SCIENTIFIC REVIEW

DEFINING THE COMPANY'S CSR STRATEGY BASED ON PUBLIC OPINION REGARDING PHILANTHROPY

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ABSTRACT

Many companies tend to assume the public's view of their business by projecting their own, particularly positive, opinion onto the public's opinion. That is especially alarming considering how many results of previous public opinion surveys indicate that companies with a tendency to have a rising opinion of their actions on one side have a declining public opinion on the other. Because of this, serious companies invest in developing and using customized public relations strategies that fit their situation and needs best. These needs are met from the inside, via the specialized public relations departments, or from the outside, by doing business with professional agencies offering consulting services to various customers. No matter the choice between these two approaches, the primary method is always based on measuring current public opinion, creating specific actions and messages to particular audiences, and analyzing the results that would bring new information to improve future outcomes. In addition to following selected models and strategies, following the latest and most popular trends dictated by public opinion is also necessary. High-functioning corporate social responsibility is the most sought-after attribute modern societies expect from companies in a competitive marketplace. Out of the four pillars defining contemporary corporate social responsibility, through economic, legal, ethical, and philanthropic responsibilities, philanthropic awareness and actions are most precious for a company seeking to build a reputation founded on generosity and social consciousness.

***Keywords**: corporate social responsibility, philanthropy, public relations, public opinion*

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INTRODUCTION

Corporate social responsibility (or CSR) is generally positioned as a subgroup of public relations (or PR), which is already a subgroup of promotion, with promotion being a subgroup of the most developed economic subgroup - marketing. CSR primarily refers to business practices that address economic, legal, ethical, and philanthropic responsibilities, forming an approach defined as the *Carroll's pyramid* of CSR. This approach is often suitable since companies are increasingly expected to fulfill various social expectations [1].

The fundamental four-element division, or the order of importance of individual factors of responsibility within the pyramidal strategy, was made under the assumption that the pyramidal structure [2]:

- Exists based on the order of importance of the factors - with economic responsibility as the most critical and philanthropic responsibility as the least important for the functioning of a company;
- Characterizes the public pressure imposed on companies in descending order - from those that are mandatory (economic and legal responsibility) to those that are desirable or voluntary (ethical and philanthropic responsibility);
- Depicts the internal pressure of stakeholders who define the relative value of each responsibility factor - following their personal interests, habits, beliefs, and prejudices;
- Emphasizes the history of the evolution of business, and therefore, the order of importance given to each of the four responsibility factors - which is one of the main reasons for the almost universal arrangement of dimensions of social responsibility when creating a pyramid model for professional application by a company.

In public, awareness of and preferences among the four corporate social responsibility factors depend on economic development and cultural differences. Understanding CSR is positively correlated with the economic development of a society. At the same time, different nations and cultures are more attached to varying corporate social responsibility factors. For example, legal and ethical responsibility is the most important to the French and German public, economic responsibility is the most important to the American public, and the third-world public generally sees philanthropic responsibility as most important [3].

From a corporate standpoint, philanthropic actions are generally seen as [4]:

- Business contributions that are not mandatory but are expected from society - through the provision of assistance at the individual or group level, using financial and non-financial aid;
- Monetary donations, as well as donating products and services - through charitable payments for support or assistance on an individual or group level, as well as donations in goods and expert services;
- Volunteer work by employees and management - through voluntary application and actions of employees to fulfill a philanthropic goal from which the participants (volunteers) do not benefit financially and for which they use their free time or that provided by the company that employs them;
- Development of the local community or a group of stakeholders - through general charitable activities in the local community to improve the quality of life and environment, and therefore, the quality of doing business for all companies.

Of course, every company strives to rationalize both internal and external motivation with the need and way of integration, and the most often mentioned reasons for practicing CSR by companies are [5]:

- Reduction of costs and risks - basing the production or service process on the principles of sustainable development, as well as by introducing standards aimed at prevention or effective response to emergencies;
- Gaining a competitive advantage - market differentiation through the implementation of responsible activities approved by the public, primarily existing and potential consumers;
- Developing reputation and legitimacy - consistent openness to cooperation with all stakeholders, especially those not directly related to business (media and non-governmental organizations);
- synergistic creation of value in search of results of mutual satisfaction - availability for negotiations and making compromises to create better conditions for life and business, especially on the local level.

Philanthropic responsibility is at the top of the pyramid model of CSR and the bottom of the ranking of the four types of responsibility by most societies and companies. This dimension of responsibility represents a series of activities related to voluntary action by the business organization, directed almost exclusively to the external public. Like other parts of the pyramidal approach to responsible business, it has points in common with the previous dimension, i.e., ethical responsibility, but not with economic and legal responsibility. In short, the philanthropic approach to companies emphasizes those who participate in charitable activities, even though they may perceive it as a net loss [6].

Like the previous dimensions of CSR, according to the pyramid model, the level of recognized importance, development, and application of philanthropic responsibility can vary depending on the development of the countries or regions under observation. For example, philanthropic responsibility in many middle-developed and developing countries comes second instead of fourth in importance, right after economic responsibility instead of ethical responsibility. Also, the level of philanthropy expected by stakeholders is often higher in lesser and medium-developed countries compared to highly-developed ones. The primary reason is that the demand and emphasis on socio-economic needs are higher [7].

Public relations represent an element of the promotion subgroup within the division of the leading marketing elements, i.e. the 4P marketing mix. PR is focused on communication with the internal and external public to improve the image and reputation of companies. PR's primary function is to legitimize, institutionalize, and professionalize the approach, whose role is to promote the legitimization of various companies in the eyes of the public [8]. PR and CSR theoretically belong to the same group of promotional elements, which serve companies' internal and external operations for their justifiably improved status in the eyes of the internal and external public. Both terms are associated with professions that can most often be found within the marketing sector of companies, but often in separate sectors or sub-sectors, as well as in different hierarchical positions. Of course, both professions can be found outside of companies, most often in the form of service agencies such as consulting firms and marketing agencies. The public relations profession describes social responsibility as the sum of social expectations from companies' business activities, which contribute to the general social good, including the company's economic interest and the one arising from compliance with the state's laws [8]. The PR approach to social responsibility should always be viewed as a company's desired result, but not necessarily the ones achieved. As disciplines such as business focused on direct and tangible results (e.g. financial returns), public relations placed greater importance on local and ethical issues (public engagement, reputation management, image enhancement, and enhancing purchase intent)[1]. That is one of the reasons for the emergence of social responsibility models like the Carroll's pyramid, which includes ethical and philanthropic responsibility in addition to the basis founded on economic and legal responsibility. No matter which particular responsibility is in focus, every company should develop each to contribute to the benefit of the broader community to be perceived as a desirable actor in the market [9].

Next to the company action and the initial public reaction supported by communication, there is also an essential element of public opinion: a somewhat delayed response compared to the previously mentioned ones. Public opinion is built not only on information availability or abundance but essentially the ability of a company to maintain its public image or reputation for an extended period. To make the favorable reputational period last even longer, brand management is also recognized as a critical activity of building an easily identified and unique company identity so that the company's brand represents the company's concept that distinguishes it from its competitors [10]. That is especially important when considering a specific phenomenon when measuring the public opinion about their perspective about a company's trustworthiness. Usually, there is no separately expressed positive or negative opinion towards one or more categories. The categories considered are often in a mutual relationship (correlation) in determining a company's reputation, image, and credibility from the public point of view. For example, if several categories are negatively evaluated, the remaining ones will most likely be assessed negatively regardless of whether they are objectively so. That is called the CSR halo effect [11].

With everything previous in mind, the mission of this scientific paper is to present a methodological approach to determining the nature of the connection between the way philanthropic responsibility is seen from the point of view of companies and the public while taking the Republic of Serbia as a dominant geographical instance.

METHODOLOGY

With a mission to develop a working CSR strategy that would be useful to companies to examine their methods of communication and public perception and opinion about certain CSR activities, the main elements recognized were internal communication, external communication, and external persuasiveness.

Internal communication is generally connected with employee communication within the company using company-assigned and approved methods of communication. In the context of CSR, internal communication is attached to various techniques and rates of success of how general information regarding corporate responsibility is being communicated inside the company regarding mostly outside activities conducted by the company representatives. The effectiveness of communication lies mainly upon the amount, frequency, transparency, and commitment shown by the communicators.

External communication is almost always connected with PR or advertising to bind the company message with certain desired groups or society as a whole. In the context of CSR, which could be considered partly PR and advertising, external communication depends on internal communication and mostly on messaging designed and done while using communication channels to reach audiences outside the company. Its efficiency also lies upon transparency, amount, commitment, and frequency in which it is done. Still, compared to internal communication, external communication carries more weight when measuring general public opinion.

External persuasiveness is, in most cases, connected with public opinion that is built up from the exposure of the public to company-led communication through various media channels. Even though companies have a planned or desired result of the general effect that the transmission would bring, the public is the most critical "end-game" arbiter. With a mission to present the current public state about the level of persuasiveness of company communications, three essential attributes were chosen to be measured and analyzed: the sense of information transparency, the perceived amount of information given by certain companies in comparison to others, and the commitment to popularize or make the information provided more accessible.

Taking into account both internal and external communication with external persuasiveness as a result of the two, the central question of this scientific paper is: *Does the quality of company CSR communication benefit the quality of the public perception of CSR communication in a way that makes the public more receptive to the information given about philanthropic responsibility?* Two hypotheses are derived from this question to determine the correlation and causation factors. The two main connection points between the elements are shown via the measurement strategy (Figure 1).

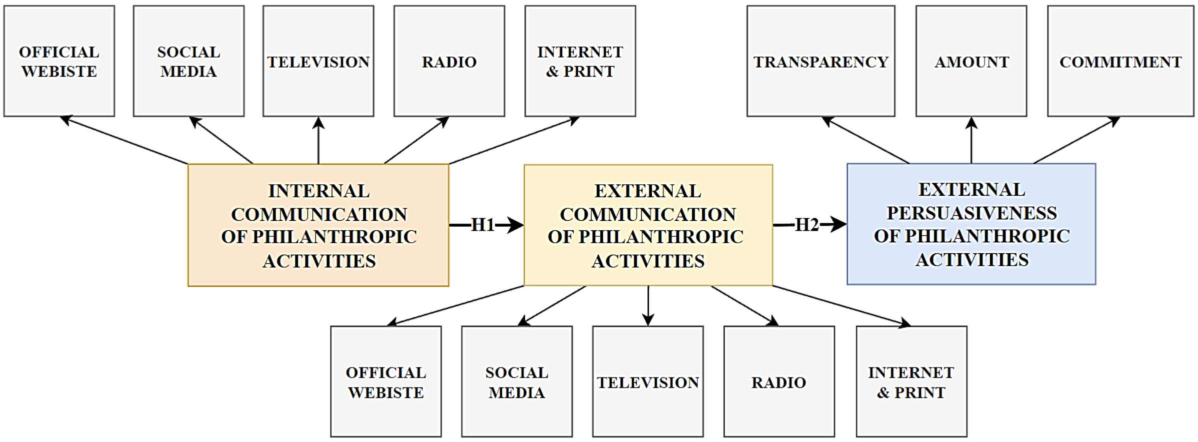

Figure 1. Measurement strategy for philanthropic responsibility communication
Source: Author(s)

The first Hypothesis (*H1*) aims at the connection of the perceived quality of philanthropic activities derived from various media sources. *With a higher level of internal communication of philanthropic activities, there would be a higher external level of communication of philanthropic activities*.

The second Hypothesis (*H2*) implies a connection between the public perception of philanthropic activities and the persuasive effect it delivers. *With a higher level of external communication of philanthropic activities, there would be a higher level of external persuasiveness of philanthropic activities being communicated to the public*.

The data needed for this research, gathered from two groups, was analyzed to test the previously mentioned hypotheses. The data connected with internal communication was collected from company representatives, and the data related to external communication was extracted from the public. Although the data was acquired in the same geographical area (the Republic of Serbia) and using the same method (web questionnaires sent via email), the data was collected through two separate phases by providing participants with close-ended questions and claims with only "yes" and "no" answers provided.

The first phase of the survey aimed at the company representatives was carried out from December 20th, 2022, to February 20th, 2023. During this two-month period, 185 surveys were distributed to 185 local companies, i.e. their official representatives. At the end of the company survey, a usable data set was formed involving 60 companies, with a 45.5% questionnaire completion rate.

The second phase of the survey, relying on the first, was organized so that the representatives from the public were asked to give answers about various companies successfully surveyed in the first phase. The second phase was therefore carried out partly during and after the first one, from December 25th, 2022, to April 25th 2023. During this four-month period, 1320 surveys were sent randomly to local residents. At the end of the public poll, a usable data set involving 600 completed questionnaires connected to 60 companies was formed – 10 public representatives per company. The public survey, therefore, had a success rate of 32.4%.

For both groups, introductory questions were meant to recognize different characteristics and subgroups of individuals participating in the survey, followed by inquiries directly related to the topic. The participants from the companies were asked to answer questions about internal communication, while the representatives from the public were invited to answer questions regarding external communication and persuasiveness.

Since both internal and external questionnaires relied upon "yes" and "no" questions or claims, the answers given were numerically transformed into "1" and "0" for calculation, respectively. Before continuing and analyzing the gathered data using methods to prove or disprove a specific hypothesis, a positive confirmation of the instrument's validity was needed. This validity was tested using a single method, the *Kuder-Richardson 20* test (*KR-20*).

KR-20 was designed to calculate the internal consistency of the instruments (questionnaires) used to gather data from dichotomous questions or claims. It is based on a tau-equivalent measurement model, which requires several assumptions to be met for steadfast reliability. Tau-equivalent assumes that each item/claim/question measures the same latent variable on the same scale but with the possibility of various degrees of precision [12]. Internal consistency was tested using the standard KR-20 formula via the IBM SPSS Statistics software, and the results were as follows. The reliability of the internal CSR communication scale was measured at 0.68, while the inter-item correlation was estimated at 0.28, with both scales showing moderate reliability and correlation. Likewise, the reliability of the external communication scale was measured at 0.70, while the inter-item correlation was estimated at 0.30, with both scales showing moderate reliability and correlation. Finally, the reliability of the external communication scale was measured at 0.93, while the inter-item correlation was estimated at 0.83, with both scales showing high reliability and correlation. In conclusion, all reliabilities were optimal, with acceptable values from 0.60 to 1.00, and the correlations, with permissible values from 0.15 to 0.85.

Since both Hypothesis relationships rely exclusively upon categorical data, "1" for "yes" and "0" for "no", the *Chi-Square* (*CS*) distribution test was chosen for both analyses. The CS test is non-parametric and is generally used as a goodness-of-fit test for hypothesized distributions or frequencies and in tests of independence in contingency tables, assuming that the data was obtained randomly [13, 14].

In the first Hypothesis (*H1*), the internal CSR communication served as an independent variable, the value which was obtained while surveying "company representatives" about the communication of philanthropic CSR company activities through several media channels: official company website, social networks, television, radio, internet and print media. The external CSR communication served as a dependent variable, for which the value was obtained while surveying public representatives about the communication of philanthropic CSR company activities through the previously mentioned media channels. For the second Hypothesis (*H2*), external CSR communication served as an independent variable and external CSR persuasiveness as a dependent variable with data relating to the transparency, sufficiency, and company commitment while communicating philanthropic CSR-related information.

RESULTS

The 60 companies included in the research consisted of 13 (21.7%) small, 23 medium (38.3%), and 24 (40.0%) large organizations. Most of them (34 or 56.7%) are from the manufacturing sector, a smaller amount (24 or 40.0%) from the service sector, and a minimal amount (2 or 3.3%) from the financial sector. A large majority of included business organizations are privately owned (47 or 78.3%), with only 7 (11.7%) mixed and 6 (10.0%) state-owned. Their primary target markets are domestic (for 39 or 65%), regional (for 11 or 18.3%), EU (for 5 or 8.3%), and global (for 5 or 8.3%). Most business organizations are market veterans, with 4 (6.9%) being businesses active for 5 to 10 years and 54 (93.1%) active for over 10 years.

Of the 60 company representative participants, 38 (63.3%) identified as female and 22 (36.7%) as male. The age structure was quite diverse, with 15 (25.0%) from 18 to 25, 8 (13.3%) from 26 to 35, 8 (13.3%) from 36 to 45, 15 (25.0%) from 46 to 55, and 14 (23.3%) from 56 to 65. The highest achieved education level was also varied - 10 (16.7%) with high school education, 17 (28.3%) with 3-year higher education, 29 (48.3%) with 4-year higher education, and 4 (6.7%) with a 5-year higher education degree. Of the public 600 participants, 341 (56.8%) identified as female and 259 (43.2%) as male. The age structure was quite diverse, with 219 (36.5%) from 18 to 25, 109 (18.2%) from 26 to 35, 117 (19.5%) from 36 to 45, 74 (12.3%) from 46 to 55, 52 (8.7%) from 56 to 65, and 29 (4.8%) participants being over 66. The highest achieved education level was also varied - 14 (2.3%) with primary education, 296 (49.3%) with high school education, 165 (27.5%) with 3-year higher education, 92 (15.3%) with a 4-year higher education, 21 (3.5%) with a 5-year higher education, and 12 (2.0%) with an acquired PhD.

Regarding the responses about internal philanthropic (CSR) communication from company representatives, Table 1 shows the percentages of individual responses to claims and the (total) mean value of the answers based on the dichotomous responses given.

Table 1. Response representation for internal CSR communication of philanthropic responsibility

Claims	Participant response percentage		Participant response number	
	yes	no	yes	no
It uses its official website to emphasize philanthropic responsibility.	86.67%	13.33%	52	8
It uses social networks to emphasize philanthropic responsibility.	85.00%	15.00%	51	9
It uses a television program to emphasize philanthropic responsibility.	81.67%	18.33%	49	11
It uses a radio program to emphasize philanthropic responsibility.	80.00%	20.00%	48	12
It uses the Internet and print media to emphasize philanthropic responsibility.	83.33%	16.67%	50	10
Total:	83.33%	16.67%	250	50

Source: Author's analysis (SPSS)

Table 1 presents that the most common response to the claims was "yes", with an average of 83.33%. Also, the proportion of response numbers between the five claims is almost equally proportional. Regarding the responses from public representatives about external communication of philanthropic (CSR) communication, Table 2 shows the percentages of individual and total responses to claims and the number of respondents' answers by selecting "yes" or "no" – numerically, "1" or "0".

Table 2. Response representation for external CSR communication of philanthropic responsibility

Claims	Participant response percentage		Participant response number	
	yes	no	yes	no
It uses its official website to emphasize philanthropic responsibility.	92.50%	7.50%	555	45
It uses social networks to emphasize philanthropic responsibility.	93.00%	7.00%	558	42
It uses a television program to emphasize philanthropic responsibility.	93.33%	6.67%	560	40
It uses a radio program to emphasize philanthropic responsibility.	91.17%	8.83%	547	53
It uses the Internet and print media to emphasize philanthropic responsibility.	88.50%	11.50%	531	69
Total:	91.70%	8.30%	2751	249

Source: Author's analysis (SPSS)

Table 2 presents that the most common response to the claims was "yes", with an average of 91.70%. Also, the proportion of response numbers between the five claims is almost equally proportional. Regarding the responses from public representatives about external persuasiveness of philanthropic (CSR) communication, Table 3 shows the percentages of individual and total responses to claims and the number of respondents' answers by selecting "yes" or "no" – numerically, "1" or "0".

Table 3. Response representation for external CSR persuasiveness of philanthropic responsibility

Claims	Participant response percentage		Participant response number	
	yes	**no**	**yes**	**no**
Demonstrates sufficient transparency in providing information related to philanthropic responsibility.	92.33%	7.67%	554	46
Presents a sufficient amount of relevant information related to philanthropic responsibility.	89.50%	10.50%	537	63
Shows sufficient commitment to marketing information related to philanthropic responsibility.	88.17%	11.83%	529	71
Total:	90.00%	10.00%	1620	180

Source: Author's analysis (SPSS)

Previous Table 3 presents the answer "yes" as the most common one, with a 90.00% share of 1800 responses in total. When analyzing the results from Table 1, Table 2, and Table 3, KR-20 was used to determine the internal consistency of the gathered data. The test has shown an internal consistency of 0.68 for internal CSR communication, 0.70 for external CSR communication, and 0.93 for external CSR persuasiveness results. The inter-item correlation variance is 0.30 for internal CSR communication, 0.36 for external CSR communication, and 0.83 for external CSR persuasiveness, with the first two constituting a medium and the last one a high correlation.

Table 5 for *Crosstabulation of the Chi-Square* test presents the intersection of data related to the internal communication of philanthropic responsibility from the position of a company and the external communication of philanthropic commitment from the role of the public.

Table 5. Crosstabulation

			External communication		Total
			no	**yes**	
Internal communication	**no**	Count	5	5	10
		Expected Count	0.8	9.2	10.0
		% of Total	8.3%	8.3%	16.7%
	yes	Count	0	50	50
		Expected Count	4.2	45.8	50.0
		% of Total	0.0%	83.3%	83.3%
Total		Count	5	55	60
		Expected Count	5.0	55.0	60.0
		% of Total	8.3%	91.7%	100.0%

Source: Authors analysis (SPSS)

The previous table shows, regarding philanthropic CSR communication, that the negatively opinionated part of the internal public has the same (neutral) attitude as the external public - in a ratio of 5 to 5. On the other hand, the positively opinionated part of the internal public has a more positive than negative attitude regarding philanthropic CSR communication when compared to the external public - in a ratio of 50 to 0.

The other results are in Table 6, which presents the Chi-Square value (X^2), degrees of freedom (*df*), significance (*p*), and the effect size measurement (*Cramer's V*). Since each variable has two categories ("yes" or "no"), *Yates' Correction for Continuity* is used in the interpretation of the results.

Table 6. Chi-Square tests and Symmetric measures

	X^2	*df*	*p*	*Cramer's V*
Internal and external philanthropic responsibility communication	21.120	1	.029	0.67

Source: Authors analysis (SPSS)

With the X^2 value of 21.12 and 1 degree of freedom (*df*), there is a low value of significance (*p*), which is 0.029 and is lower than 0.05. The connection strength between the variables can also be recognized using the *Cramer's V* coefficient. The coefficient is more significant than 0.5, so the 0.67 value represents an enormous impact.

Table 7 for *Crosstabulation of the Chi-Square* test presents the intersection of data related to the external communication of philanthropic responsibility from the position of the public and the external persuasiveness of said communication from the role of the external public.

Table 7. Crosstabulation

			External persuasiveness		**Total**
			no	**yes**	
External communication	**no**	Count	10	40	50
		Expected Count	5.0	45.0	50.0
		% of Total	1.7%	6.7%	8.3%
	yes	Count	50	500	550
		Expected Count	55.0	495.0	550.0
		% of Total	8.3%	83.3%	91.7%
Total		Count	60	540	600
		Expected Count	60.0	540.0	600.0
		% of Total	10.0%	90.0%	100.0%

Source: Authors analysis (SPSS)

The previous table shows that the group from the public with a negative opinion about philanthropic CSR communication has a more positive than negative attitude towards the credibility (transparency, relevancy, and commitment to marketing) of the information provided - in the ratio of 40 to 10. Also, the group from the public with a positive opinion about philanthropic CSR communication has a more positive versus negative attitude towards the reliability of the information provided - in the ratio of 500 to 50.

The rest of the results are in Table 8, which presents the Chi-Square value (X^2), degrees of freedom (*df*), significance (*p*), and the effect size measurement (*Cramer's V*). Since each variable has two categories ("yes" or "no"), *Yates' Correction for Continuity* is used in the interpretation of the results.

Table 8. Chi-Square tests and Symmetric measures

	X^2	*df*	*p*	*Cramer's V*
Philanthropic responsibility communication and persuasiveness	4.909	1	.027	0.10

Source: Authors analysis (SPSS)

With the X^2 value of 4.91 and 1 degree of freedom (*df*), there is a low value of significance (*p*), which is 0.027 and is lower than 0.05. The connection strength between the variables can also be recognized using the *Cramer's V* coefficient. The coefficient is between 0.1 and 0.3, so the 0.24 value represents a small (minimum) impact.

DISCUSSION AND CONCLUSION

After carefully examining the individual research results, the following discussion will be based on accepting or rejecting specific hypotheses. The research results and their analysis are commented on in the order in which the individual analyses themselves were performed - based on the analysis methods used and the data processed.

Going by the values for *Continuity Correction*, according to Yates, a strong relationship between the variables is evident. The strength of the connection between the variables, judging by the value of the *Phi Coefficient*, is at a high level for philanthropic internal to external CSR communication. When considering the value of *Asymptotic Significance* (*Asymp. Sig. (2-sided)*) for philanthropic responsibility, the conclusion is significant with 95% certainty. Therefore, the first *Chi-Square* test was evaluated as statistically significant. The previous results confirm the first Hypothesis (*H1*), which claims that with a higher level of internal communication of philanthropic activities, there would be a higher external level of communication of philanthropic activities.

According to Yates, a strong relationship between the variables is evident when considering the values for *Continuity Correction*. The strength of the connection between the variables, judging by the value of the *Phi Coefficient*, is at a high level for philanthropic external CSR communication and philanthropic external CSR persuasiveness. Going by the calculated value of *Asymptotic Significance* (*Asymp. Sig. (2-sided)*) for philanthropic responsibility, the result is significant with 95% certainty. Therefore, the second *Chi-Square* test was evaluated as statistically significant. The previous results confirm the second Hypothesis (*H2*), which claims that with a higher level of external communication of philanthropic activities, there would be a higher level of external persuasiveness of philanthropic activities being communicated and perceived by the public.

With the first and second hypotheses confirmed, the proposed *Measurement structure for philanthropic responsibility communication* seems plausible – both in theory and for practical use. Confirming both hypotheses also brings back the issue of returning to the main question, which now carries an entirely positive answer. In conclusion, the quality of company CSR communication benefits the public perception of CSR communication in a way that makes the public more receptive to the information about philanthropic responsibility. The model was constructed to provide a tool for companies willing to enhance their CSR output by doing more and communicating more appropriately. Therefore, the best result is that both the internal and external audiences experience the company's CSR actions more positively – with a greater sense of purpose and truthfulness. Even though the strategic elements are connected in a one-way manner, the future of its practical use should undoubtedly be cyclical. Two-way or cyclical systems are much more suitable since they offer more space for planning, doing, controlling, and analyzing the results, followed by future actions, each more advanced than the last.

This CSR strategy and similar ones are essential for every company since their need to strengthen public opinion and reputation is expected and crucial in an open free market. Therefore, this scientific paper highlighted the importance of strategically communicating by choosing suitable media for the right message and crowd. It didn't stop at examining quantity but included the quality of the communication as well – since there is no better way to measure public opinion than by asking the public directly. That should be the case even though trust can come from pure belief and, therefore, doesn't have to be necessarily and fundamentally founded in reality, but more in the sense of belonging to a larger group that is well-meaning, helpful, and protective. It should be kept in mind, especially when combating the opinion that every CSR action, even philanthropy, is done and communicated solely to promote a company and presumably lacks a sense of benevolence.

That is why a proper approach to philanthropic responsibility can make a company a force for doing good, especially locally. This is important considering just how much information is available about general philanthropic acts, which could cause diffusion of responsibility in individuals and organizations. The phenomena also spawned the "do-gooder" mentality, especially in individuals posting on social media, that creates an atmosphere of an (almost) overabundance of individuals providing for the community daily – which is demonstrably untrue.

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