

SOCIAL RESPONSIBILITY IN EVENTS

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## SOCIAL RESPONSIBILITY IN EVENTS

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## **CHAPTER I**

### **INTRODUCTION**

Over the past few years the event industry has been battling a two front war against a downturn in the economy and public perception of the industry. On the one side, as the economy slows down, many company's budgets tighten and meetings and conferences are sometimes the first programs to be cut or scaled down. It was estimated that these budget cuts led to the postponement or cancelation of 30% of incentive programs for 2009-2010 (Grimaldi, 2010). The Incentive Research Foundation found that 47% of respondents planned to switch from international incentive trips to domestic trips as well as more than 50% of respondents were trimming extras out of these trips (Grimaldi, 2010).

On the other side, the industry has taken an even larger hit in public perception. The industry is still reeling in the backlash from the AIG meetings scandal. ABC News reported one week after receiving \$85 billion in bailout funds, the company spent \$440,000 for a retreat. The factor of excess should be especially concerning to the event and incentive industry because it is a direct, negative link to our industry. On the other hand, canceling this retreat would mean removing \$440,000 dollars out of the event market. Even in instances when waste is mistakenly identified, as in the case of the Department of Justice's Muffin Gate, public perception still has a tendency to recover slowly (States, 2011)

Politics have also affected the event industry through public perception. It was estimated that the City of Phoenix will lose \$90 million in convention revenue as the



public call for conventions and meetings to leave because of the controversial immigration law (Gaskell & Nelson, 2010). These factors have forced the industry to adapt and redefine the goals of meetings and focus now on using meetings to show your corporate citizenship through Corporate Social Responsibility (CSR) (Kovaleski, 2006).

### **Corporate Social Responsibility**

The term CSR is not new to the events industry. Over the past few years it has moved from being an afterthought to one of the hottest topics being discussed (Boisclair, 2010). In 2007, 64% of the Fortune Global 100 published CSR reports (Heslin & Ochoa, 2008). While academic research on this topic is lacking, the industry itself has been surveying its members to get a better understanding on what CSR means to them. In a survey, published by the Association of Corporate Travel Executive (ACTE) and KDS in 2008, 59% of a total of 263 respondents stated that their respective companies now have a CSR charters ("Survey Shows CSR acceptance growing fast," 2008). These CSR initiatives are also being incorporated into the planning of meetings for these organizations (Doyle, 2010).

CORT event furnishings found CSR to be one of the top trends in event designs for 2011 ("CORT's Top Event Design Trends of 2011," 2011). At the 2010 Ritz-Carlton Insurance Advisory Council, an informal poll found that about half of the planners in attendance had CSR activities at meetings or incentive programs (Baraban, 2010). Another survey conducted, Convention 2020, found that, "70% of planners who responded believe that ethical and environmental factors will continue to influence meeting attendance" (Doyle, 2010, para. 3).

While the industry does acknowledge a need for injecting different CSR initiatives into the planning of meetings, how it is added varies from organization to organization (Grimaldi, 2010; Marsh, n.d.) Practices range from community service and volunteerism (Doyle, 2010; Gecker, 2009; Kovaleski, 2006) to earmarking a portion of the budget for local small business or for pure donation (Kovaleski, 2006) to sustainability ("50 Tips for Going Green," 2010). Several groups have been created in order to assist organizations in executing CSR activities in their meetings. These groups are: Impact 4 Good, Play with Purpose, Operation Goodie Bag, and Helping Hands.

While these types of programs are moving the industry in the right direction, there still seems to be a disconnect between what industry planners are saying is important and in what they are actually participating. Surveys reported in this study state that CSR is an important attribute of the event industry, yet previous research states that social responsibility is not an important selection factor (Bonn, Brand, & Ohlin, 1994; Chen, 2006; Crouch, 2004)

### **Destination Marketing Organizations**

The convention and meetings industry has grown to be a very large part of the hospitality sector and has become the principle target market for cities (Crouch, 2004). The representative, governmental organization for cities is the Destination Marketing Organizations (DMO), also known as Convention Visitors Bureau (CVB). Destination Marketing Association International (DMAI) states the purpose of the DMO is to, “promote the long-term development and marketing of a destination, focusing on convention sales, tourism marketing and service” ("Destination Marketing Association International," para. 1). These organizations “spend a great deal of their time and effort

wooing large associations” (Crouch, 2004, p. 127). With many companies now participating in CSR (Bagnoli & Watts, 2003), it is important for DMOs to market to these companies in a different way in order match their CSR initiatives with meetings and incentives. This will allow companies to meet and relax while gaining positive publicity and building goodwill (Doyle, 2010).

As the representative of each city, DMO’s can provide services and information of what socially responsible projects exist within their locations. These DMO can also provide connections to community leaders and understanding of current community service projects (C. Lee, n.d.). This information can be important for an organization looking for specific activities in which to participate. Still, even though there is recognition of the importance social responsibility in the event industry (Morsing, 2006), the marketing campaigns of many large U.S. cities is mainly focused on leisure and excess that do not have a social responsibility of any kind. This relatively new and niche market of socially responsible meetings seems to be untapped from a marketing perspective of DMOs. One explanation may be a general lack of knowledge about what it is planners want from DMOs (Crouch, 2004).

### **Purpose of the Study**

The purpose of this study is to identify the feasibility of CSR as an industry initiative. This will be accomplished through:

- Evaluating the industries definition of CSR.
- Exploring industry event professionals’ perceptions of corporate social responsibility.
- Exploring DMO professionals’ perceptions of corporate social responsibility.

- Understanding the relationship between event industry professionals and DMO representatives as it relates to CSR.

### **Significance of the Study**

Recent history has shown that the public does not approve of actions that they feel are not appropriate and are willing to boycott (Maignan & Ferrell, 2004). Many corporations are sensitive to this public sentiment and have in turn changed their behavior in planning events. Socially responsible behavior has moved to the core of their decisions and DMOs must also hold this at their core. Ignoring this topic can lead to a reduction in event bookings and loss of jobs.

This study will use a mixed methods approach to determine the perceptions of CSR within the event industry. The results of this study will provide all aspects of the event industry information pertaining to the feasibility of CSR as an industry initiative. If it is determined to be an integral part of the future of the industry, this work will serve as a spring board for action and implementation of the CSR throughout the industry. IF it is determined not to be a priority at this time, this work will highlight its progress as a concept within our industry and give recommendations as to what the researcher feels is the next step.

## CHAPTER II

### REVIEW OF LITERATURE

#### **Defining Corporate Social Responsibility: 1950's- 80's**

The evolution of the term CSR has been confusing to say the least. Frankental (2001) stated that “CSR is a vague and intangible term which can mean anything to anybody, and therefore is effectively without meaning” (p. 20). The Confederation of British Industry stated, “CSR is highly subjective and there for does not allow for a universally applicable definition”(Jamali, 2008, p. 213). Some researchers have even gone as far as saying, “We have looked for a definition and basically there isn’t one” (Dahlsrud, 2008, p. 1). While these may be extreme observations, the truth is that both the corporate and the academic worlds have sought for sixty years to create a definition for the term. Some of the most extensive research in to the evolution of the term over time was completed by Carroll (1999). A summary of this research can be found in Table 1. The majority of these definitions were created between the 1950’s and 1980’s and the evolution is evident.

**CSR in the 50’s and 60’s.** During the 1950’s and 60’s, research produced several definitions that viewed CSR as an obligation or a responsibility of the organization (Bowen, 1953; MacGuire, 1963). Definitions also conceived during this time placed CSR at the level that was equal to or exceeded the importance of economic benefit to the organization (Davis, 1960; Frederick, 1960). What is clear is the academic world had identified CSR as a need for organization, but what is unclear is what those responsibilities should be (M.-D. P. Lee, 2008

Table 1

*Historical CSR Definitions*

1950's	Bowen (1953, p. 6)	"It refers to the obligations of Businessmen to pursue those policies, to make those decisions, or to follow those lines of action which are desirable in terms of the objectives and values of our society."
1960's	Davis (1960, p. 70)	"Businessmen's decisions and actions taken for reasons at least partially beyond the firm's direct economic or technical interest."
	Frederick (1960, p. 60)	"[Social Responsibilities] mean that businessmen should oversee the operation of an economic system that fulfills the expectations of the public."
	MacGuire (1963, p. 144)	"The idea of social responsibilities supposes that the corporation has not only economic and legal obligations but also certain responsibilities to society which extend beyond these obligations."
	Davis (1967, p. 46)	"The substance of social responsibility arises from concern for the ethical consequences of one's acts as they might affect the interests of others."
	Walton (1967, p. 18)	"In Short, the new concept of social responsibility recognizes the intimacy of the relationships between the corporation and society."
1970's	Johnson (1971, p. 50)	"A socially responsible firm is one whose managerial staff balances a multiplicity of interests."
	Steiner (1971, p. 164)	"The assumption of social responsibilities is more of an attitude, of the way a manager approaches his decision-making task, than a great shift in the economics of decision making."
	Davis (1973, p. 312)	"[CSR] refers to the firm's consideration of, and response to, issues beyond the narrow economic, technical, and legal requirements of the firm."
	Davis & Blomstrom (1975, p. 12)	"Social responsibility, therefore, refers to a person's obligation to consider the effects of his decisions and actions on the whole social system."
	Eells & Walton (1974, p. 247)	"In its broadest sense, corporate social responsibility represents a concern with the needs and goals of society which goes beyond the merely economic."
1980's	Jones (1980, p. 59)	"Corporate social responsibility is the notion that corporations have an obligation to constituent groups in society other than stockholders and beyond that prescribed by law and union contract."
	Carroll (1983, p. 604)	"In my view, CSR involves the conduct of a business so that it is economically profitable, law abiding, ethically and socially supportive."

**CSR in the 70's.** During the 1970's additions to the definition attempted to define these responsibilities. Previously the research had applied CSR to the society as a whole, but in the 70's more focus was paid to the stockholders (M.-D. P. Lee, 2008). The shift in definitions can be seen through the addition of words like 'decision-making task' and 'balancing multiple interest' (Davis & Blomstrom, 1975; Johnson, 1971; Steiner, 1971).

**CSR in the 80's.** In the 1980's there was an attempt not to narrow the definition but to expand it again to include not only the stockholders, but other constituent groups in the society (T. Jones, 1980) as well as reverse the importance of CSR and profitability (Carroll, 1983).

At the end of the 1980's, the term CSR was no closer to having a unified definition as it did in the 1950's. What had occurred during these four decades is the conversation surrounding the term had matured. By the 1990's, CSR was evolving from a term to a concept and served more as a building block for other concepts and themes (Carroll, 1999).

### **The Concept of CSR 1990's – Present**

By the 1990's, research had begun to shift from defining CSR to understanding it as a concept. Recent examples of this shift include the work of Dahlsrud (2008), who identified five dimensions (stakeholder, social, economic, voluntariness, and environmental) in CSR definitions. Dahlsrud found that these dimensions could be identified in the majority of definitions of CSR, but definitions did not have to include all dimensions. This allows CSR definitions to be divergent from each other, but remain true.

Auld, Bernstein, and Cashore (2008) made a distinction between what they defined as “old CSR” and “new CSR”. Old CSR referred to philanthropic activities that were not related to the organization’s core business practices while new CSR sought “to show that their firm is actively promoting social and environmental standards that regulate or alter their core practices” (Auld, et al., 2008, p. 415). Two areas of research that also began to influence CSR concept in the 1990’s were Stakeholder theory and Strategic CSR.

**Stakeholder Theory.** A stakeholder can be classified as almost any entity ranging from: persons, groups, neighborhoods, organizations, institutions, societies, and the environment (Mitchell, Agle, & Wood, 1997). Stakeholder theory can be defined as an organizations “responsibility [to manage] an extended web of stakeholder’s interests across increasingly permeable organization boundaries and acknowledge a duty of care towards traditional interest groups as well as silent stakeholders” (Jamali, 2008, p. 217). Although the stakeholder theory term first appeared in literature in the 1960’s (M.-D. P. Lee, 2008), it did not gain popularity in the CSR discussion until the 1990’s (Abreu, David, & Crowther, 2005; Papasolomou-Doukakis, Krambia-Kapardis, & Katsioloudes, 2005; Uhlaner, Goor-Balk, & Masurel, 2004).

Several studies were completed during the 1990’s that looked at the relationship between stakeholder theory and CSR (M.-D. P. Lee, 2008). Jones (1995) related a stakeholder model of CSR to several economic theories. These theories were: principal-agent theory (that one party, the principal, delegates work to another, the agent), team production theory (each individual team member’s contribution cannot be precisely measured), and transaction cost economics (transaction costs stem from the need to



negotiate, monitor, and enforce the implicit and explicit contracts)(T. M. Jones, 1995). Rowley (1997) used a network-based model of CSR for predicting corporate responses to multiple stakeholder influences. In a study by Berman and Associates (1999), a comparison is made between two perspectives of stakeholder theory: strategic stakeholder model and intrinsic stakeholder model (Berman, et al., 1999). The strategic stakeholder model refers to “the nature and extent of managerial concern for a stakeholder group is viewed as determined solely by the perceived ability of such concern to improve firm financial performance” (p. 448) while the intrinsic stakeholder model refers to firms “viewed as having a normative (moral) commitment to treating stakeholders in a positive way, and this commitment is, in turn, seen as shaping their strategy and impacting their financial performance” (Berman, et al., 1999, p. 448).

What is true of the relationship between stakeholder theory and CSR is that stakeholder theory implies that it is beneficial for organizations to engage in CSR activities that non-financial stakeholders find important in order for them not to withdraw (McWilliams, Siegel, & Wright, 2006). Organizations use different CSR initiatives in order to build and strengthen relationships with multiple stakeholders even though a large number of stakeholders have conflicting goals (Raghubir, Roberts, Lemon, & Winer, 2010). While the theory proposes that all stakeholders matter, organizations find that they are constrained by limited resources and must prioritize their stakeholders according to instrumental and/or normative considerations (Jamali, 2008).

**Strategic CSR.** Another addition to the CSR literature in the 1990's is the concept of strategic CSR (M.-D. P. Lee, 2008). Strategic CSR can be defined as making social and environmental contributions only in ways that also enable tangible benefits to

the organization (Heslin & Ochoa, 2008). A relationship between strategic CSR and stakeholder theory is also evident. This only further complicates evaluating an organization's CSR due to the lack of a unifying definition for CSR. If a large company is environmentally aware yet ignores the welfare of its employees, can it be deemed a socially responsible organization? According to strategic CSR research the answer is yes. Heslin and Ochoa (2008) argued that "effective CSR initiatives are those derived from careful analysis of each organization's unique culture, competencies, and strategic opportunities (p. 125)."

The lack of a CSR definition has the ability to cause confusion and discourse within any given industry. The literature has shown that with the definition changing so often, there is a possibility that the meaning of CSR could be different for a variety of people. As a relatively new concept within the event industry, lack of a definition may lead to differing views on what CSR actually is. This could affect the perceptions of CSR's purpose and feasibility within the industry. This has led to the following research question:

R1: Does the event industry have a unified definition of CSR?

R1a: Does the CSR definition affect the event industries CSR perception?

### **CSR Marketing**

In 1985 the American Marketing Association defined marketing as, "the process of planning and executing conception, pricing, promotion and distribution of goods, ideas and services to create exchanges that satisfy individual and organizational goals" (Vaaland, Heide, & Grønhaug, 2008, p. 929). This definition was unchanged for twenty

years until 2004 when the association adopted its current definition, “Marketing is an organizational function and a set of processes for creating, communicating and delivering value to customers and for managing customer relationships in ways that benefit the organization and its stakeholders” (p. 929). This shift in the definition implies a move from a dyadic perspective (relationship between the organization and the customer) to a triadic perspective (one that includes other internal and external stakeholders) (Vaaland, et al., 2008). The injection of CSR initiatives into marketing campaigns, or cause related marketing (CRM), can improve customer attitude, purchase intentions, and relationship with external stakeholders (Baghi, Rubaltelli, & Tedeschi, 2009).

**Cause Related Marketing.** The essence of Cause Related Marketing (CRM) is marketing a product, service or brand and tying it to a social cause (Berglind & Nakata, 2005). The two major objectives of CRM are to promote a social cause and improve marketing performance (Brink, Odekerken-Schröder, & Pauwels, 2006). Brink et al. (2006) found that there is a positive relationship between long term CRM and brand loyalty.

Cause Related Marketing can be implemented in several different ways. The Cause Marketing Forum (2005) identified the three major techniques as: transactional programs, message promotion programs, and licensing programs. Transactional programs are the classic exchange-based donation. For every unit sold, a corporation contributes a portion of the proceeds to a social cause. In message promotion programs, the cause is promoted and some contribution, although not tied to a transaction and not necessarily monetary, is made by the firm. Finally, licensing has become one of the most prominent forms of CRM programs, and can be lucrative for both parties. Commonly, a non-profit

organization licenses use of its name and logo to a company which places the logo on their product.

The benefits of CRM as identified by Berglind and Nakata (2005, pp. 447-448) are:

- It helps the bottom line
- It build the brand
- It enhances the corporate reputation
- It generates goodwill
- It improves employee morale and retention
- It increases funding for [nonprofit organizations] NPOs
- It heightens NPO expose and message efficacy
- It provides non-financial resources to NPOs.

**CSR Communications.** Research has also been conducted on CSR communications and three types have been classified to trigger stakeholder identification (Maignan & Ferrell, 2004). The first of these is advertisements, promotions, public speeches, or newsletters. Corporate messages can also communicate the relationship linking stakeholders to the firm based on a shared concern. The third type of communication is an increase in interactions between the firm and its stakeholders.

Morsing (2006) identified two strategies that are in agreement with the aforementioned CSR communication types. These strategies are informing strategy and interaction strategy. The informing strategy states that a company can strengthen their visibility and trustworthy communication by integrating its internal and external communication in to one message that conveys the corporate strategy to a variety of

stakeholders at once. The interaction strategy states that a company should engage in proactive involvement with its stakeholders.

One major outcome of marketing campaigns is to differentiate the organization from that of their competitors. Research shows companies that consistently participate in CSR-related activities have an influence on several customer related outcomes (Luo & Bhattacharya, 2006). McWilliams et al. (2006) stated that differentiation in the context of CSR is when the product is better with the CSR characteristic than a product without that characteristic. Baghi et al. (2009) found that preferences for products were higher when describing the socially responsible attributes more vividly than when they were not.

Corporate social responsibility activities also allow an organization to market intangible assets such as goodwill and reputation. “A key advantage of these [CSR] corporate initiatives is that unlike the traditional brand-marketing domain, a firm’s intangible assets, when strategically deployed, can be marketed not just to its customers but to other stakeholders” (Sen, Bhattacharya, & Korschun, 2006, p. 164).

Literature here shows that several organizations have taken advantage of the benefits of CSR as well as the benefits of marketing CSR, yet the event industry has not. As stated before, event planners say that they are interested in social responsibility and have identified it as a new trend, but when surveyed about site selection, CSR or responsible activities have not been seen as an important factor. In contrast, DMOs hold several sources of socially responsible activities within their city, but these activities have not been included in their marketing plans. One possible reason for this may be the perceptions of CSR for both event populations. This has led to the following research questions:

R2: What are the CSR perceptions of event professionals?

R2a: Do event professionals believe that marketing plans directed at their organizations CSR initiatives will have an effect the location's attractiveness?

R2b: Do event professionals believe that marketing plans directed at their organizations CSR initiatives will have an effect their site selection?

R3: What are the CSR perceptions of DMO representatives?

R3a: Do DMO representatives believe that marketing towards an event professional's CSR initiatives will have an effect on their perception of location's attractiveness?

R3b: Do DMO representatives believe that marketing towards an event professional's CSR initiatives will have an effect on site selection?

### **Relationship between DMOs and Organizations**

After an exhaustive search of previous literature, few studies were discovered that looked directly at the relationship between the DMO and the corporate meeting planner (Wu, Auld, & Lloyd, 2008). The area of destination selection has been researched, but the focus has been the criteria of selection for the planner. Research has identified site selection factors as: accessibility, local support, extra-conference opportunities, accommodation facilities, meeting facilities, information, site environment, and other criteria (Crouch, 2004). These factors can also be labeled as pull factors. Pull factors can be characterized as factors that influence selection and usually refer to features, attractions, and attributes (Klenosky, 2002). The factor of "local support" does include

the DMO and the convention center, but this relationship has not been specifically researched.

Currently, no study has been found that looks at CSR as it pertains to this DMO/Organization relationship. To this point, the relationship will be explored from two different angles: the organization as a consumer and the DMO as a supplier. The DMO as a supplier is in a different context than the organization as a consumer. The DMO as supplier explains the relationship between the DMO and the organization as a business to business (B2B) instead of a business to consumer (B2C) that is implied with the organization as a consumer. In B2B relationships, the selling organization is not only selling to the buyer, but to the buyer's customer as well (Basich, 2010). In B2C relationships, the focus is on the customer as the end user. Characteristics of these relationships can be found in the relationship between DMO's and event professionals. Both B2B and B2C relationships to CSR are explored through the previous literature.

**The organization as a consumer (B2C).** Research has attempted to identify the motivation behind why a consumer selects a product or in this case, a specific destination (Shin, 2009). CSR research has found that there is an explicit link between public goods provided and the sales of the private good (Bagnoli & Watts, 2003). This is to say that CSR (a public good) can be directly related to the sales of a private good (product). CSR has the ability to generate increase resources from consumers (Maignan & Ferrell, 2004). Research has also found that while CSR can increase favor from the consumer (Becker-Olsen, Cudmore, & Hill, 2006), lack of CSR or irresponsible behavior can lead to boycotts of their products and services (Maignan & Ferrell, 2004). Becker-Olsen, Cudmore and Hill (2006) highlight that marketer must select social programs carefully so

that consumers perceive initiatives as proactive and socially motivated. They also found that 80% of respondents believed that firms should engage in social initiatives.

**DMO as a supplier (B2B).** CSR has become more prevalent in supply chain research as a number of companies are taking CSR into account in their purchasing decisions (Kolk & van Tuldere, 2002). Sen et al (2006) found that CSR can improve reputation and make stakeholders more willing to buy and invest in the company. Heitbrink, Berens and Rekom (2010) found that, "...buying companies that practice a congruous form of CSR are more likely to choose suppliers that also practice a congruous form of CSR (p. 295)." This would cause DMOs to need to customize their CSR activities to accommodate the CSR of the organization. Cruz (2009) identified that CSR collaboration can lead to benefits for all members in the supply chain.

The importance of a working relationship between DMO representatives and event planners has led to the following research questions:

R4: How do DMO representatives and event planners perceive their relationship with each other?

R5: Do DMO representatives provide the CSR information that event planners desire?



## CHAPTER III

### Methods

This study was exploratory in nature and focuses on two different populations within a larger population of the event industry. This methods chapter will first be divided into two sections to address each population separately as they were treated as different populations. The chapter will then conclude with data analysis and statistical procedure.

#### Demand Population

**Research Design.** The design for this study is cross-sectional and data was collected via emailed surveys. Both qualitative and quantitative data was collected using mixed methods. A sample of 50 planners from U.S. Associations was originally identified to serve as the demand population but after qualitative data indicated that the organization of an association would not lend itself to a study on CSR, a more granular approach was taken and the Demand population was changed to looking at planners for individual companies in the Fortune 500.

**Sample Plan.** After the population was refocused, the study population was limited to companies that were included on the 2011 Fortune 500 list. The list is compiled by ranking America's largest corporations. This population was further restricted to companies that were not only on the Fortune 500 list, but also employed event professionals who were members of Meeting Professionals International (MPI). This was done due to the lack of contact information available directly through each company. As

a member of MPI, the researcher was able to use the organization's directory to locate contact information for participants. Of the Fortune 500, 158 companies employed a total of 513 members of MPI. Each of these members was included in this study leading to 44 questionnaires being collected. For statistical purposes, only 37 questionnaires were useable, but for qualitative data, all 44 respondents were included.

**Target Population.** Within the MPI organization, a member is able to identify themselves as a planner, supplier, faculty, student, or other. As the focus of this population was demand, only those who identified themselves as planners were included in this target population. The survey questionnaire was distributed via email to all members of MPI that were employed by companies on the fortune 500 list for 2011 and defined their role as a planner. 513 questionnaires were distributed from June 27, 2011 to July 25, 2011 to 158 different companies on the Fortune 500 (see Appendix H).

**Sampling Method.** The researcher used a purposive sampling method to draw samples. For this study, the purpose was to identify event planners that are more likely to handle a large number of corporate and national events. After the Association sample was identified as the wrong population for this study, it was determined that a sample of the largest corporations in the U.S. would also satisfy the requirements of the demand population. This targeted population was determined through a two stage procedure. In the first stage, a participant had to be employed by a company that was ranked as one of the 500 largest corporations in the U.S. Secondly these participants had to be active members of MPI.

**Procedures.** The Institutional Review Board (IRB) at Oklahoma State University approved the questionnaires prior to them being emailed to proposed participants. The

questionnaire was then converted into an online format using the survey website, SurveyMonkey, and piloted on Oklahoma State University's campus. Individuals with the titles of either "event planner", "event coordinator", "event manager", conference planner", "conference coordinator", or "conference manager" were included in this pilot. A search of the university website identified 11 individuals with these titles. Emails were sent to these individuals and 5 agreed to participate in the pilot. The pilot led to only minor changes in the survey based on lack of clarity. After a modification was filed with the IRB office, the questionnaires were distributed via a hyperlink in an email. One week after the original email was sent, a second reminder email was again sent to each individual.

### **Supply Population**

**Research Design.** As with the demand population the design for this study is cross-sectional and data was collected via emailed surveys. Both qualitative and quantitative data was collected. The supply side population is represented by DMO employees. DMOs were identified as CVBs, Convention and Visitor's Authorities, Chambers of Commerce, as well as several other names that were more specific to the needs and region they served.

**Sample Plan.** The study population included DMO representatives that included a direct email to them. In most cases, the President or Executive Director of the DMO was contacted. In the event an email was not provided for these individuals, the Director of Sales was included in the study. DMOs that were not included in the study didn't have an email contact, had a website email form, or used a general "info@" email.

Each state was searched via the Bing search engine using the search term, “[State] Convention Visitor.” During the initial search, the researcher attempted to contact 5-7 DMO’s per state. When these numbers could not be reached, a second search was conducted with the 25 most populous states. During the second search only results that appeared on the first four search engine pages were included. These findings can be found in Appendix D.

**Target Population.** The population of interest consisted of representatives of DMOs across the U. S. High level DMO representatives were identified and contacted and questionnaire was distributed via email. In total 450 questionnaires were distributed from June 24, 2011 to July 26, 2011. 299 questionnaires were sent during the initial search from June 24, 2011 and July 14, 2011. When it was determined that this would not yield a large enough sample, the researcher then reevaluated the 25 largest states by population and searched without a disbursement restriction. An additional 151 questionnaires were sent during the second distribution.

**Sampling Method.** The researcher used a purposive sampling method to draw samples. For this study, the purpose was to identify DMO representatives at a high level because they are more likely to be decision makers in applying CSR activities. This targeted population was identified by using the Bing search engine and locating the email addresses of these representatives.

**Procedures.** The Institutional Review Board (IRB) at Oklahoma State University approved the questionnaires prior to them being distributed to proposed participants. The questionnaire was then converted into an online format using the survey website, SurveyMonkey, and piloted in Stillwater, OK. The Stillwater CVB reviewed the

questionnaire for error and clarity which lead to only minor changes. After a modification was filed with the IRB office, the questionnaires were distributed via a hyperlink in an email. After one week, a reminder email was sent based on geographic region.

### **Questionnaire Development**

Based on the review of literature, two questionnaires (Appendices B and F) were created and divided into 5 sections to address each of the research questions. The first section contained open and close-ended questions to ascertain either number of meeting held or conducted depending on the population, location or industry, number of CSR initiatives or activities. These questions were created to determine in these demographic attributes had an effect on CSR perception. Also included in the first section, respondents were asked to define CSR. Questions in this section were asked to address research questions 1-3.

The second section differed between the two populations. For the supply population, this section looked to identify what CSR activities were available within the city. For the demand population, this section asked the respondents to identify what CSR information they wanted to receive from a DMO. Questions in this section were asked to address research question 5.

The third section looked at the perceptions of both the Demand and Supply populations. The section can be divided again into two parts to address to separate sets of perceptions. Section 3A covered the individual's perception of CSR's effect on their organization and work. Questions in this section were also asked to address research questions 2 and 3. Section 3B was created to address the relationship between the two

populations and the effect CSR would have on their interactions and relationship.

Questions in this section were asked to address research questions 2a, 2b, 3a, 3b, and 4.

The fourth section addressed the relationship between marketing and CSR.

Supply respondents were asked how they market CSR to different organizations and what they felt was the most effective method. In contrast, the Demand respondents were asked what CSR marketing they had received and what type of CSR marketing they felt was most effective. Questions in this section were deemed outside the scope of this current study, but were included for future research.

The fifth and final section allowed the respondents of both populations to provide any additional information that they wanted. In total the survey contained ten questions and was first reviewed by the author's committee members for logic and flow before they were piloted in their respective populations.

## **Data Analysis**

Predictive Analytics Software's (PASW) Statistical Package for Social Science (SPSS) 19 was used for quantitative data. Due to the nature of this research design, both qualitative and quantitative methods were used to analyze the data. Both populations were initially analyzed separately and then selected questions were analyzed together. A *p*-value of .05 was used in this study as it was deemed appropriate for the behavioral sciences (Keppel & Wickens, 2004). Descriptive statistics were used to determine frequency distribution for demographic characteristics, CSR definition characteristics, perceptions of CSR and relationship between two populations, and CSR effect on marketing.

## **Content Analysis**

Five of the ten questions from each survey were designed as open-ended questions and were best analyzed using content analysis. For the supply population's questionnaire, the first question identified the number of meetings conducted in each city annually to determine if volume of events affected perceptions and beliefs about CSR. The second question geographically grouped respondents to ascertain if regional differences lead to different perceptions and beliefs about CSR.

The third question asked respondents to define CSR. Patterns were then analyzed to determine effect on CSR perceptions and beliefs. The fourth question asked respondents what they thought a CSR event would look like. The final question was designed to determine overall feelings toward CSR and events.

Questions from the demand population were analyzed in the same fashion. The first looked to group respondents by the number of meetings held outside of their corporate city. The second question grouped respondents by industry to see if differences lead to different perceptions and beliefs. The third question was identical in both surveys and was analyzed again for patterns in CSR definition. The fourth question asked respondents what type of CSR information they would like. The final question was again identical with the Supply population and was designed to determine overall feelings of CSR and events.

## **Shapiro-Wilk W Test**

Due to a small sample size, normality could not be assumed and was therefore tested. Previous literature identified the Shapiro-Wilk W test as an appropriate measure to

test normality for this study (Guner, Frankford, & Johnson, 2009). The Shapiro-Wilk W test was conducted on data that was designed for analysis by ANOVA and it was determined that the data was not normally distributed (Shapiro & Wilk, 1965). These findings can be found in Table 2. Instead, a nonparametric test, Kruskal-Wallis, was selected to compare mean scores of perception questions.

Table 2  
Results of the Shapiro-Wilk W Test

Population	Variable	W Statistic	df	<i>p-value</i>
Combined	CSR Definition	0.911	85	<.001**
Demand	Industry	0.926	44	0.007**
	CSR Definition	0.907	44	0.002**
Supply	Geographic Region	0.850	41	<.001**
	CSR Definition	0.902	41	0.002**

### **Kruskal-Wallis One-Way ANOVA**

The Kruskal Wallis One-Way Analysis of Variance (ANOVA) was selected to analyze the mean differences of between identified groups. The Kruskal Wallis test was conducted a total of five times in this study; twice in the supply population, twice in the demand side population, and once as a combined population. In the supply population, mean scores of perception questions were compared among geographic locations. The second Kruskal Wallis test compared the means of these same perceptions among the definition categories gained from the content analysis of respondent's responses.



In the demand population, the Kruskal Wallis test compared the mean scores of perception questions among the industries of respondents. The second Kruskal-Wallis test compared means of perceptions among the definition categories gained from the content analysis of respondent's responses. The final was Kruskal-Wallis test was conducted on the combined population and compared mean scores of joint perceptions and the definition categories.

### **Independent-sample *t*-test**

Independent-sample *t*-tests were selected for analysis to due to the fact that SPSS does not allow for Post Hoc test of the Kruskal Wallis test. Instead, pairs that were of interest of this study were identified and tested using the independent-sample *t*. The independent samples *t*-test was also used to analyze dyadic relationships. For the purposes of this study, samples within a population were defined as independent based on the dyadic relationship. A total of four independent-samples *t*-tests were conducted in this study. Independent sample *t*-tests were performed within both populations to determine if there were any mean differences between individuals who defined CSR and those who didn't in their perceptions of CSR. These mean differences were also looked at collectively in the combine population.

Two other independent samples *t*-tests were conducted in the demand population. The first looked at the difference of mean scores between those who had received marketing about CSR and those who had not in the demand population. The second determined if there was a significant difference between those who held five or more meetings each year and those who did not.

### **Paired-samples *t*-test**

Paired-samples *t*-tests were conducted on the perception questions within each of the two populations as well as the combined population. The first pair looked at significant difference between respondent's perception of the effect of CSR on their organization and their perception on how CSR influences their work. The second pair evaluates significant difference between perception of DMO/Planner relationship and effectiveness of current marketing. The third pair evaluates significant difference between attractiveness of CSR and effect of selection. The final two pairs looked for significant difference between the respondent's perception of the effect of CSR on both attractiveness and selection.

## CHAPTER IV

### RESULTS

In this study, perceptions are being evaluated from both a qualitative and quantitative set of methods. Results in this section are first displayed from the qualitative direction reviewing the data from open ended questions analyzed with content analysis. The second half of this chapter will conclude with quantitative methods used in this study. For both sets of methods, data will be arranged by the population that data was collected from.

#### Qualitative Methods

**CSR definition.** CSR definition was evaluated through content analysis of the respondents' answers to the question "How does your organization define Corporate Social Responsibility." The researcher first read all responses looking for any common themes. Upon the first analysis, 14 different topics were discovered. Further analysis lead to the reduction of these 14 topics to the five themes that were used in this study. They are: *Accountability (ACC)*, *Activities (ACT)*, *Stakeholders (STAKE)*, *All Areas Covered (AAC)*, and *No Definition (No Def.)*. It is important to note that no AAC themes were identified within the supply population.

After the themes were identified, responses were then reanalyzed and grouped based on their themes. Inter coder reliability was gained through having a recent Ph.D. graduate group responses by the themes provided. All groups matched the original groupings of the researcher. It is important to note responses may cover more than one or

all topics in this study. Responses were grouped based on the overall message of the response. Responses that evenly addressed all themes were placed in the AAC theme.

Of the original 14 topics, 5 topics were classified within the *Accountability* theme. They are: *Morally, Socially, Ethically, Responsible performance, and CSR reporting*. An example of a response that was categorized in this theme from the demand population is:

*“CR at Symantec is intertwined with the company’s core purpose of securing and managing your information-driven world. We define corporate responsibility as the way in which we fulfill this purpose: with full attention and respect to ethical operation, the environment, and commitment to positive societal impact.”*

From the Supply population, a similar example is:

*We are partially funded by state tax appropriations, and as a result, we are responsible for spending that money in a manner that is in keeping with our organization's intended purpose and goals. We strive for transparency, as our constituency (The city) must answer to tax payers.*

Four of the original 14 topics were classified within the *Activities* theme. They are: *Environment/Green Practices, Donation/Economic Development, Volunteerism, and Education Programs*. An example of a response that was categorized in this theme from the demand population is:

*As a need to give back to the communities in which we do business. Usually by volunteering in one capacity or another: in schools, organizations that provide resources to the [underprivileged] in the community and with organizations that stress the educational skills needed for the high tech industry (science/math etec).*

A supply population example of a response is:

*CSR represents all green practices as well as volunteer opportunities for meeting attendees. We also provide groups with a list of local organizations that could benefit from donations. These donations range from left over tradeshow giveaways and food to attendees bringing an item as part of their registration.*

Three of the original 14 topics were classified within the *Stakeholder* theme. They are: *Clients, Employees, and Community*. An example of a response that was categorized in this theme from the demand population is:

*We strive to positively impact the health of people around the world. Our corporate social investment strategy focuses on leveraging the full range of the company's resources — people, skills, expertise and funding — to broaden access to medicines and strengthen health care delivery for underserved people around the world.*

An Example of the Supply population response is:

*The goal of CSR is to embrace responsibility for the 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*

Two of the original 14 topics were classified within the *No Definition* theme. They are: *We Don't Define and Client Definition*. Examples of responses that were categorized in this theme from the demand population are: *Not sure, ???, and Getting*

*more important.* From the Supply population, the responses are quite similar. Some examples are: *No definition, We Don't, and Not aware of the term.*

The theme of *All Areas Covered* was created for organizations that had very complete definitions of CSR. An example of this type of definition is:

*Sprint is committed to the belief that we all share in the responsibility to conduct our businesses in a socially and environmentally responsible manner. We base this on the premise that a company is much more than the products and services it sells; the effect a company has on the environment, the people and the communities it serves reflects the company's dedication to being not only a good business, but to being a good corporate citizen. And Sprint, a veteran in citizenship efforts ranging from wireless recycling and renewable energy in its networks to its character-education grants program is fully engaged in ensuring it does its part to incorporate corporate responsibility into every major touchpoint of its business. We use the phrase "corporate responsibility" to describe our approach to balancing our business objectives with our environmental, social and economic responsibilities.*

**Demand population desired CSR information.** In addition to being asked how their organization defines CSR, respondents in the demand population were also asked, "What CSR information would you like to receive from DMO representatives." In total, 37 (84%) respondents answered this question. Results can be found in Figure 1. The responses were initially separated into two categories (No Information Requested, Information Requested) based on the researcher's opinion of whether or not the

individual requested information. After further analysis, seven themes were identified on a continuum based on the demand population's level of desire for CSR information. Two of these themes were also identified as transitional periods.

In the category of No Information Requested were the three themes of, *No need*, *Not our area*, and *Not sure*. The theme of *No need* was classified by responses of *N/A*, *No answer*, and *none*. One respondent did however expound on his reasoning behind why they felt that it a desire for CSR information was not applicable. They stated, “[N]ot applicable, don't see this as an area of key interest. We select a destination based upon business needs, etc.”

The second theme within this category was that of “Not our area.” Responses in this area are classified by the respondents feeling a lack of responsibility to CSR. This is not to say that they do not feel CSR is an important issue, but instead that it does fall under their work area. One respondent stated, “Our CSR initiatives are managed internally by our Corporate Affairs department and mandated through that department, so DMO information might already be used.”

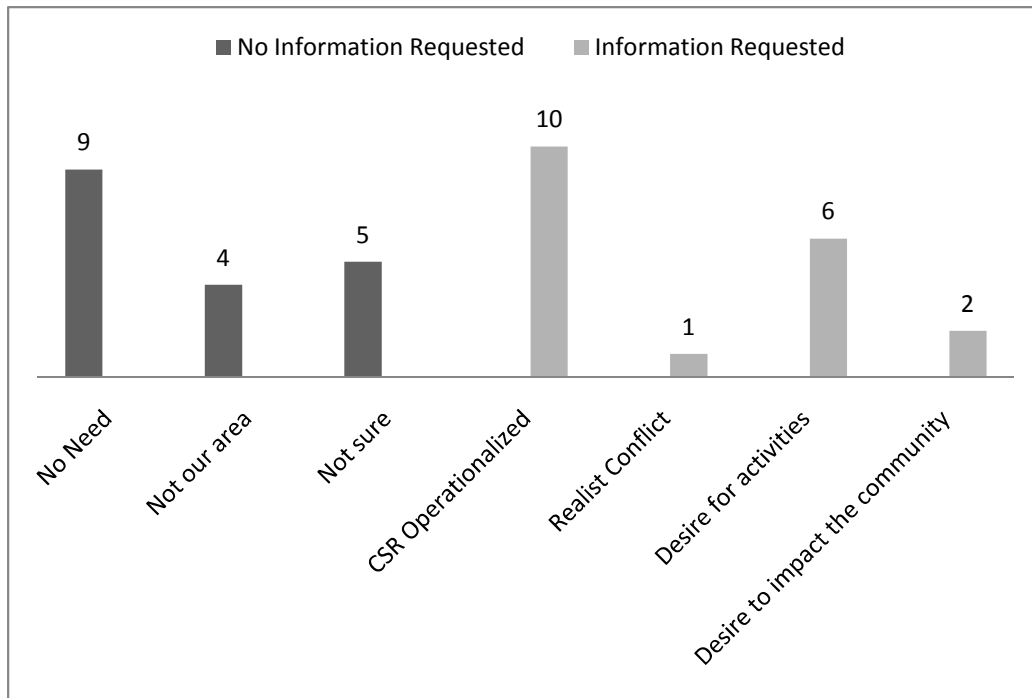


Figure 1. Demand Population Desire for CSR Information Themes

The last theme within this category was “Not sure.” This theme is classified due to the nature of the response. A respondent saying that he/she is “not sure” of what information they would like to receive implies that they may find CSR to be both important and their responsibility. It also implies a lack of knowledge on how CSR can be implemented into their daily operations. So while this theme is classified within the category of *No Information Requested*, an increase in knowledge may lead to individuals within this theme moving to a higher theme within the continuum.

The second category of Information Requested included the themes of *CSR operationalized*, *Realist conflict*, *Desire for activities*, and “*Desire to impact the community*”. The first of these themes, *CSR operationalized*, can be classified by respondent’s attempt to gain information that can be directly applied to some function of their duties. Examples of such responses are, “Information for projects that can be



completed in less than 4 hrs,” Sustainability program in place with each vendor/facility; Safety stats for each vendor/facility,” and “What types of efforts other organizations have done and opportunities available -- including some unique ones. Also the resources and time needed.”

The second theme included in this category is the *Realist conflict*. While there was one response that fit within this category, the researcher felt that it was important to include an individual at this level. The respondent stated: “I would like to know the initiatives that are in place for the destination, but ultimately the space, rates and dates are still driving the decision.” This has been classified as a transitional period because of the conflict within the answer. The *CSR operationalized* theme tried to infuse CSR into the functions of the position. Here within this theme the respondent shows a desire to know the CSR information with the caveat that it is still second to the actual functions of their position.

The third theme within this category is *Desire of activities*. This theme is classified by the respondent’s apparent interest in CSR on the basis that it is social responsibility. A sample of responses that were classified into this theme is, “what’s available, what’s new, proactive initiatives”, “How a location speaks to my CSR initiatives”, and “What the city is doing overall to feed the hungry within that city.”

The final theme in this category is *Desire to impact the community*. This theme was classified by respondent’s motives for gaining the CSR information. One response that exemplified this theme stated:

*“We believe we have a responsibility to conduct our business and ourselves in a socially and environmentally responsible manner. We are continuously seeking*

*and applying new ways to run-eco friendly events and create sustainable future.*

*With that -- any creative green initiatives, charitable giving back to community tie ins, ways to reduce our event's carbon footprint etc.”*

**Supply population examples of CSR activities.** In contrast to the demand population being asked about what information they would like to receive, the supply population was asked, “Can you give an example of a CSR Activity?” 29 respondents (71%) within the supply population answered this question. Results can be found in Figure 2. Initial analysis lead to identifying three different categories: “No Activities”, “Accountability/Stakeholder”, and “Volunteerism/Green Activities.” Interestingly, only the third theme actually contained activities that an outside organization or member of the demand population could participate in.

The first category of *No activities* only contained one theme also titled *No activities*. This theme only contained two responses. While the responses were different, they were not different enough to justify having two themes with one response in each. The first response stated simply “No” which can only be interpreted as they perceive there are no CSR activities in their city. Therefore, they would not publicize CSR in there promoting of the city. The second response stated that “Hotels largely do this.” This is comparable to the theme found in the demand population, *Not our Area*. A larger sample may lead to the further development of this theme in future research.

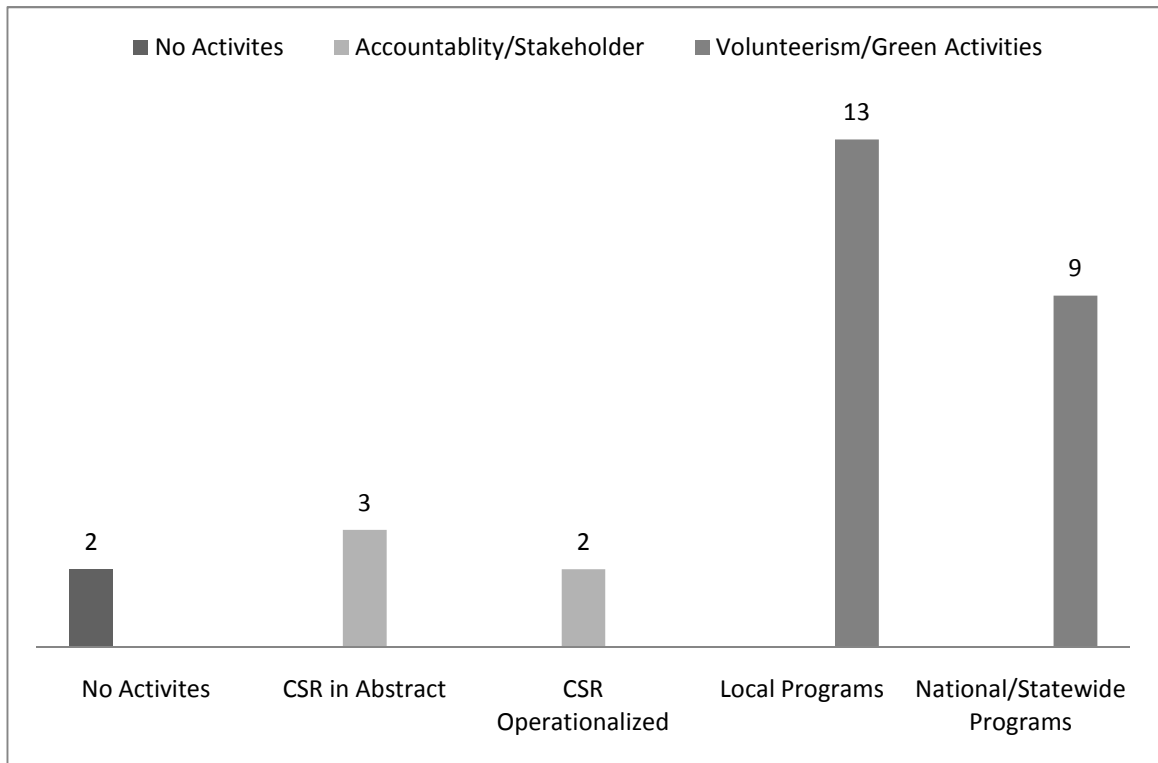


Figure 2. Supply Population CSR Activities Themes

The second category of *Accountability/Stakeholder* contained the two themes of *CSR in abstract* and *CSR operationalized*. Just as with the first category, neither of these themes included an actual CSR activity. Instead these responses seemed to instead be an extension of the CSR definition. When evaluated against the definitional themes, the responses were associated with the *Accountability* theme and the *Stakeholder* theme.

The theme of *CSR in abstract* was classified by the respondents generalized statement. One respondent stated: “We promote ‘adult freedom’. With this freedom comes a responsibility for respecting the rights of others and behaving in a civil manner.” Another respondent stated: “The CVB’s key contribution in providing policy leadership for key developments and initiatives.” These statements are not CSR activities, but they do speak to the DMO’s accountability and responsibility to its stakeholders.

The second theme within the category is *CSR operationalized*. As with the demand population this theme is classified by the respondent's attempt to discuss CSR in relation to the functions of their everyday duties. One example of this is:

*I am not entirely sure what a CSR activity is. If by activity you mean community involvement, we are by our nature required to be participants in community enrichment and tourism programs. We invest our manpower and resources in bringing outsiders to Baltimore to spend their money, and experience local culture. Our performance metrics are based on the volume of visitors that we can persuade to visit the city, and as such, we are inextricably linked to the visitors that we sell the city to. It is in our best interests to persuade the rest of the world that Baltimore is a good, honest, comfortable, productive, and friendly place to be. If we fail to do that, fewer visitors come, less money is spent in hotels, restaurants and bars, and less tax revenue is collected to continue our funding. The transparent nature of our relationship with the state requires that we think about the impacts of our actions on a scale greater than just ourselves.*

While the respondent was confused by the question, they were able to provide a response that exemplifies this theme.

The final category of this population is *Volunteerism/Green Activities*. As state before, this was the only category that contained actual activities. The category also accounted for 76% of responses from the supply population. These activities were then evaluated against the definitional themes identified in the earlier question. Only two of the four themes occurred in both the CSR definitions to the CSR activities.

The first theme of this category is *Local Programs*. Responses were classified in this theme if the activity was identified to have been created at the city level or included projects that were completed within the city. One respondent stated:

*We have a robust Volunteerism partnership with Seattle Works, a nonprofit agency dedicated to supporting volunteer projects for visiting groups. The activities can be custom tailored to support different group goals. Examples: Lions Clubs International recently potted and planted over 3,000 trees in Discovery Park An Educational Group recently painted a school A group supporting women's safety recently cleaned and painted a women's shelter Seattle hosts an average of 40 citywide conventions each year. When a group expresses an interest in participating in a community enrichment project, the Bureau's Convention Services Department provides an introduction to Seattle Works, which then develops a custom tailored event according to the group's specifications.*

The second theme within this category is *National/Statewide programs*. Responses in this theme can be classified by the national or statewide programs that the DMO brings into the city. Examples provided by respondents are: Susan B Komen Run, Global Soap Project, Climate Wise, Habitat for Humanity, Volunteer Alexandria, and Green Team Program sponsored by Exxon Mobil.

**Combined populations additional information.** At the conclusion of the study, each respondent was asked, “Do you have any further comments you would like to provide on the topic of CSR in the events industry?” In total, 21 (25%) responded to this question. After responses were analyzed, it was determined that 8 of the responses were

to inform the researcher that they had no additional information leading to 13 (15%) useful responses. Responses were then classified into 4 different categories: *Not important*, *Important but not plausible*, *Important and plausible*, and *Desired*. Results can be found in Figure 3.

The first theme of *Not important* was classified by the attitude of the respondents that the CSR is not a topic for the event and conference industry. A respondent from the supply population stated:

*Candidly, we just conducted an extensive survey of meeting planners in Colorado. The issue of social responsibility didn't hit the radar at all as a consideration for the client. It may be on some RFPs of customers, but not that we've seen. On the other hand, most LOCAL events (festivals, etc.) have environmental programs in place for trash recycling (Zero Hero is a local company that recycles at events), bike to the event programs, etc. Finally, you mention CSR as if it's a commonly used term. In our industry, it's not. There are other more common terms, since most of our clients are associations vs. corporations, it doesn't seem to fit well.*

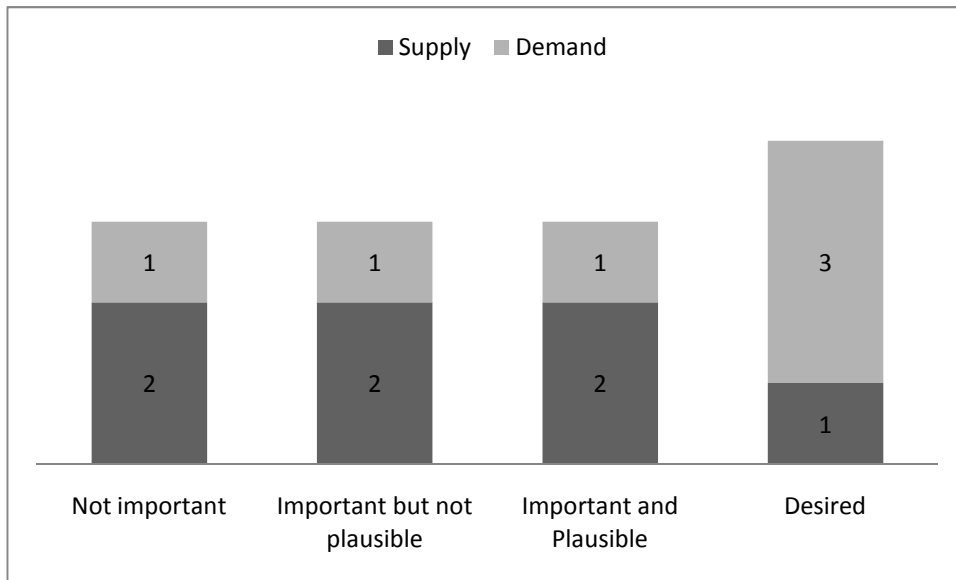


Figure 3: Combined Population Additional Information Themes

While this individual disagrees with my usage of the term CSR, it is an accepted term used in the industry as well as the professional organization. Nevertheless, this respondent did bring up several important topics. Topics I will discuss in greater detail for future research. A respondent from the demand population said it this way:

*So far it is probably the last reason to hold a meeting in a certain city. It will never be within the top 10 reasons to select a destination. It is more a bonus/plus when these initiatives are available. I do expect these to be presented to the client at the right time. We have looked at doing business with 'green'/CSR hotels but the hotel industry failed to provide us with information and we could not make a case to prioritize 'green'/CSR hotels. We came to the conclusion CSR is not an important factor in the meeting industry.*

The second theme identified is *Important but not plausible*. This theme was classified on the basis of CSR potential at some point. This theme does make the point

that it is currently not something the industry can do. One comment from the supply population states:

*It is rising in popularity, but some of our challenge being a resort destination is that the average length of stay for groups has dropped 1/2 night due to the AIG effect. So with less time to spend on their agendas, something has to give and it's recreation and CSR.*

The demand population states,

*When CSR first appeared on the scene I thought it would play a significant role in planning meetings, but I believe fiscal pressures have overshadowed CSR at this time.*

The third theme identified from this final question is *Important and plausible*.

This theme shows yet another shift in thought of those who participated in this study. This theme is classified by respondents working towards CSR or commenting on how to make CSR work. An individual from the supply population stated:

*We are currently in the process of putting together a list of CSR activities for planners which will [be] marketed on our Meeting Planner page of our website. We will also discuss with the planners and add a paragraph in written communications to make them aware of the opportunities within our city.*



A respondent from the demand population stated:

*Need to make CSR appropriate for each community (i.e. Healthcare, manufacturing or insurance or finance) this cannot just be an MPI issue. Most effective when it is local to your “area.”*

The final theme identified from this question was titled *Desired*. Responses were classified into this theme because of their enthusiasm about the topic of CSR and willingness to promote CSR. A representative of the supply population said it in this way, “*Beaumont is willing and ready to host meetings that can incorporate CRS activities into their conferences and conventions*”, while the respondent from the demand population stated, “*Our company has taken CSR to the highest level and is partnering with KaBOOM! Student Conservation Association (SCA) American Red Cross United Way.*

## **Quantitative Methods**

**Combined Population.** For the complete study, a total of 963 surveys were emailed to both DMO representatives and corporate event planners with a response of 85 individuals (8.8%). Of these responses, 41 (48.2%) responses were identified in the Supply population and 44 (51.2%) from the demand population. After CSR definition responses were coded, 75.3% of respondents defined CSR either as a responsibility to stakeholders, a responsibility to be accountable, or a responsibility to participate in socially responsible activities.

Table 3  
*Demographic Information of the Combined Population. N= 85*

Populations	N	%	CSR Definition	N	%
Supply	41	48.2	AAC	5	5.8
Demand	44	51.2	ACC	23	27.1
			ACT	23	27.1
			STAKE	13	15.3
			No Def.	21	24.7

Kruskal-Wallis tests were conducted to evaluate the differences among different CSR definition themes (*Accountability, Activity, All Included, Stakeholder, No Definition*) on CSR perceptions. Results are displayed in Table 4. The test found no significant difference between the definitional themes when looking at perception questions. However, marginal significance was found between definitional theme and the perceived effect CSR may have on the attractiveness of a location  $\chi^2(4, N=72)= 8.1$ ,  $p=.088$ . The proportion of variability was then calculated for each perception question accounted for by the definitional theme. *Attractiveness* accounted for 11% of the variability, indicating a relationship between definitional themes and the attractiveness of a location based on CSR. . Even though statistical significance was not reached at the .05 level, practical evidence suggests that the definitional will have an effect on both supply and demand joint perceptions of attractiveness.

Table 4

*Differences in CSR Perception Among Different CSR Definition Themes*

Variable	Kruskal Wallis	Mean AAC	Mean ACC	Mean ACT	Mean STAKE	Mean NO	Mean Total
Positive Effect	.728	6.00	5.80	5.67	6.08	5.20	5.67
Influence on Market/Planning	.245	4.33	5.30	5.10	5.67	4.60	5.05
DMO/Corp Planner Relationship	.826	5.00	5.74	6.00	5.83	5.74	5.78
Current Marketing Strategies	.519	4.00	4.47	5.11	5.00	5.00	4.83
Attractiveness	.088	4.25	5.37	5.33	5.50	4.37	4.63
Effect on Selection	.230	3.75	4.68	4.78	5.33	4.21	4.64

An independent-sample *t*-test was conducted to compare CSR perceptions depending on whether an organization had a CSR definition or not. Results are shown in Table 5. Significant difference was found between those with a definition ( $M=5.30$ ,  $SD=1.31$ ) and those without ( $M=4.37$ ,  $SD=1.57$ ) when looking at perceived attractiveness;  $t(70)=3.35$ ,  $p=.014$ . These results suggest that lack of a CSR definition may give you a negative perception of the attractiveness of a destination based on CSR. No other significance was found in the other CSR perception questions.

A second independent-sample *t*-test conducted examined the mean differences in CSR Perceptions between the Supply and Demand populations. Results can be found in Table 6. Significance was found between these two populations in the perception of their relationship;  $t(70)= 3.968$ ,  $p < .001$ . Results indicate that DMO representatives felt that the relationship was much more positive ( $M=6.34$ ,  $SD=1.14$ ) then their corporate planner counterparts ( $M=5.24$ ,  $SD=1.21$ ). This difference of opinion may be explained as corporate planners not feeling that DMO representatives are meeting their needs. The DMOs may not be trying to correct the discontinuity because they are unaware that it exists.

Table 5

*Differences in Mean Perceptions Between those with and Without CSR Definitions.*

		Mean	SD	df	t-value	p-value
Positive Effect	No Definition	5.20	1.989	77	-1.605	0.113
	Definition	5.83	1.328			
Influence on Marketing/Planning	No Definition	4.60	2.113	77	-1.283	0.203
	Definition	5.20	1.710			
DMO/ Corp Planner relationship	No Definition	5.74	1.447	70	-0.160	0.873
	Definition	5.79	1.246			
Current Marketing Strategies	No Definition	5.00	1.333	70	4.323	0.556
	Definition	4.77	1.463			
Attractiveness	No Definition	4.37	1.571	70	3.348	0.014**
	Definition	5.30	1.310			
Effect on Selection	No Definition	4.21	1.718	70	5.293	0.128
	Definition	4.79	1.291			

\*\*Significance at  $p < .05$ 

Table 6

*Differences in Mean Perceptions between Supply and Demand Populations.*

		Mean	SD	df	t-value	p-value
Positive Effect	Supply	5.49	1.246	77	-0.808	0.422
	Demand	5.80	1.733			
Influence on Marketing/Planning	Supply	5.11	1.543	77	-0.095	0.924
	Demand	5.07	2.039			
DMO/ Corp Planner relationship	Supply	6.34	1.136	70	3.968	<0.001**
	Demand	5.24	1.211			
Current Marketing Strategies	Supply	5.09	1.483	70	1.475	0.145
	Demand	4.59	1.343			
Attractiveness	Supply	5.14	1.353	70	0.5	0.619
	Demand	4.97	1.518			
Effect on Selection	Supply	4.66	1.235	70	0.105	0.917
	Demand	4.62	1.605			

\*\*Significance at  $p < .05$

A paired-samples *t*-test was conducted between pairs of perception questions to evaluate if the mean scores of respondents differed. Results can be found in Table 7. Significant difference ( $p < .001$ ,  $p = .001$ ) was found in each of the five pairs. These results suggest that the responses from one perception question did not affect the responses to another perception question. This demonstrates a disconnect between how respondents perceive CSR effects their organization and how CSR effects planning, attractiveness, and site selection. It also demonstrates that the view of the relationship between DMO representatives and event planners differs from their perceptions of current marketing strategies. Finally results suggest that destination attractiveness and site selection are not equal and that CSR has less effect on site selection than it does attractiveness.

Table 7  
*Perception Responses of the Combined Population*

		Mean	SD	df	<i>t</i> -value	<i>p</i> -value
pair 1	Positive Effect	5.67	1.534	78	4.106	<0.001**
	Influence on Marketing/Planning	5.05	1.825			
pair 2	DMO/ Corp Planner relationship	5.78	1.292	71	6.693	<0.001**
	Current Marketing Strategies	4.83	1.424			
pair 3	Attractiveness	5.06	1.433	71	4.323	<0.001**
	Effect on Selection	4.64	1.427			
pair 4	Positive Effect	5.71	1.486	71	3.348	0.001**
	Attractiveness	5.06	1.433			
pair 5	Positive Effect	5.71	1.486	71	5.293	<0.001**
	Effect on Selection	4.64	1.427			

\*\*Significance at  $p < .05$

## Demand Population

Within the demand population, 116 (23.2%) companies on Fortune magazine's top 500 companies were identified to fit the criteria of this study. 513 emails were then sent to representatives of these companies and a total of 44 (8.6%) individuals responded. The majority of respondents (88.6%) conducted five or more meeting on an annual basis and had a CSR definition (77.3%). Participants were asked to self-identify the industry they operated in through an open ended question. Responses were then grouped based on the industries included on Fortune magazine's webpage. A complete list of these industries can be found in Table 8.

Table 8  
*Demographic Information of the Demand Population N= 44*

	N	%		N	%
# of Meetings			Industry		
Less than five	5	11.4	Aerospace	3	6.8
five or more	39	88.6	Agriculture	2	4.5
			Financial/Banking	7	15.9
CSR Definition			Healthcare	3	6.8
			Insurance	4	9.1
AAC	5	11.4	Manufacturing	4	9.1
ACC	10	22.7	Medical	5	11.4
ACT	11	25	Retail/Restaurants	4	9.1
STAKE	8	18.2	Technology	5	11.4
No	10	22.7	Other	7	15.9

Kruskal-Wallis tests were conducted to evaluate the differences among different CSR definition themes (*Accountability, Activity, All Included, Stakeholder, No Definition*) on CSR perceptions. Results are displayed in Table 9. The test found no significant difference between the definitional themes when looking at perception questions. The proportion of variability was then calculated for each perception question accounted for by the definitional theme. *Influence on Marketing and Planning* accounted for 14% of variability, *Current Marketing Strategies* accounted for 16% of variability, and *Attractiveness* accounted for 13% of variability. These results indicate that at each of these identified perception questions; there is a relationship with the definitional themes. Even though statistical significance was not reached, practical evidence suggests that the CSR definition of the event planner will have an effect on several of their CSR perceptions.

Table 9  
*Differences in CSR Perception among Definition Themes (Demand)*

Variable	Kruskal Wallis	Mean AAC	Mean ACC	Mean ACT	Mean STAKE	Mean NO	Mean Total
Positive Effect	.727	6.00	5.80	5.91	6.38	5.10	5.80
Influence on Market/Planning	.276	4.20	5.50	5.27	5.75	4.30	5.07
DMO/Corp Planner Relationship	.666	4.67	4.78	5.38	5.50	5.56	5.24
Current Marketing Strategies	.216	4.00	3.78	5.13	4.75	5.00	4.59
Attractiveness	.309	4.33	5.00	5.38	5.63	4.22	4.97
Effect on Selection	.523	3.67	4.44	4.88	5.38	4.22	4.62

A second set of Kruskal-Wallis tests were conducted within the demand population to evaluate the differences among industries on CSR perceptions. Results are displayed in Table 10. The test found no significant difference between the definitional themes when looking at perception questions. The proportion of variability was then calculated for each perception question accounted for by the definitional theme. *Positive affect* accounted for 19% of variability, *Influence on Marketing and Planning* accounted for 16% of variability, *Current Marketing Strategies* accounted for 17% of variability, and *Effect on Selection* accounted for 15%. These results indicate that at each of these identified perception questions; there is a relationship with industries represented in the demand population. . Even though statistical significance was not reached, practical evidence suggests that the industry which the planner identifies their company with will have an effect on several of their CSR perceptions.

An independent-sample *t*-test was conducted to compare CSR perceptions depending on whether an organization had a CSR definition or not. Results are shown in Table 11. No significant difference was found between respondents with a CSR definition and those without at any of the CSR perception questions. These results suggest that within the demand population, lack of a CSR definition will not affect you perceptions of CSR.



Table 10

*Differences in CSR Perceptions Among Demand Industries*

Variable	Kruskal Wallis	Mean Aerospace	Mean Agriculture	Mean Financial	Mean Healthcare	Mean Insurance	Mean Manufacturing	Mean Medical	Mean Retail	Mean Tech	Mean Other	Mean Total
Positive Effect	.503	7.00	5.50	5.71	4.67	5.00	5.75	5.60	6.25	6.20	6.00	5.80
Influence on Market/Planning	.629	6.33	5.50	4.86	5.33	4.00	5.50	4.40	4.75	4.40	6.00	5.07
DMO/Corp Planner												
Relationship	.960	5.00	5.00	5.40	5.33	5.00	4.50	5.33	5.00	5.50	5.71	5.24
Current Marketing Strategies	.723	4.50	5.00	4.40	4.33	3.00	4.25	5.00	4.50	5.00	5.29	4.59
Attractiveness	.901	5.00	4.50	4.80	5.33	5.00	4.25	4.00	5.50	5.00	5.57	4.97
Effect on Selection	.803	3.50	4.00	5.00	4.67	4.00	4.00	3.67	5.25	5.00	5.29	4.62

A second independent-sample *t*-test conducted examined the mean differences in CSR Perceptions between those who had received CSR information from a DMO and those who had not. Results can be found in Table 12. Significance was found between these two populations in the perception of their relationship to DMO representatives;  $t(35) = -2.096, p = .043$ . Results indicate that planners who had received CSR information from DMO representatives felt that the relationship was much more positive ( $M=5.63, SD=1.01$ ) than planners that did not receive information ( $M=4.83, SD=1.30$ ).

Table 11

*Differences in Mean Perceptions between Those With or Without Definitions (Demand)*

		Mean	SD	df	t-value	p-value
Positive Effect	No Definition	5.10	2.331	42	-1.463	0.151
	Definition	6.00	1.497			
Influence on Marketing/Planning	No Definition	4.30	2.497	42	-1.369	0.178
	Definition	5.29	1.867			
DMO/ Corp Planner relationship	No Definition	5.56	1.014	35	0.887	0.381
	Definition	5.14	1.268			
Current Marketing Strategies	No Definition	5.00	0.866	35	1.042	0.304
	Definition	4.46	1.453			
Attractiveness	No Definition	4.22	1.481	35	-1.754	0.088
	Definition	5.21	1.475			
Effect on Selection	No Definition	4.22	1.716	35	-0.855	0.398
	Definition	4.75	1.578			

Table 12

*Differences in Mean Perceptions between Those Who Did and Did Not Receive CSR Information*

		Mean	SD	df	t-value	p-value
Positive Effect	No Info	6.00	1.534	35	0.376	0.709
	Info Received	5.79	1.843			
Influence on Marketing/Planning	No Info	5.33	1.815	35	0.561	0.578
	Info Received	4.95	2.321			
DMO/ Corp Planner relationship	No Info	4.83	1.295	35	-2.096	0.043**
	Info Received	5.63	1.012			
Current Marketing Strategies	No Info	4.22	1.263	35	-1.683	0.101
	Info Received	4.95	1.353			
Attractiveness	No Info	4.83	1.465	35	-0.539	0.593
	Info Received	5.11	1.595			
Effect on Selection	No Info	4.39	1.819	35	-0.855	0.398
	Info Received	4.84	1.385			

\*\*Significance at  $p < .05$

Table 13

*Perception Responses in the Demand Population*

		Mean	SD	df	t-value	p-value
pair 1	Positive Effect	5.80	1.733	43	3.121	0.003**
	Influence on Marketing/Planning	5.07	2.039			
pair 2	DMO/ Corp Planner relationship	5.24	1.211	36	3.819	0.001**
	Current Marketing Strategies	4.59	1.343			
pair 3	Attractiveness	4.97	1.518	36	2.707	0.010**
	Effect on Selection	4.62	1.605			
pair 4	Positive Effect	5.89	1.680	36	2.750	0.009**
	Attractiveness	4.97	1.518			
pair 5	Positive Effect	5.89	1.680	36	3.720	0.001**
	Effect on Selection	4.62	1.605			

\*\*Significance at  $p < .05$

A paired-samples *t*-test was conducted between pairs of perception questions to evaluate if the mean scores of respondents differed. Results can be found in Table 13. Significant difference ( $p < .05$ ) was found in each of the five pairs. These results suggest that the responses from one perception question did not affect the responses to another perception question. These results are consistent with the findings of the combined population.

### **Supply Population**

Of the 450 emails sent to representatives within the Supply population, 40 (8.89%) respondents chose to take part in the study. Respondents reported operating in 23 states and were classified into 4 geographical locations. Respondents also reported the number of events held within their city each year. These responses were then grouped based on the judgment of the researcher. The majority of respondents (61%) conducted between 100 and 500 meetings on an annual basis and 73.2% had and CSR definition. These results can be found in Table 14.

Table 14  
*Demographic Information of the Supply Population*

	N	%		N	%
# of Meetings			Geographic Region		
<100	3	7.3	West	8	19.5
100-250	15	36.6	Southwest	8	19.5
251-500	10	24.4	Midwest	10	24.4
501-1000	7	17.1	East	15	35.6
>1000	6	14.6			
CSR Definition					
ACC	13	31.7			
ACT	12	29.3			
STAKE	5	12.2			
No	11	26.8			

Within the supply population, Kruskal-Wallis tests were conducted to evaluate the differences among different CSR definition themes (*Accountability, Activity, All Included, Stakeholder, No Definition*) on CSR perceptions. Results are displayed in Table 15. The test found no significant difference between the definitional themes when looking at perception questions. The proportion of variability was then calculated for each perception question accounted for by the definitional theme. *Attractiveness* accounted for 13% of variability, indicating a relationship between definitional theme and the attractiveness of a location based on CSR. . Even though statistical significance was not reached, practical evidence suggests that the CSR definition will have an effect on the CSR perception of attractiveness.

Table 15

*Mean Differences in CSR Perception among Different CSR Definition Themes*

Variable	Kruskal Wallis	Mean ACC	Mean ACT	Mean STAKE	Mean NO	Mean Total
Positive Effect	.964	5.70	5.40	5.50	5.30	5.49
Influence on Market/Planning	.770	5.40	4.90	5.50	4.90	5.11
DMO/Corp Planner Relationship	.608	6.60	6.50	6.50	5.90	6.34
Current Marketing Strategies	.861	5.10	5.10	5.50	5.00	5.09
Attractiveness	.363	5.70	5.30	5.25	4.50	5.14
Effect on Selection	.488	4.90	4.70	5.25	4.20	4.66

A second set of Kruskal-Wallis tests were conducted within the supply population to evaluate the differences among geographical locations on CSR perceptions. Results are displayed in Table 16. The test found no significant difference between the definitional themes when looking at perception questions. The proportion of variability was then calculated for each perception question accounted for by the definitional theme. *Influence on Marketing and Planning* accounted for 14% of variability, *Attractiveness* accounted for 18% of variability, and *Effect on Selection* accounted for 15% of variability. These results indicate that at each of these identified perception questions; there is a relationship with geographical location. Even though statistical significance was not reached, practical evidence suggests that the geographical region where the CVB representative is located will have an effect on several of their CSR perceptions.

Table 16

*Mean Differences in CSR Perception among Different Geographical Regions*

Variable	Kruskal Wallis	Mean West	Mean Southwest	Mean Midwest	Mean East	Mean Total
Positive Effect	.727	5.00	6.14	5.25	5.50	5.48
Influence on Market/Planning	.276	5.14	5.71	4.63	5.08	5.11
DMO/Corp Planner Relationship	.666	5.86	6.71	6.25	6.50	6.34
Current Marketing Strategies	.216	4.43	5.57	5.13	5.25	5.09
Attractiveness	.309	4.29	6.29	5.13	5.08	5.14
Effect on Selection	.523	4.00	5.29	4.50	4.83	4.66

Table 17

*Differences in Mean Perceptions between Those With or Without CSR Definitions (Supply)*

		Mean	SD	df	t-value	p-value
Positive Effect	No Definition	5.30	1.703	33	-0.552	0.756
	Definition	5.56	1.044			
Influence on Marketing/Planning	No Definition	4.90	1.729	33	-0.622	0.585
	Definition	5.20	1.080			
DMO/ Corp Planner relationship	No Definition	5.90	1.792	33	-1.484	0.538
	Definition	6.52	0.714			
Current Marketing Strategies	No Definition	5.00	1.700	33	-0.213	0.147
	Definition	5.12	1.424			
Attractiveness	No Definition	4.50	1.716	33	-1.838	0.832
	Definition	5.40	1.118			
Effect on Selection	No Definition	4.20	1.814	33	-1.404	0.075
	Definition	4.84	0.898			

An independent sample *t*-test was conducted to compare CSR perceptions depending on whether DMO had a CSR definition or not. Results are shown in Table 17. Marginal significance was found between those with a definition ( $M=4.84$ ,  $SD=.90$ ) and those without ( $M=4.20$ ,  $SD=1.81$ ) when looking at perceived effect on selection;  $t(33) = -1.404$ ,  $p=.075$ . These results suggest that lack of a CSR definition may give you a negative perception of the effect CSR on site selection. No other significance was found in the other CSR perception questions.

A paired-samples *t*-test was conducted between pairs of perception questions to evaluate if the mean scores of respondents differed. Results can be found in Table 18. Significant difference ( $p<.05$ ) was found in four of the five pairs. These results suggest that the responses from one perception question did not affect the responses to another perception question. However these results also suggest that there was no difference between how respondents perceived the positive effect of CSR on their organization and its effect on the perceived attractiveness of their destination. This may be due to the fact that their “organization” is also their “location.” Other than this pair the results are consistent with other paired-samples *t*-tests conducted in this study.



Table 18  
*Perception Responses in the Supply Population*

		Mean	SD	df	t-value	p-value
pair 1	Positive Effect	5.49	1.246	34	2.606	0.013**
	Influence on Marketing/Planning	5.11	1.278			
pair 2	DMO/ Corp Planner relationship	6.34	1.136	34	5.760	<0.001**
	Current Marketing Strategies	5.09	1.483			
pair 3	Attractiveness	5.14	1.353	34	3.368	0.002**
	Effect on Selection	4.66	1.235			
pair 4	Positive Effect	5.49	1.246	34	1.922	0.063
	Attractiveness	5.14	1.353			
pair 5	Positive Effect	5.49	1.246	34	4.084	<0.001**
	Effect on Selection	4.66	1.235			

\*\*Significance at  $p < .05$

## CHAPTER V

### **DISCUSSION AND CONCLUSIONS**

This chapter will discuss and draw conclusions from both qualitative and quantitative data analyzed in this study. The discussion will be organized by the initial research questions determined for this study. Following a detailed discussion, the researcher will then draw overall conclusions, present the limitations of the study, discuss practical implications, and suggest future research on the topic of CSR in events.

#### **Definition of CSR**

The results of this study indicate that within the event industry, there is not one set definition for the term CSR. These results were also true within the two smaller populations that were also identified. These findings are in agreement with the body of literature that claims there is not one true definition of CSR. Instead, these findings have concluded that CSR is a concept that is defined by its audience and actions. Within this study three major themes were discovered to impact the definition of CSR: Accountability, Activities, and Stakeholders. While these three themes are different, it is the relationship between them that holds the concept of CSR.

The relationship between those whose definition was classified within the Accountability and Stakeholder themes was very strong. The difference between these themes was the level of specificity each theme had in defining a different portion of CSR. Individuals within the stakeholder theme clearly defined who they felt their stakeholders

were. The bulk of their definition was focused on these entities. By nature of identifying a stakeholder, they also had to define their responsibility to them. In contrast, individuals within the accountability spent their time defining how they were accountable to some entity. Many of these definitions were more legalistic in their approach to defining CSR; it was seen more as a requirement than a choice to participate in. Individuals in this theme also spent less time identifying who it was they were accountable to. Instead they would use terms like “society” or “responsible performance.”

The final major theme identified within the CSR definitions was the Activity theme. Responses within theme seemed to imply that CSR meant to be accountable to stakeholders. One possible explanation for this could be that they assumed that CSR included both of these themes. With this assumption, they instead spent their time identifying what activities could be conducted that showed them being accountable to their stakeholders. Another possible reason may be that they did not have a clear idea of what CSR was, but they were aware of activities their organization took part in.

Two other themes that were highlighted in this study were the “All Areas Covered” and the “No Definition.” In the case of off “All Areas Covered,” these definitions were classified by the balance in their definition. This is not to say that the other definitions did not cover multiple or all of the areas identified by this study, but it does highlight that while other definitions may have covered multiple themes, they leaned more heavily to one over the others. Definitions in this theme did not favor one theme over another. Definitions in this theme also tended to be much longer than the respondents that were classified into other themes. This length may have afforded them the space to be more complete in their answer.

The theme of “No Definition” should be a point of interest for the event industry. It is important to note that the question asked respondents how their organization defined CSR and not them personally. It is my assumption that the individuals whose responses were classified in this category are not ignorant of the concept of CSR. Instead, their organization may not feel that this topic is relevant enough for them to have an organizational definition. Another possible reason for this lack of an organizational definition may be that a definition has been created, but it has never been applied to the area of event management. In either case, data revealed that those with a definition of CSR agreed that CSR could make a location more attractive more than those who did not define the term. This may mean that having a CSR definition, no matter the focus, can have a positive effect on CSR perceptions.

These findings, taken together with previous literature, do suggest that there should be a shift away from trying to define CSR as a term. It should be instead seen as a concept that must be clearly defined in the context of the individual or entity using it. Findings also suggest that if an organization does define CSR, it must be transferable in some way to all of its divisions.

### **Demand Population**

Results of this study suggest that based on the demographic aspects of this population, the opinions of these respondents are statistically the same. No statistical difference was found between factors of industry or definitional themes. Respondents agreed with the positive effect of CSR, its influence on planning events and a positive relationship with DMO representatives. Respondents only somewhat agreed with the

statements that current marketing strategies are effective, CSR had an effect on location attractiveness, and CSR had an effect on site selection.

Results of this study also suggest that within the demand population there is a positive perception of CSR. What instead was discovered was that there may be a less positive attitude towards the usefulness CSR in planning events. Significant differences in the paired t-test show that while respondents do feel that CSR has a positive effect on their organization, they do not feel as strongly about CSR's ability to influence how they plan meetings and events

The same relationship was also present with the other factors of location attractiveness and site selection. CSR is positive and benefits the organization as a whole, but it is not as impactful when it comes to the functions of the planner. This study also looked at the relationship between location attractiveness and site selection. Results show that respondents are more likely to agree with the effect of CSR on the location's attractiveness, than they are to agree with its effect on site selection.

These findings, taken together with previous literature, show that CSR is not an important enough factor at this time to affect higher level functions of the event planner. These results support the conclusions drawn from the literature that CSR is not a factor in the decision making process. It is however important to note that while respondents did not agree to the factors of attractiveness and site selection at the same level that they agreed to the positive effect of CSR on their organization, these mean scores of the attractiveness and site selection factors reflected that there still marginal agreement that CSR may play a small role. These findings are best summarized by this excerpt from a statement made by a respondent:

*So far it is probably the last reason to hold a meeting in a certain city. It will never be within the top 10 reasons to select a destination. It is more a bonus/plus when these initiatives are available.*

## **Supply Population**

Results from this portion study suggest that based on the demographic aspects of this population, the opinions of these respondents are also statistically the same. No statistical difference was found between factors of geographic location or definitional themes. Respondents agreed with the positive effect of CSR, its influence on planning events, a positive relationship with event planners. They also agreed that current marketing strategies are effective and CSR had an effect on location attractiveness. Respondents only somewhat agreed with the statement that CSR had an effect on site selection.

Results of this study do suggest that within the supply population there is also a positive perception of CSR. Their perception of its usefulness in planning events also matches that of the demand population or at least they are able to accurately identify the demand population's perceptions. Significant differences in the paired t-test show that while respondents do feel that CSR has a positive effect on their organization, they do not feel as strongly about CSR's ability to influence how they plan meetings and events

The same relationship was also present with the factor of site selection, but not with attractiveness. Statistically, respondents in the supply population agree with the positive effect of CSR on their organization as much as they believe CSR affects the attractiveness of their location. This relationship makes sense because of the fact that their organization is the city in which they operate. This study also looked at the

relationship between location attractiveness and site selection. Results show that respondents are more likely to agree with the effect of CSR on the location's attractiveness, than they are to agree with its effect on site selection.

These findings, taken together with previous literature, show that CSR is not an important enough factor for it to be marketed as a selling point to event planners. CSR events and activities are still present within cities, but as previously stated, they are considered a bonus. As identified in the demand population, all of the mean scores of these perception questions showed that the supply population had some level of agreement that CSR did affect the event planning process. One could draw the conclusion that both populations feel that if all other this were held constant, CSR may be an important factor.

### **Relationship of the Two Populations**

Another key component of this study was to understand the relationship between the supply and demand populations as it pertained to CSR. When directly asked about the relationship between the two populations, the supply population responded significantly higher than the demand population. One possible reason for this may be that the demand population is not receiving the information that they desire. When asked what type of CSR information they would like to receive, 58% of demand population who wanted information wanted it to show how the CSR fit within the functions of their job. When the supply population was asked to provide an example of a CSR activity, only 7% provided an answer that matched what the demand population was looking for.

In contrast, the bulk of responses given from the supply population (76%) were activities that were on the local or national level. Of the demand population responses, only 22% desired this sort of information. These results highlight a disconnect between what the event industry desires of the supply population and what they are receiving. While the demand population may not be receiving exactly the information they would like, this study found that it is important for the supply population to send some sort of CSR information. Results indicated that event planners who received any type of CSR information viewed the relationship with the supply population more positively than those who received no information.

## **Conclusion**

This study concludes that CSR is in the event industry, but only to the extent that it can be operationalized or injected as an additional perk. This study was also able to answer research questions first posed in this study. The first research question asked, “Does the event industry have a unified definition of CSR?” Simply put, the answer is no. There are many variations in definition that all surround three definitional themes; activities, accountability, and stakeholders. The sub question of, “Does the CSR definition effect the individuals CSR perception?” was also answered in this study. Results showed that there was a marginal difference in perceived attractiveness of a location based on the CSR definition. The study also found that lack of a CSR definition may negatively affect the demand population’s perception of their relationship with the supply population.



Research Questions 2 and 3 looked to determine the CSR perceptions of both populations. This study found that the perceptions of CSR are positive within both populations. Data also showed that for the demand population, CSR became a less important factor when it came to location attractiveness (R3a) and site selection (R3b). The supply population only differed on this finding of attractiveness (R2a) due to the proximity of their job and the location. Otherwise, the supply population also felt that it was a less important factor when it came to site selection (R2b).

The final two research question both dealt with the relationship between the supply and demand populations. The fourth research question asked, “How do DMO representatives and event planners perceive their relationship with each other?” The answer is that they both view the relationship as positive but the supply population views at a higher positive level. The final research question asked, “Do DMO representatives provide the CSR information that the event planners desire?” The answer this question is less clear than the others. This current study concludes that the supply population does not. Although an argument can be made that the researcher’s question to the supply population did not adequately allow them to answer what type of information they provide. This is an issue that should be taken up in future research. What can be concluded from this study is that event planners that received CSR information from a DMO representative significantly viewed the relationship as more positive.

### **Limitations**

There were several limitations to this study that are worth discussing. The first is the relatively small sample size. While this did allow for rich qualitative data, it would

not allow for certain statistical analysis. The small sample size and low response rate may also affect this study's ability to be generalized.

A second limitation of this study may be the populations where the respondents were drawn from. The demand population was drawn from the Fortune 500 because of the ease at which it was accessed. Companies classified as a Fortune 500 company may not be representative of all organizations that hold events within a city. The population may also hinder an accurate analysis of the relationship between the two populations. Because of their size, these companies may not directly work with DMO representatives. Two respondents alluded to this by saying that they do not tend to work with DMO's

The supply population was drawn at random from websites that appeared in the search results of DMOs in that state. Because the disbursement was not based on locations that are known for events, results may be slanted by respondents that do not deal with CSR issues on a regular basis. This population was also limited by the way respondents would receive correspondence. Because the informed consent needed to be included in initial email sent requesting participation, DMOs that did not provide an email for communication could not be included in this study.

Another limitation of this study was the sampling method. In order to gain the largest number of responses, this study used convenience sampling. Once a sample was identified, all members of this population were contacted for their participation in the study. This method of sampling also did not allow the researcher to control for response bias. Because responses were garnered from all in a population that would answer, participants may have only responded due to their positive or negative perception of CSR. This also hurts the generalizability of the study.

## **Future Research**

Future research in this area is plentiful. As highlighted in the conclusion, the relationship between what the event planner wants to receive and what the DMO is actually providing deserves further study. The removal of other factors that may cause CSR to become unimportant (i.e. finances, proximity, reputation of location) would also lead to interesting findings about the importance of CSR.

Future research should also strive to recruit a larger more heterogeneous population through a random sampling method that will provide more generalizable data. The research should also look to study other populations within the event industry such as Destination Marketing Organizations, festival planners, and event management locations.

Finally, future research should continue to find ways to bring the importance of CSR activities within the event industry to the forefront of the conversation. Both trade journals and professional organizations have taken on these issues and it is time for the academy to work and in hand with them to find practical solutions to marrying socially responsible behavior and events.

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## APPENDICES

Appendix A  
Informed Consent Notice

## Informed Consent Notice

Project Title: **Social Responsibility in Events: Perceptions of DMO and Industry Professionals.**

### Investigators:

Gilpatrick Hornsby, B.S., Oklahoma State University

Sheila Scott-Halsell, Ph.D., Oklahoma State University

### Purpose:

The purpose of this study will be to learn different techniques and strategies used to lessen some of the negative effect event planning may have on a location. You are being asked to participate because you represent a population of either the supply or production side of events. Your experience and expertise will help us to better understand how to produce socially responsible events

### Risks of Participation:

There are no known risks associated with this project which are greater than those ordinarily encountered in daily life.

### Benefits:

Direct benefit to the participants will be a better understanding of how CSR is effect the events industry

### Confidentiality:

To protect your confidentiality to others who are not involved in the study, the only individuals who will have access to the data and emails will be the PI and his advisor. Even so, all identifiers will still be removed before any data is printed and stored.

The records of this study will be kept private. Any written results will discuss group findings and will not include information that will identify you. Research records will be stored securely and only researchers and individuals responsible for research oversight will have access to the records.

### Contacts:

If you have any questions about the study or its progress, you can either contact me by email or by phone at (512) 638- 3617. You can also contact Dr. Shelia Scott-Halsell at [Sheila.scott-halsell@okstate.edu](mailto:Sheila.scott-halsell@okstate.edu) or by phone at 405-744-8481. If you have questions

about your rights as a research volunteer, you may contact Dr. Shelia Kennison, IRB Chair, 219 Cordell North, Stillwater, OK 74078, 405-744-3377 or [irb@okstate.edu](mailto:irb@okstate.edu).

**Participant Rights:**

Please know that your participation is voluntary and that you can discontinue the study at any time without reprisal or penalty. Your completion of the research questionnaires indicates your willingness to participate. It is recommended that you print a copy of this consent page for your records.

Appendix B

Survey for the Supply Population



### Supply Questionnaire

1. How many corporate or association meetings are held in your city each year?
2. In which city and state does your organization operate?
3. How does your organization define Corporate Social Responsibility?
4. How many CSR activities within your city could be applied to meetings or events?
5. Can you give an example of a CSR activity?
6. Please answer the following questions based on your level of agreement.

CSR has a positive effect on my organization.

My organization's CSR initiatives influence how I plan meetings and conventions.

7. Please answer the following questions based on your level of agreement.

I would classify my relationship with DMO representatives as positive.

My current marketing strategies include CSR activities.

If my city's marketing strategy was directed at an organization's CSR initiatives, it would be attractive to them

If my city's marketing strategy was directed at an organization's CSR initiatives will affect their decision to select our city

8. By what method have you been marketed CSR information from a DMO (please select all that apply)
9. What method of marketing to your CSR initiatives would be effective (please select all that apply)
10. Do you have any further comments you would like to provide on the topic of CSR in the events industry

## Appendix C

### Emails Sent to the Supply Population

### ***Initial Email***

Dear Convention and Visitor's Representatives of [State XXX],

Hello, my name is Gilpatrick Hornsby and I am a graduate student at Oklahoma State University in the area of Hospitality Administration. I am conducting my thesis on how CSR is affecting the events industry. As a representative for your respective city, I would like to know if you would be willing to complete an online survey for my study. The survey consists of ten questions and should take less than ten minutes.

The link for the survey is: <http://www.surveymonkey.com/s/96L6JVY>.

A similar version of this survey has also been distributed to 150+ corporate and association meeting planners. It is the goal of this study to identify if there is a difference of opinions of CSR in the industry.

Attached to this message is a copy of the informed consent in the event that you chose to participate in the survey.

Thank you and I look forward to hearing from you.

### ***Reminder Email***

Hello DMO Representatives of the Southeast Region,

My name is Gilpatrick Hornsby and I am a graduate student at Oklahoma State University as well as a student member of Meeting Professionals International. Last week I sent an email to each state individually requesting your participation in a study looking at social responsibility in events. For those of you who have already taken the survey, I am very thankful. For those of you who have not yet taken the survey, I will still be collecting responses until July 15th and I would really like to know your opinions.

This survey was sent out to each of the 50 states and over 300 representatives of city DMOs. I would really like to receive more responses from the Southeast Region in order to show if there is a difference based on geographic location.

Again the link to the survey is: <http://www.surveymonkey.com/s/96L6JVY>.

I hope you decide to participate if you have not already done so.

## Appendix D

### Response Rate of the Supply Population

Pop rank	State	Region	Emails Sent	Responses	Response rate
23	Alabama	East	10	1	10.00%
47	Alaska	Non-continental	7	0	-
16	Arizona	Southwest	11	0	-
32	Arkansas	East	7	0	-
1	California	West	23	0	-
22	Colorado	West	11	4	36.36%
29	Connecticut	East	4	0	-
45	Delaware	East	3	0	-
4	Florida	East	15	2	13.33%
9	Georgia	East	14	0	-
40	Hawaii	Non-continental	5	0	-
39	Idaho	West	4	0	-
5	Illinois	Midwest	17	2	11.76%
15	Indiana	Midwest	14	2	14.29%
30	Iowa	Midwest	7	0	-
33	Kansas	Midwest	7	0	-
26	Kentucky	East	5	1	20.00%
25	Louisiana	East	11	0	-
41	Maine	East	2	0	-
19	Maryland	East	13	2	15.38%
14	Massachusetts	East	4	0	-
8	Michigan	Midwest	11	0	-
21	Minnesota	Midwest	15	1	6.67%
31	Mississippi	East	7	0	-
18	Missouri	Midwest	11	1	9.09%

Pop rank	State	Region	Emails Sent	Responses	Response rate
44	Montana	West	6	1	16.67%
38	Nebraska	Midwest	7	1	14.29%
35	Nevada	West	7	1	14.29%
42	New Hampshire	East	2	0	-
11	New Jersey	East	5	0	-
36	New Mexico	Southwest	4	0	-
3	New York	East	10	0	-
10	North Carolina	East	13	1	7.69%
48	North Dakota	Midwest	6	1	16.67%
7	Ohio	Midwest	18	0	-
28	Oklahoma	Southwest	7	2	28.57%
27	Oregon	West	7	0	-
6	Pennsylvania	East	11	0	-
43	Rhode Island	East	4	0	-
24	South Carolina	East	11	2	18.18%
46	South Dakota	Midwest	5	0	-
17	Tennessee	East	12	1	8.33%
2	Texas	Southwest	21	5	23.81%
34	Utah	West	7	1	14.29%
49	Vermont	East	2	0	-
12	Virginia	East	12	4	33.33%
13	Washington	West	9	2	22.22%
37	West Virginia	East	7	1	14.29%
20	Wisconsin	Midwest	12	1	8.33%
50	Wyoming	West	7	0	-
			450	40	8.89%

Appendix E

Qualitative Responses of the Supply Population by Theme

## Can you give an Example of a CSR activity?

No Activities
No
Hotels largely do this.
CSR in Abstract
We promote "adult freedom". With this freedom comes a responsibility for respecting the rights of others and behaving in a civil manner.
The CVB's key contribution in providing policy leadership for key developments and initiatives.
Protection and promotion of international human rights, labor and environmental standards and compliance.
CSR Operationalized
I am not entirely sure what a CSR activity is. If by activity you mean community involvement, we are by our nature required to be participants in community enrichment and tourism programs. We invest our manpower and resources in bringing outsiders to Baltimore to spend their money, and experience local culture. Our performance metrics are based on the volume of visitors that we can persuade to visit the city, and as such, we are inextricably linked to the visitors that we sell the city to. It is in our best interests to persuade the rest of the world that Baltimore is a good, honest, comfortable, productive, and friendly place to be. If we fail to do that, fewer visitors come, less money is spent in hotels, restaurants and bars, and less tax revenue is collected to continue our funding. The transparent nature of our relationship with the state requires that we think about the impacts of our actions on a scale greater than just ourselves.
Our community passed a living wage ordinance requiring employees of the City and the County, as well as any contractors that do business with the city or county to pay a minimum of 7.5% ABOVE the poverty level. This means all employees at the Convention Center are paid a living wage and are not paid at minimum wage.
Local Programs
Green Team Program sponsored by Exxon Mobil. This is a partnership with the City of Beaumont whereby students are employed by the City of Beaumont but salaries underwritten by Exxon Mobil. The students have the opportunity to work alongside government employees and thus learn about jobs in city government. For many, this is their first work experience. Students are qualified and selected through a complete process in conjunction with the school counselors. The Beaumont CVB has developed a Give Back Program that is available to our meetings and convention clients should they express an interest.
Recycling at the majority of our venues Example - Sport parks, Outdoor event area named Progress City
Our convention center has an aggressive waste and energy management program. We also offer all interested meetings/conventions opportunities to volunteer in our communities.
Planting trees towards our County goal of 1 million trees for 1 million residents at MPI World Education Congress.
State Farm Insurance provides many community activities such as child seat safety.
Keep Colorado Springs Beautiful - a group can come in and choose a location to clean up, i.e., a park in a poorer neighborhood, all the highway, etc. Habitat for Humanity - a group can come in and spend a day helping this organization in building a house - could be painting, cleaning etc.
Area hiking trails can be adopted for the day for groups to make sure trash is picked up and the trails are in good condition. Organizations such as Camp Shy can benefit from painting and repairs completed by meeting attendees who wish to participate.



We had several groups that picked a local non for profit organization to support; they did this in different ways: Donating all the money that was raised through a silent auction to the local organization. Another event sold chances to win a horse with all proceeds going to the organization. Another event donated actual items the group needed. Another event donated leftover food to the homeless shelter. e-mailed the schedule/program instead of printing
Building artificial oyster reefs that help regenerate oyster beds
As acts that groups participate to better our community, like The Methodists collected canned goods for our area food banks, as well fixing up elderly housing.
Group spending half a day at the regional food bank helping pack food for delivery.
Assisting with food distribution or inventory at food bank
<b>National/Statewide Programs</b>
We have a robust Volunteerism partnership with Seattle Works, a nonprofit agency dedicated to supporting volunteer projects for visiting groups. The activities can be custom tailored to support different group goals. Examples: Lions Clubs International recently potted and planted over 3,000 trees in Discovery Park An Educational Group recently painted a school A group supporting women's safety recently cleaned and painted a women's shelter Seattle hosts an average of 40 citywide conventions each year. When a group expresses an interest in participating in a community enrichment project, the Bureau's Convention Services Department provides an introduction to Seattle Works, which then develops a custom tailored event according to the group's specifications.
Trail restoration with Roaring Fork Outdoor Volunteers.
Climate Wise...this is something that the EVENT doesn't do, but hotels, restaurants and other service providers can. Everything from recycling programs/reuse programs to energy and water conservation. Most of our hotels and many restaurants and outdoor outfitters participate. <a href="http://www.fcgov.com/climatewise/">http://www.fcgov.com/climatewise/</a> More info available here.
Global Soap Project-Recycling hotel soap to save lives
<b>Susan B. Komen Run</b>
The City and several other local organizations, through a partnership called the Graffiti Wipeout Program, are doing a number of things to decrease this vandalism, such as painting over and removing graffiti on public property in parks and other areas in designated corridors. Through the "Grow over Graffiti" program, property owners are also encouraged to plant trees or ivy to cover walls and fences with graffiti. City employees organize neighborhood paint out or learn how to create a community mural and donate paint brushes, rollers or other materials that can remove graffiti.
We have many different charitable organizations that provide opportunities for groups, if this is what you mean, including the local habitat for humanity, local shelters, animal rescue groups, etc...
Beach Cleanups, Waterway cleanups, organized groups of volunteers at Feeding South Florida sorting donations, Habitat for Humanity build, Nove Southeastern Turtle Conservation program among many others.
We are currently working with Volunteer Alexandria to determine appropriate activities for meetings and groups
Virginia Certified Green Meetings

Appendix F

Survey for the Demand Population

## Demand Survey

1. How often does your organization meet or hold conventions outside of your corporate city each year?
2. What industry does your organization belong to?
3. How does your organization define Corporate Social Responsibility?
4. How many CSR initiatives associated with meetings or events does your organization participate in?
5. What kind of CSR information would you like to receive from DMOs?
6. Please answer the following questions based on your level of agreement.

CSR has a positive effect on my organization.

My organization's CSR initiatives influence how I plan meetings and conventions.

7. Please answer the following questions based on your level of agreement.

I would classify my relationship with DMO representatives as positive.

Current DMO marketing strategies are effective.

A DMO marketing strategy directed at my organization's CSR initiatives would be attractive.

A DMO marketing strategy directed at my organization's CSR initiatives will affect my decision to select that destination.

8. By what method have you been marketed CSR information from a DMO (please select all that apply)?
9. What method of marketing to your CSR initiatives would be effective (please select all that apply)?
10. Do you have any further comments you would like to provide on the topic of CSR in the events industry?

## Appendix G

### Emails Sent to the Demand Population

### ***Initial Email***

Dear [Planner's Name],

Hello, my name is Gilpatrick Hornsby and I am a graduate student at Oklahoma State University in the area of Hospitality Administration. I am conducting my thesis on how CSR is affecting the events industry. As an Event professional for your organization, I would like to know if you would be willing to take an online survey for me. It consists of ten questions and should take less than ten minutes.

The link for the survey is: <http://www.surveymonkey.com/s/WWNT8N8>.

The results from this survey will be used to develop another survey that will be distributed to Destination Marketing Organizations and Convention Visitors Bureaus around the United States.

Attached to this message is a copy of the informed consent in the event that you chose to participate in the survey.

Thank you and I look forward to hearing from you.

### ***Reminder Email***

Hello [Planner's Name],

I hope that all is well with you. I wanted to check in with you again to see if you were interested in participating in this study. As stated before, your participation is completely voluntary. If you are interested in participating, the link to the survey is:

<http://www.surveymonkey.com/s/WWNT8N8>

We would like to receive responses back within the next week so if you are willing, please take the time to complete it. If you are not willing to complete the survey, thank you and I appreciate you taking the time to read this email. If you have already completed the survey, I would like to thank you for your participation.

If you have any questions you can contact me by email or by phone at (512) 638- 3617. You can also contact Dr. Shelia Scott-Halsell at [Sheila.scott-halsell@okstate.edu](mailto:Sheila.scott-halsell@okstate.edu) or by phone at 405-744-8481. If you have questions about your rights as a research volunteer, you may contact Dr. Shelia Kennison, IRB Chair, 219 Cordell North, Stillwater, OK 74078, 405-744-3377 or [irb@okstate.edu](mailto:irb@okstate.edu).

## Appendix H

### Response Rate of the Demand Population

Fortune 500 Rank	Company	# of individuals contacted	Fortune 500 Rank	Company	# of individuals contacted
2	Exxon Mobil	10	70	Coca-Cola	1
3	Chevron	4	71	New York Life Insurance	1
4	ConocoPhillips	5	73	FedEx	4
5	Fannie Mae	5	74	Hess	1
11	Hewlett-Packard	1	75	Ingram Micro	7
12	AT&T	3	77	Aetna	1
13	J.P. Morgan Chase & Co.	2	79	Humana	9
14	Citigroup	1	85	Sprint Nextel	11
15	McKesson	13	86	General Dynamics	1
16	Verizon Communications	2	87	TIAA-CREF	5
17	AIG	1	88	Delta Air Lines	1
19	Cardinal Health	5	89	Allstate	1
20	Freddie Mac	2	91	American Express	5
21	CVS Caremark	1	93	Tyson Foods	1
23	Wells Fargo	18	94	Philip Morris International	1
25	Kroger	2	96	Oracle	7
26	Procter & Gamble	13	97	3M	1
30	Home Depot	1	98	Deere	1
31	Pfizer	11	103	CHS	3
32	Walgreen	2	104	Raytheon	11
33	Target	1	105	International Paper	1
35	Apple	3	106	Travelers Cos.	1
36	Boeing	21	108	Staples	2
37	State Farm Insurance Cos.	17	110	DirecTV	1
40	Johnson & Johnson	10	116	Motorola Solutions	1
41	Dell	2	119	TJX	2
42	WellPoint	6	122	Cigna	1
43	PepsiCo	2	123	Alcoa	1
46	MetLife	4	124	Fluor	1
48	United Parcel Service	3	127	Nationwide	1
50	Lowe's	1	134	Capital One	7
52	Lockheed Martin	7	135	Nike	6
56	Intel	4	142	Kohl's	2
58	Caterpillar	3	152	EMC	1
62	Cisco Systems	1	158	Medtronic	12
63	Morgan Stanley	1	159	L-3 Communications	3
64	Prudential Financial	1	163	Amgen	1
65	Walt Disney	1	167	Gap	4
67	Sysco	1	173	Duke Energy	3
69	Abbott Laboratories	1	175	Texas Instruments	1

Fortune 500 Rank	Company	# of individuals contacted	Fortune 500 Rank	Company	# of individuals contacted
178	Eaton	1	318	Thrivent Financial	6
179	Health Net	3	320	Quest Diagnostics	1
188	Dollar General	2	321	Cablevision Systems	4
191	Sara Lee	2	323	Stryker	1
193	DISH Network	1	328	W.W. Grainger	1
194	Aramark	6	347	Coca-Cola Enterprises	2
199	Kellogg	5	348	Eastman Chemical	2
205	Southwest Airlines	1	354	Weyerhaeuser	1
208	US Airways Group	2	365	Yahoo	1
213	Entergy	3	372	McGraw-Hill	1
214	Yum Brands	3	373	MeadWestvaco	1
218	Land O'Lakes	3	378	Ecolab	1
222	Qualcomm	1	382	Symantec	15
225	Marsh & McLennan	1	388	Celanese	1
226	Avon Products	1	392	Mattel	2
227	Thermo Fisher Scientific	1	398	Fidelity National Financial	10
230	CSX	1	402	Hershey	2
232	H.J. Heinz	2	404	Dr Pepper Snapple Group	3
233	Textron	3	405	Pacific Life	2
234	Monsanto	9	410	MasterCard	2
238	Paccar	3	411	Clorox	1
240	Progress Energy	1	420	WellCare Health Plans	1
243	Genworth Financial	1	421	Pitney Bowes	3
244	SunTrust Banks	3	422	CH2M Hill	4
246	Ameriprise Financial	5	427	Mohawk Industries	1
258	Limited Brands	3	429	Harris	1
266	Tenet Healthcare	1	431	Western Union	2
268	Principal Financial	1	446	Foot Locker	2
274	Sempra Energy	1	454	Con-way	1
275	Automatic Data Processing	1	455	Kelly Services	2
281	Synnex	1	457	Allergan	2
282	BlackRock	3	458	Harley-Davidson	1
285	Assurant	1	461	Erie Insurance Group	1
286	Aon	2	466	Rockwell Automation	2
293	Regions Financial	2	467	United Stationers	1
297	Visa	4	487	Genzyme	10
299	Gilead Sciences	4	491	Charles Schwab	2
305	Boston Scientific	9	494	Host Hotels & Resorts	1
317	Henry Schein	1	496	Levi Strauss	1
	<b>Total Companies</b>	<b>156</b>		<b>Total Individuals Contacted</b>	<b>513</b>
				<b>Total Responses</b>	<b>44</b>
				<b>Response Rate</b>	<b>8.58%</b>



## Appendix I

### Qualitative Responses of the Demand Population

## What kind of CSR information would you like to receive from DMOs

No Need
tbd
na
NA
N/A
No answer
None
xxx
none
not applicable, don't see this as an area of key interest. We select a destination based upon business needs, etc
Not our area
We currently do not work often with a DMO
We don't tend to work with DMO's
CSR is determined internally within our company when applicable to the event objectives.
Our CSR initiatives are managed internally by our Corporate Affairs department and mandated through that department, so DMO information might already be used.
Not sure Transition
Not sure
not sure
Not sure
Not sure
differs
CSR Operationalized
Report history in promoting CSR initiatives, participation in community-led initiatives, i.e. board or committee member
Environmental Policies, Waste Management, Water Conservation and Facilities Management.
Information for projects that can be completed in less than 4 hrs.
Sustainability program in place with each vendor/facility; Safety stats for each vendor/facility
Reports/information on needs in destinations for CSR and information on programs that DMO's are recommending to meet the needs.
Venue information and contacts
Clarification and Relevance
What types of efforts other organizations have done and opportunities available -- including some unique ones. Also the resources and time needed.
more information about green properties and venues
Particularly those things that will benefit our area cities and businesses
Realist Transition

I would like to know the initiatives that are in place for the destination, but ultimately the space, rates and dates are still driving the decision.
Desire for activities
what's available, what's new, proactive initiatives
How a location speaks to my CSR initiatives
What the city is doing overall to feed the hungry within that city.
community projects available in their location
CSR group activities green initiatives @ venues offsetting carbon footprint options alternate power sources
Community vbased outreach (i.e. for healthcare or insurance -- Alzheimer's outreach, children's hospitals, etc...)
Desire to impact the community
We believe we have a responsibility to conduct our business and ourselves in a socially and environmentally responsible manner. We are continuously seeking and applying new ways to run-ecofriendly events and create sustainable future. With that -- any creative green initiatives, charitable giving back to community tie ins, ways to reduce our event's carbon footprint etc.
Organizations in their community that will accept "in kind" donations - leftover food, conference materials, etc. Organizations that can provide conference items (tote bags, room gifts, etc.) that have social consciousness at the core of their production.

Appendix J

Qualitative Response of Final Question

Not important
Candidly, we just conducted an extensive survey of meeting planners in Colorado. The issue of social responsibility didn't hit the radar at all as a consideration for the client. It may be on some RFPs of customers, but not that we've seen. On the other hand, most LOCAL events (festivals, etc.) have environmental programs in place for trash recycling (Zero Hero is a local company that recycles at events), bike to the event programs, etc. Finally, you mention CSR as if it's a commonly used term. In our industry, it's not. There are other more common terms, since most of our clients are associations vs. corporations, it doesn't seem to fit well.
Meeting planners do look at CSR efforts but they are not a major top ten reason for choice
So far it is probably the last reason to hold a meeting in a certain city. It will never be within the top 10 reasons to select a destination. It is more a bonus/plus when these initiatives are available. I do expect these to be presented to the client at the right time. We have looked at doing business with 'green'/CSR hotels but the hotel industry failed to provide us with information and we could not make a case to prioritize 'green'/CSR hotels. We came to the conclusion CSR is not an important factor in the meeting industry.
Important but not plausible
It is rising in popularity, but some of our challenge being a resort destination is that the average length of stay for groups has dropped 1/2 night due to the AIG effect. So with less time to spend on their agendas, something has to give and it's recreation and CSR.
It is important to have these type of activities available for assn and corporate groups and also important for businesses (hotels, restaurants, etc) to practice and promote green practices. I do not feel that this will be a decision maker or breaker, but it is an important element.
When CSR first appeared on the scene I thought it would play a significant role in planning meetings, but I believe fiscal pressures have overshadowed CSR at this time.
Important and Plausible
We are currently in the process of putting together a list of CSR activities for planners which will be marketed on our Meeting Planner page of our website. We will also discuss with the planners and add a paragraph in written communications to make them aware of the opportunities within our city.
We are currently developing a list of CSR projects to share with meeting planners who are interested in cooperating into their events.
Need to make CSR appropriate for each community (i.e. Healthcare, manufacturing or insurance or finance) this cannot just be an MPI issue. Most effective when it is local to your "area."

Desired
Beaumont is willing and ready to host meetings that can incorporate CRS activities into their conferences and conventions.
Our company has taken CSR to the highest level and is partnering with KaBOOM! Student Conservation Association (SCA) American Red Cross United Way For more information visit <a href="http://www.drpeppersnapple.com">www.drpeppersnapple.com</a>
Should be a consideration for all meetings and all companies.
value to the community

## VITA

Gilpatrick Hornsby

Candidate for the Degree of

Master of Science

Thesis: SOCIAL RESPONSIBILITY IN EVENTS

Major Field: Hospitality Administration

Biographical:

Personal Data: Born in Colorado Spring, Colorado, April 30, 1987; son of Patrick and Tammy Hornsby.

Education: Completed the requirements for the Master of Science in Hospitality Administration at Oklahoma State University, Stillwater, Oklahoma in May 2012. Completed the requirements for the Bachelor of Science in Hospitality Management at the University of North Texas, Denton, Texas in 2009.

Experience: Creativity, Innovation, and Entrepreneurship Scholar, August 2010-May 2011; OSU Dining Services, January 2010-August 2012; McNair Post-Baccalaureate Scholar; Circle R Ranch Event Manager February 2008-December 2009

Professional Memberships: Member of Meeting Professionals International, member of National Society of Minorities in Hospitality, member of Eta Sigma Delta honor society, member of Alpha Phi Alpha fraternity, president of Hotel and Restaurant Administration Graduate Student Association, president of College of Human Sciences Graduate Students

Name: Gilpatrick Hornsby

Date of Degree: May 2012

Institution: Oklahoma State University

Location: Stillwater, Oklahoma

Title of Study: SOCIAL RESPONSIBILITY IN EVENTS

Pages in Study: 102

Candidate for the Degree of Master of Science/Arts

Major Field: Hospitality Administration

Scope and Method of Study: In recent history, Corporate Social Responsibility (CSR) has come to the forefront of many conversations and surveys in the event industry, yet no study has been completed to determine the feasibility CSR as an event industry initiative. For event planners, several studies report that CSR is a top priority, but site selection literature has not reported CSR as a factor in selecting a destination. The lack of CSR in the site selection process is also seen in the current marketing strategies of the supplier population. This researcher examines the CSR perceptions of 44 corporate event planners and 41 destination management organization representatives to examine if CSR is currently a major decision making factor in the event industry. Data were collected via qualitative and quantitative methods.

Findings and Conclusions: Through mixed method data analysis, this study found that there is not a single definition of CSR for the event industry, but there is practical evidence that an organization having a CSR definition affects the respondents CSR perception. The study also found that while the perception of CSR was positive for both populations, neither population felt that it had a great effect on the higher functions of the event planning process. Finally, the study found that the respondent's perception of the supply/demand relationship is possibly affected by CSR. The limitations of this study and future research are also discussed.

ADVISER'S APPROVAL: Dr. Sheila Scott-Halsell

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