratory in nature and employs a mixed-methods research design integrating qualitative and quantitative approaches. The qualitative phase was exploratory in purpose and utilized content analysis methodology. Within this phase, the Delphi technique—comprising iterative expert consultation—was employed to examine and validate the researcher-developed questionnaire. The Delphi method necessitates assessment of research instrument appropriateness through systematic consultation with subject-matter experts. Evaluation of questionnaire items, measurement efficacy within the target population, and incorporation of iterative feedback constitute integral components of this technique. Thirty experienced academics and specialists participated in this validation process to ensure content validity and structural integrity of the instrument prior to its distribution among the statistical population.

The quantitative phase was applied in purpose. Following validation procedures, the finalized questionnaire was distributed among a statistical sample, and collected data underwent comprehensive statistical analysis. A convergent parallel mixed-methods design was adopted to integrate and mutually validate findings derived from both qualitative and quantitative strands. The qualitative strand employed purposive non-probability sampling combined with snowball sampling techniques to recruit thirty participants—including academic experts in management and marketing disciplines as well as organizational specialists in management and economics (senior managers, consultants, and faculty members)—until theoretical saturation was achieved in identifying dimensions of fast-moving consumer goods branding grounded in corporate social responsibility philosophy.

The quantitative strand targeted customers of Ofogh Kourosh chain stores as the statistical population. Sample size determination followed Cochran's formula to ensure statistical representativeness. Primary data collection instruments comprised: (1) library research for comprehensive literature review and examination of prior investigations utilizing academic books, Persian-language journals, and international scholarly databases; and (2) a structured questionnaire

as the principal instrument for primary data collection. Questionnaires represent a prevalent research tool enabling direct acquisition of empirical data through systematically formulated items (statements). Respondents' answers to these items generate the essential dataset required for analysis. Through carefully constructed questionnaire items, researchers can assess individuals' knowledge structures, interests, attitudes, beliefs, prior experiences, and current behavioral patterns (Sekaran & Uma, 2007).

Data analysis procedures incorporated descriptive statistics for estimating central tendency measures and constructing frequency distribution tables. Statistical analysis of quantitative data utilized SPSS and LISREL software packages. Analytical techniques encompassed structural equation modeling, exploratory and confirmatory factor analysis, path analysis, and assessment of measurement model reliability alongside goodness-of-fit indices to validate the proposed theoretical framework.

Preliminary Conceptual Model

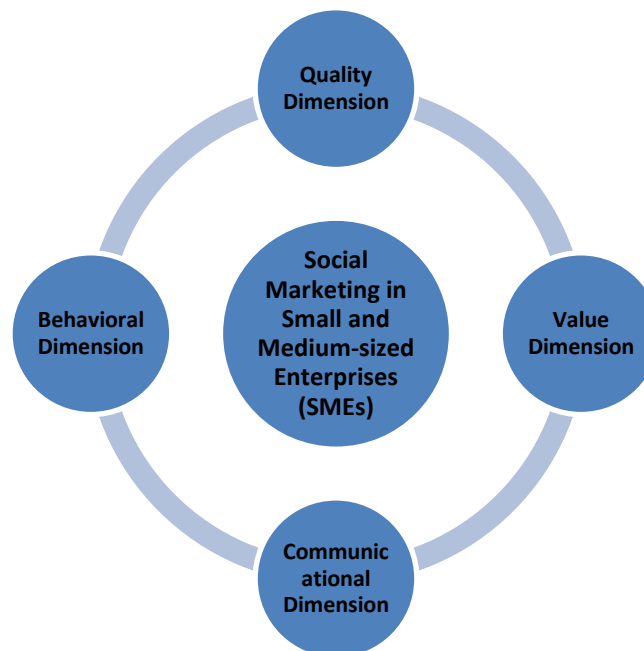


Figure 1. Preliminary Conceptual Model of the Research

4. Findings

Identification of Determining Parameters

In the initial phase, indicator screening and identification of final research constructs were conducted. Based on comprehensive literature review and specialized expert interviews, an initial pool of 62 factors was identified. The fuzzy Delphi method was employed for indicator refinement and final selection. Following fuzzy mean calculations and fuzzy screening procedures, 55 indicators received consensus approval in the first round. These indicators were subsequently reformulated into a 55-item questionnaire and subjected to re-evaluation in the second round. Fuzzy screening in the second round yielded 51 approved indicators, which were then incorporated into a refined 51-item instrument for the third round of expert consultation. Based on fuzzy mean

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analysis and screening criteria applied in the third round, 46 indicators achieved final consensus and were incorporated into the validated 46-item measurement instrument presented in Table 1.

Table 1. *Identification of Determinants for Corporate Social Responsibility-Based Branding in Small and Medium Enterprises*

No.	Indicator
1	Novel technologies
2	Cost-benefit calculation
3	Public motivation
4	Enhancement of financial literacy
5	Needs-based financial literacy training
6	Customer preference-based training
7	Consumption velocity
8	Production velocity
9	Distribution velocity
10	Product continuity
11	Influential strategies
12	Motivational strategies
13	Accessibility to reasonably priced products
14	Favorable purchasing culture
15	Effective communications
16	Impactful advertising
17	Sales management competence
18	Customer relationship management competence
19	Time management competence
20	Financial literacy competence
21	Life planning
22	Financial planning
23	Self-management
24	High consumption rate
25	Product innovation
26	Adequate budgeting
27	Customer preferences
28	Customer demand
29	Effective communications
30	Short shelf life
31	High consumption volume
32	Green products
33	Available capabilities
34	Household income
35	Product significance

No.	Indicator
36	Household budget
37	Consumption management
38	Purchasing power
39	Fundamental transformation in distribution networks
40	Holistic perspective in distribution networks
41	Consultative selling within distribution networks
42	Online sales channels
43	Reconceptualization of sales management training
44	Resource waste reduction
45	Research and development activities
46	Implementation of total quality management

Table 2. Research Dimensions, Components, and Indicators

Dimension	Component	Indicator No.	Indicator Description
Quality Dimension	Technical Quality	1	Technical quality of services
		2	Standardization of technical systems
		3	Service influence on consumer behavior
	Operational Quality	4	Quality of administrative systems
		5	Standardization of administrative procedures
		6	Senior management support
	Relational Quality	7	Service trustworthiness
		8	Employee-stakeholder interactions
		9	Emotional engagement of employees and customers
	Marketing Quality	10	Product/service/idea offerings
		11	Cost of undesirable behaviors and attitudes
		12	Behavioral change through macro-level policies
Value Dimension	Emotional Value	13	Generation of security feelings
		14	Generation of safety perceptions
		15	Generation of comfort perceptions
		16	Generation of happiness
	Functional Value	17	Appropriate service quality
		18	Service delivery organization
		19	Service delivery methodology
		20	Acceptable standards
Behavioral Dimension	Stakeholder Collaboration	21	Utilization of information technologies
		22	Customer awareness of services
		23	Customer awareness of service locations

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Dimension	Component	Indicator No.	Indicator Description
		24	Customer awareness of responsibilities
		25	Customer awareness of programs
	Motivational Tendency	26	Customer-employee cooperation
		27	Customer-facilitated behaviors
		28	Sense of responsibility
		29	Professional commitment
	Stress Tolerance	30	Customer requests directed to employees
		31	Customer belief in problem resolution
		32	Customer perception of tranquility
		33	Problem-solving approaches
	Customer Attitudes	34	Satisfaction with systems
		35	Innovation within systems
		36	System stability
		37	Resource waste reduction
		38	Research and development activities
Organizational Democracy	39	Level of individual employee skills and expertise	
Communicational Dimension	Secondary Education Competence	40	Level of employees' secondary education skills
	Creativity and Innovation	41	Level of creativity and innovation
		42	Receptiveness
		43	Adaptability and cross-cultural communication
		44	Fairness in stakeholder relationships
		45	Benevolence and creativity
		46	Productivity and resource conservation
Total Indicators	46		

Measurement Model Assessment

To evaluate the fitness of the reflective measurement model, both reliability tests and validity tests were employed.

Reliability Assessment of the Measurement Model

Reflective reliability assessment encompasses two criteria: Cronbach's alpha and composite reliability (CR).

Table 3. Cronbach's Alpha and Composite Reliability (CR)

Variables	Cronbach's Alpha	Composite Reliability (CR)
High accessibility dimensions	0.912	0.926
Appropriate pricing dimensions	0.896	0.917

Variables	Cronbach's Alpha	Composite Reliability (CR)
Customer needs dimensions	0.944	0.950
Sales management dimensions	0.867	0.897

As indicated in Table 3, both composite reliability (CR) and Cronbach's alpha coefficients for all dimensions of the research model exceed the threshold of 0.70. Consequently, it can be asserted that the questionnaire demonstrates acceptable internal consistency and reliability.

Construct Validity of Reflective Indicators

Construct validity for reflective indicators is evaluated through two approaches: convergent validity and discriminant validity.

Convergent Validity

Convergent validity assessment employs confirmatory factor analysis and the average variance extracted (AVE) index.

Confirmatory Validity: To examine the confirmatory validity of the model, factor loadings are utilized. Essentially, relationships among constructs cannot be rigorously tested unless it is first established that questionnaire items adequately measure their corresponding latent variables. A homogeneous model requires that the absolute value of each observable variable's factor loading on its associated latent construct attain a minimum threshold of 0.50 (Hair et al., 1999; Nunnally, 2014). The results of factor loading analysis for the measurement model are presented in Table 4.

Table 4. Factor Loadings and t-Statistics of Research Variables

Path	Factor Loading	t-Statistic
q01 ← High accessibility dimensions	0.678	10.752
q02 ← High accessibility dimensions	0.680	7.303
q03 ← High accessibility dimensions	0.808	16.572
q04 ← High accessibility dimensions	0.623	8.565
q05 ← High accessibility dimensions	0.647	8.007
q06 ← High accessibility dimensions	0.619	7.506
q07 ← High accessibility dimensions	0.859	19.461
q08 ← High accessibility dimensions	0.797	12.048
q09 ← High accessibility dimensions	0.708	10.818
q10 ← High accessibility dimensions	0.608	6.552
q11 ← High accessibility dimensions	0.690	10.095
q12 ← High accessibility dimensions	0.821	17.444
q13 ← Appropriate pricing dimensions	0.701	11.075
q14 ← Appropriate pricing dimensions	0.841	24.083
q15 ← Appropriate pricing dimensions	0.701	10.898
q16 ← Appropriate pricing dimensions	0.623	8.771
q17 ← Appropriate pricing dimensions	0.813	19.258
q18 ← Appropriate pricing dimensions	0.572	5.725

Path	Factor Loading	t-Statistic
q19 ← Appropriate pricing dimensions	0.682	11.047
q20 ← Appropriate pricing dimensions	0.822	19.432
q21 ← Customer needs dimensions	0.817	17.396
q22 ← Customer needs dimensions	0.704	9.933
q23 ← Customer needs dimensions	0.669	9.905
q24 ← Customer needs dimensions	0.707	11.074
q25 ← Customer needs dimensions	0.609	8.013
q26 ← Customer needs dimensions	0.624	7.234
q27 ← Customer needs dimensions	0.746	13.223
q28 ← Customer needs dimensions	0.689	10.588
q29 ← Customer needs dimensions	0.814	17.888
q30 ← Customer needs dimensions	0.751	13.432
q31 ← Customer needs dimensions	0.707	11.074
q32 ← Customer needs dimensions	0.742	16.504
q33 ← Customer needs dimensions	0.749	11.588
q34 ← Customer needs dimensions	0.744	13.770
q35 ← Customer needs dimensions	0.706	13.488
q36 ← Customer needs dimensions	0.711	12.919
q37 ← Customer needs dimensions	0.630	9.202
q38 ← Customer needs dimensions	0.739	13.321
q39 ← Sales management dimensions	0.722	14.429
q40 ← Sales management dimensions	0.745	14.474
q41 ← Sales management dimensions	0.626	7.431
q42 ← Sales management dimensions	0.743	9.099
q43 ← Sales management dimensions	0.723	13.895
q44 ← Sales management dimensions	0.849	32.015
q45 ← Sales management dimensions	0.835	22.409
q46 ← Sales management dimensions	0.840	26.801

Based on the measurement model results presented in Table 4, all observed factor loadings exceed the minimum threshold of 0.50, indicating appropriate correlation between observable variables and their corresponding latent constructs. Furthermore, bootstrap t-statistics for all indicators surpass the critical value of 1.96, confirming that correlations between observable variables and their associated latent constructs are statistically significant. Therefore, it can be concluded that each latent variable has been appropriately measured by its corresponding manifest indicators.

Average Variance Extracted (AVE): Convergent validity requires substantial correlation among test scores measuring a single underlying attribute. This correlation is essential to ensure the instrument measures what it purports to measure. For convergent validity assessment, the average variance extracted (AVE) is calculated and compared against composite reliability (CR).

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Convergent validity is established when three conditions are simultaneously satisfied (Fornell & Larcker, 1981; Hair et al., 2006):

1. AVE exceeds 0.50
2. CR exceeds 0.70
3. CR values are greater than corresponding AVE values

When these three criteria are fulfilled, the measurement model demonstrates adequate convergent validity.

2. Cross-Loading Assessment

While the Fornell-Larcker criterion evaluates discriminant validity at the construct level, the cross-loading test assesses discriminant validity at the indicator level. In this test, each indicator is expected to exhibit a higher loading on its theoretically assigned latent construct than on any other construct within the measurement model (Chin, 1998). Results of the cross-loading assessment are presented in Table 5.

Table 5. Discriminant Validity of Reflective Constructs: Cross-Loading Test

Indicator	High Accessibility Dimensions	Appropriate Pricing Dimensions	Customer Needs Dimensions	Sales Management Dimensions
q01	0.678	0.402	0.177	0.423
q02	0.680	0.344	0.077	0.445
q03	0.808	0.357	0.100	0.454
q04	0.623	0.343	0.053	0.343
q05	0.647	0.344	0.123	0.365
q06	0.619	0.312	0.130	0.431
q07	0.859	0.369	0.123	0.474
q08	0.797	0.337	0.112	0.433
q09	0.708	0.317	0.126	0.404
q10	0.608	0.266	0.098	0.328
q11	0.690	0.373	0.135	0.412
q12	0.821	0.338	0.126	0.465
q13	0.368	0.701	0.485	0.321
q14	0.488	0.841	0.580	0.405
q15	0.373	0.701	0.545	0.438
q16	0.375	0.623	0.465	0.333
q17	0.477	0.813	0.546	0.447
q18	0.306	0.572	0.400	0.350
q19	0.461	0.682	0.481	0.383
q20	0.499	0.822	0.547	0.422
q21	0.083	0.304	0.817	0.537

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Indicator	High Accessibility Dimensions	Appropriate Pricing Dimensions	Customer Needs Dimensions	Sales Management Dimensions
q22	0.195	0.393	0.704	0.533
q23	0.143	0.358	0.669	0.500
q24	0.142	0.313	0.707	0.495
q25	0.091	0.211	0.609	0.464
q26	0.101	0.273	0.624	0.408
q27	0.109	0.321	0.746	0.488
q28	0.096	0.292	0.689	0.498
q29	0.090	0.302	0.814	0.546
q30	0.135	0.303	0.751	0.557
q31	0.142	0.313	0.707	0.495
q32	0.085	0.317	0.742	0.476
q33	0.116	0.268	0.749	0.553
q34	0.139	0.347	0.744	0.562
q35	0.112	0.260	0.706	0.484
q36	0.099	0.349	0.711	0.481
q37	0.148	0.281	0.630	0.449
q38	0.064	0.272	0.739	0.500
q39	0.372	0.353	0.268	0.722
q40	0.382	0.422	0.330	0.745
q41	0.273	0.363	0.260	0.626
q42	0.346	0.409	0.347	0.743
q43	0.376	0.402	0.332	0.723
q44	0.407	0.493	0.384	0.849
q45	0.393	0.388	0.294	0.835
q46	0.364	0.432	0.371	0.840

Note: Bold values indicate the highest loading for each indicator on its theoretically assigned construct.

As demonstrated in Table 5, each indicator exhibits its highest factor loading on its designated latent construct relative to cross-loadings on competing constructs. Consequently, discriminant validity is empirically confirmed at the indicator level. Given the simultaneous confirmation of both convergent validity and discriminant validity, the overall validity of the measurement model is established as satisfactory.

Model Quality Assessment

Model quality evaluation was conducted through assessment of shared variance and redundancy indices. The shared variance index evaluates the measurement quality of each construct block within the structural model. The redundancy index—commonly denoted as Q^2 (Stone-Geisser criterion)—assesses the model's predictive relevance. Positive Q^2 values indicate adequate and acceptable quality for both the measurement and structural components of the model (Henseler et

al., 2009). These complementary indices collectively substantiate the robustness and explanatory power of the proposed theoretical framework.

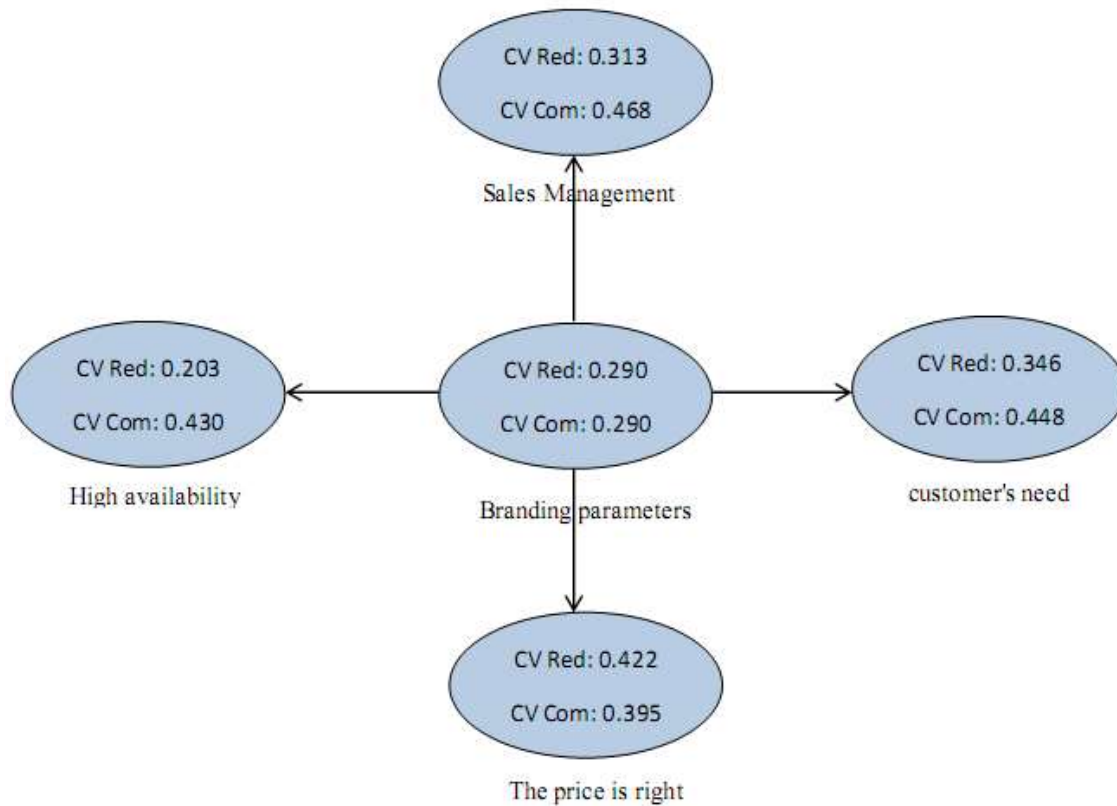


Figure 1. Model Fit Indices of the Research

Table 6. Shared Variance and Redundancy Indices

Variable	Shared Variance Index (CV _{Com})	Redundancy Index (CV _{Red})
High accessibility dimensions	0.430	0.203
Appropriate pricing dimensions	0.468	0.313
Customer needs dimensions	0.448	0.346
Sales management dimensions	0.395	0.422
Branding parameters	0.290	0.290

Table 6 presents the values of shared variance and redundancy indices for both independent and dependent variables. As observed, all index values are positive and exceed zero, indicating that the model possesses acceptable quality and validity.

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Tenenhaus et al. (2005) introduced the Goodness-of-Fit (GOF) index as a comprehensive measure for evaluating overall model fit in partial least squares structural equation modeling (PLS-SEM). The GOF criterion is computed as the geometric mean of the average communality values and the average coefficient of determination (R^2):

$$\text{GOF} = \sqrt{(\text{Mean Communality} \times \text{Mean } R^2)}$$

Interpretation thresholds for the GOF index are established as follows: values of 0.01, 0.25, and 0.36 represent weak, medium, and strong model fit, respectively.

Table 7. *Communality Values and Coefficient of Determination (R^2)*

Variable	Communality	R^2
High accessibility dimensions	0.513	0.404
Appropriate pricing dimensions	0.583	0.535
Customer needs dimensions	0.514	0.677
Sales management dimensions	0.526	0.817
Branding parameters	0.319	—

As indicated in Table 7, R^2 values are reported exclusively for endogenous constructs. Following computation of the GOF index using the formula above, a value of **0.546** was obtained. This exceeds the 0.36 threshold for strong model fit, thereby confirming the high overall quality and explanatory power of the proposed structural model.

Testing Relationships Among Research Variables

Relationships among research constructs were examined within a causal structural framework using partial least squares path modeling (PLS-SEM). The comprehensive research model, illustrated in Figure 2, integrates both the measurement model (relationships between observable indicators and their corresponding latent constructs) and the structural model (interrelationships among latent constructs). Significance testing of path coefficients was conducted using bootstrapping procedures to generate t-statistics, with results presented in Figure 2. This output, generated by SmartPLS software, summarizes standardized path coefficients alongside their statistical significance levels. Detailed path coefficients and corresponding significance values are provided in Table 8.

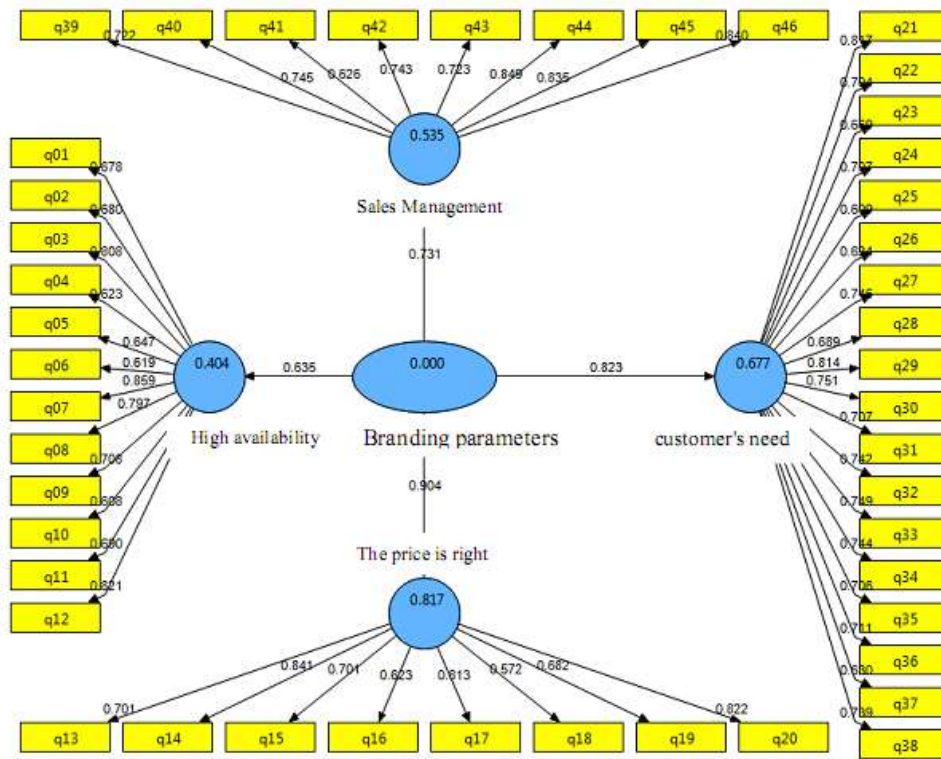


Figure 2. Overall Research Model Using Partial Least Squares Technique

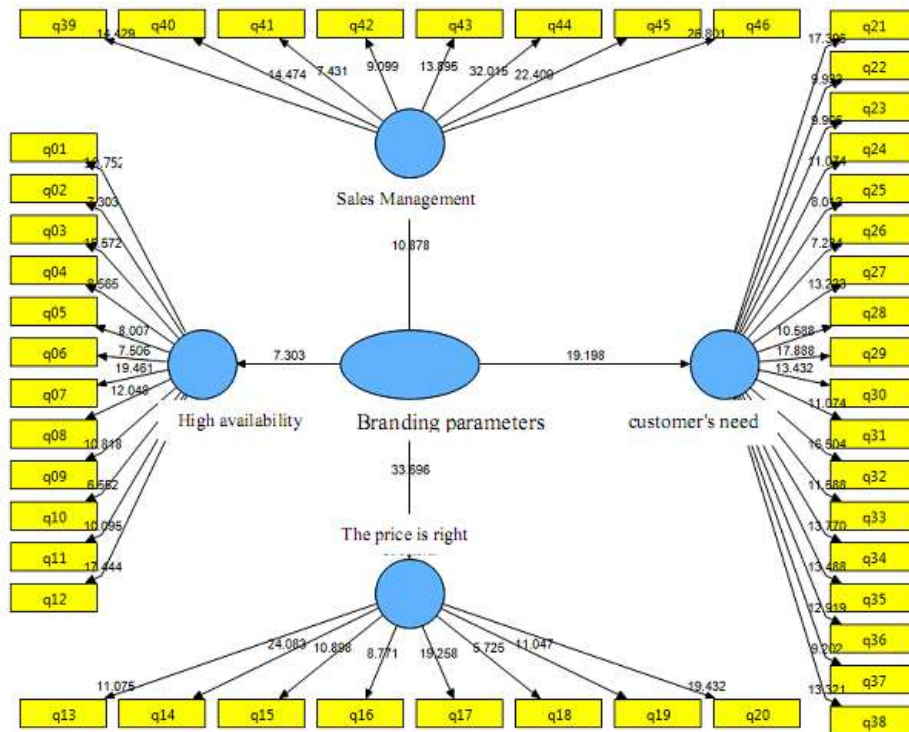


Figure 3. Bootstrapped t-Statistics of the Overall Research Model

(Note: Visual representation of t-statistics for path coefficients derived from bootstrapping procedures, confirming statistical significance of hypothesized relationships)

Table 7. Path Coefficients and Significance Levels

Path Direction	Path Coefficient	t-Statistic
Branding parameters ← High accessibility dimensions	0.635	7.303
Branding parameters ← Appropriate pricing dimensions	0.904	33.696
Branding parameters ← Customer needs dimensions	0.823	19.198
Branding parameters ← Sales management dimensions	0.731	10.878

Analysis of High Accessibility Dimensions

As indicated in Table 7, the path coefficient between high accessibility dimensions and branding parameters was calculated at 0.635, with a corresponding t-statistic of 7.303. This value substantially exceeds the critical t-value of 1.96 at the 5% significance level, confirming statistical significance of the relationship. Therefore, with 95% confidence, high accessibility dimensions constitute a significant determinant within the branding parameters framework (Hair et al., 2022).

Analysis of Appropriate Pricing Dimensions

Table 7 reveals a path coefficient of 0.904 between appropriate pricing dimensions and branding parameters, accompanied by a t-statistic of 33.696. This value significantly surpasses the critical threshold of 1.96 ($p < 0.05$), demonstrating robust statistical significance. Consequently, appropriate pricing dimensions represent a highly significant contributor to branding parameters with 95% confidence (Ringle et al., 2021).

Analysis of Customer Needs Dimensions

The path coefficient linking customer needs dimensions to branding parameters was determined as 0.823, with a t-statistic of 19.198. This value exceeds the critical t-value of 1.96 at $\alpha = 0.05$, confirming statistical significance. Thus, customer needs dimensions significantly influence branding parameters at the 95% confidence level (Sarstedt et al., 2021).

Analysis of Sales Management Dimensions

As shown in Table 7, the path coefficient between sales management dimensions and branding parameters equals 0.731, with a t-statistic of 10.878. This value substantially exceeds the critical threshold of 1.96 ($p < 0.05$), establishing statistical significance. Therefore, sales management dimensions significantly contribute to branding parameters with 95% confidence (Hair et al., 2022).

Ranking of Research Variables

The Friedman test, a non-parametric statistical procedure equivalent to repeated-measures ANOVA, was employed to compare rankings across four related groups measured at the ordinal

level. The null hypothesis posits equality of mean ranks across groups; rejection indicates statistically significant differences in at least two groups' rankings (Field, 2018).

Table 8. *Friedman Ranking of Branding Dimensions*

Variable	Mean Rank	Friedman Rank	Priority
High accessibility dimensions	3.4132	2.40	4
Appropriate pricing dimensions	3.4702	2.55	2
Customer needs dimensions	3.4165	2.43	3
Sales management dimensions	3.4511	2.63	1

Table 9. *Friedman Test Statistics*

Parameter	Value
Sample size (N)	340
Chi-square (χ^2)	7.215
Degrees of freedom	3
Significance level (p)	0.045

As presented in Table 9, the Friedman chi-square statistic equals 7.215 with an associated p-value of 0.045, which falls below the conventional alpha threshold of 0.05. This result leads to rejection of the null hypothesis, indicating statistically significant differences in ranking priorities among the four branding dimensions. Consequently, with 95% confidence, meaningful rank differentiation exists among the examined factors (Field, 2018). Based on mean rank values:

1. Sales management dimensions attained the highest priority (mean rank = 2.63)
2. Appropriate pricing dimensions ranked second (mean rank = 2.55)
3. Customer needs dimensions ranked third (mean rank = 2.43)
4. High accessibility dimensions received the lowest priority (mean rank = 2.40)

This hierarchical ordering provides strategic guidance for organizations seeking to optimize fast-moving consumer goods branding through corporate social responsibility initiatives, suggesting that sales management capabilities and pricing strategies warrant primary attention in implementation efforts (Kotler & Keller, 2023).

5. Discussion and Conclusion

Contemporary global commerce has undergone fundamental transformation relative to historical paradigms of international trade. Ethical competition within the global marketplace now serves as a critical determinant of survival for organizations demonstrating both operational efficiency and adherence to universal ethical standards (Crane & Matten, 2023). The observance of ethical principles and commitment to moral values have emerged as pivotal organizational imperatives. Nevertheless, ethical values exhibit inherent variability across individuals, organizations, and

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cultural contexts, and remain subject to temporal evolution. Historically, marketing ethics research has been largely confined to generalized theoretical frameworks addressing marketing processes—such as the marketing mix and associated systemic structures—without adequately addressing context-specific ethical branding dilemmas (Zohoori, 2020).

According to the American Marketing Association, a brand name and logo comprise a designation or combination of terms, phrases, symbols, designs, or their integration, serving brand owners as a distinctive mechanism that resides within consumer memory and guarantees product continuity. The development of an ethical brand name and logo constitutes a specialized domain within marketing ethics, establishing normative criteria for distinguishing right from wrong conduct in branding decisions affecting individuals, organizations, and society (Murphy et al., 2022). Within this framework, brand evaluation must incorporate not only economic metrics but also ethical considerations. In today's dynamic technology product markets, introducing novel products or services with distinctive technological features represents merely half the challenge confronting major manufacturers; the other half resides in selecting an appropriate brand name that is simultaneously distinctive, memorable, and capable of capturing user attention followed by broader external audiences. Examination of popular technology products reveals that many achieve consumer preference and purchase decisions irrespective of intrinsic quality or functional capabilities, primarily due to distinctive and attention-grabbing nomenclature characterized by optimal simplicity and memorability (Andalib Ardakani, 2020).

Contemporary corporations confront two fundamental challenges in their branding activities. On one hand, consumers have grown increasingly skeptical toward conventional branding practices; on the other hand, intensifying market competition has diminished the effectiveness of traditional marketing instruments, compelling firms to seek more sustainable mechanisms for reinforcing their competitive advantage (Kotler & Keller, 2023). Although existing literature has acknowledged corporate social responsibility as a prominent strategic instrument within branding frameworks, insufficient attention has been devoted to explicating the systematic mechanisms through which socially responsible brands are constructed through integrated CSR policies (Porter & Kramer, 2022). Accordingly, the present investigation adopted a mixed-methods research approach with the objective of developing a comprehensive branding model for fast-moving consumer goods wherein CSR philosophy functions as the dominant strategic paradigm.

Del Mar García de los Salmones et al. (2022) investigated the influence of corporate social responsibility on customer loyalty and service evaluation within the banking sector. Examining approximately 800 bank customers, their study analyzed two CSR dimensions—ethical responsibility and philanthropic responsibility—and their differential effects on loyalty formation. Findings revealed that ethical responsibility influenced loyalty indirectly through trust formation, whereas philanthropic responsibility operated primarily through customer identification with the organization. Liu and Minton (2021) examined the impact of corporate social responsibility performance and perceived brand quality on customer-based brand preference. Their findings demonstrated that customer-based brand preference increased in direct proportion to corporate social responsibility performance, with positive effects observed across all three CSR domains—

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environmental stewardship, societal contribution, and shareholder value—albeit to varying degrees. Yusof and Manan (2020) similarly investigated CSR impacts on brand preference, concluding that among CSR components, customer-oriented initiatives represented the most significant factor influencing loyalty formation, whereas philanthropic activities demonstrated comparatively minimal impact. Yang and Basile (2018) established that robust CSR governance exerted a statistically significant positive influence on corporate brand equity. Cole (2017) demonstrated that organizations seeking to enhance customer loyalty could effectively leverage corporate social responsibility initiatives as strategic instruments for cultivating favorable corporate brand images. Agus Harjoto and Salas (2017) further confirmed that corporate social responsibility positively influences brand value, while CSR-related controversies exert detrimental effects on brand equity, underscoring the dual nature of CSR as both opportunity and vulnerability in brand management.

Based on empirical findings derived from the present investigation, strategic recommendations may be articulated across three critical domains. First, recognition and optimization of factors influencing marketing program efficiency constitute the most significant lever for performance enhancement. Market size, product perishability intensity, distribution system organization, television advertising efficacy, transportation cost efficiency, brand reputation strength, market presence intensity, distributor incentives, and profit margin structures for manufacturers and wholesalers emerged as the ten most influential factors affecting fast-moving consumer goods marketing efficiency. Notably, factors influenced by relational dynamics, information flows, and functional coordination among channel members demonstrated higher priority relative to other efficiency determinants. Consequently, marketing program design for fast-moving consumer goods should emphasize establishment of efficient and effective inter-organizational relationships as a foundational strategic priority (Stern et al., 2021).

Second, appropriate utilization of intermediaries represents a critical strategic consideration. While intermediaries collectively constitute essential components of marketing channel architecture, some stakeholders contend that intermediaries unnecessarily inflate fast-moving consumer goods pricing and represent superfluous channel elements. This perspective warrants reconsideration: while intermediary roles may be streamlined, their complete elimination does not necessarily reduce distribution costs. Furthermore, increasing intermediary layers complicates acquisition of end-consumer insights and diminishes channel control effectiveness. Organizations should therefore design marketing programs aligned with their operational capabilities and strategic objectives—programs that simultaneously satisfy customer requirements while maintaining competitive positioning. When selecting sales intermediaries, firms should evaluate candidates based on operational history, growth trajectory, profitability patterns, collaborative orientation, and market reputation. Additionally, manufacturers should incentivize distributor cooperation through strategic discount structures, thereby stimulating proactive promotional activities and enhancing sales volume within distribution networks (Rosenbloom, 2022).

Third, export orientation for domestically manufactured products requires attainment of competitive advantages including superior quality standards, customer-centric orientation,

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competitive pricing structures, comprehensive market research capabilities, and robust domestic and international distribution networks. Achieving customer-specified quality levels and delivering fast-moving consumer goods at competitive price points necessitates sustained investment in research and development alongside innovation initiatives. Through systematic execution of research and development projects, organizations can advance new product design, refine specifications of existing products, reduce total production costs, enhance manufacturing productivity, and optimize material and energy substitution strategies (Teece, 2023). Implementation of such processes may position domestic manufacturers within resistance economy frameworks—national economic strategies emphasizing self-sufficiency and import substitution—thereby catalyzing domestic production growth, enhancing self-reliance, and securing appropriate regional and international market share. Within this context, consumption pattern reform constitutes the foundational starting point for resistance economy policies. Fundamentally, consumption patterns direct production priorities, and the symbiotic relationship between consumption and production collectively determines investment allocation trajectories within national economic systems (World Bank, 2024).

The present research contributes theoretically by integrating corporate social responsibility philosophy as the dominant paradigm within fast-moving consumer goods branding frameworks, thereby addressing a significant gap in extant literature regarding systematic mechanisms for constructing socially responsible brands. Practically, the validated four-dimensional model—encompassing sales management capabilities, appropriate pricing strategies, customer needs alignment, and high accessibility dimensions—provides organizations with an empirically grounded framework for enhancing branding effectiveness. The hierarchical prioritization of these dimensions, with sales management capabilities and pricing strategies warranting primary strategic attention, offers actionable guidance for resource allocation and implementation sequencing. Ultimately, embedding ethical considerations and social responsibility within brand architecture not only enhances competitive differentiation in skeptical consumer markets but also fosters sustainable value creation across stakeholder ecosystems—transcending short-term commercial imperatives to cultivate enduring brand equity grounded in societal legitimacy.

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ETHICAL CONSIDERATION

Authenticity of the texts, honesty and fidelity has been observed.

CONFLICT OF INTEREST

Author/s confirmed no conflict of interest.