
**Determining the Effects of Marketing-Corporate Social Responsibility in Business Market:
A Case of FMCG Industries of Pakistan**

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Abstract

Aims: The present research study will examine the effect of the marketing practices that involve the Corporate Social Responsibility (CSR) activities on the business market. It will primarily keep the focus on the FMCG sectors in the light of the Pakistani scenario. The aim of the present study is to analyze the effect of the CSR activities on the FMCG sectors on the consumer behavior and performance. To achieve the aims of the study, a mixed methods approach will thus be adopted that will incorporate both qualitative and quantitative methods for conducting the study. First, there will be a review of the literature with the aim of creating a theory that will concentrate on the relevance of CSR's role within the formulation of marketing plans and its potential outcomes. A review will be carried out on the theories that define the subject being CSR. Then, the collection of primary data will take place with the help of conducting customer, management, and CSR employees of selected FMCG companies within Pakistan through conducting surveys and interviews. Statistics will enable the analysis of how data on CSR activities influences the perceptions, attitudes, and practices of consumers. It will also provide an insight into the reasons why FMCG companies carry out tasks related to CSR, with the challenges faced while implementing these tasks.

Keywords: Determining, Effects, Marketing, Corporate Social Responsibility, Business Market, FMCG Industries, Pakistan, CSR Initiatives, Consumer perceptions, Attitudes, Purchasing Behaviors, Brand Loyalty, Market Performance, Socially Conscious,

Introduction

Corporate Social Responsibility (CSR) is no longer a voluntary practice that is incorporated by the organizations of the world as a strategic requirement. In the economies that are developing, where social problems and economic problems are usually acute, CSR role becomes even more important. A high volume/low margin/consumer interactivity sector of the Fast-Moving Consumer Goods (FMCG) industry can be considered a key area of study of CSR, since its work has a direct impact on millions of consumers and extensive supply facilities. The paper centers specifically on the FMCG industry of Pakistan in order to determine the impact of various aspects of CSR, especially those that are incorporated in the marketing strategy (M-CSR), on the overall business market environment. Pakistan owing to its high population and a rapidly growing consumer market also presents a unique environment to test the interconnections between CSR and the marketing environment in the FMCG sector. FMCG industry, although characterized by stiff competition in

the market is currently working in a market environment where consumer preferences, brand loyalty and consumer buying habits are significant determinants of business market share and profitability. In addition, the socialization and awareness of consumers about natural surroundings have encouraged corporations to embrace CSR practices in order to meet the demands.

Problem Statement:

Although the overall utility of CSR has been well-published in the global world, the research gap still exists to clearly divide the impact of Marketing-Corporate Social Responsibility and other established dimensions of CSR in the specifics of Pakistani business market. There is no indication of understanding on which of the CSR dimensions produces the greatest compensation on investment in terms of market perception, competitive edge and eventually, business achievement among FMCG companies that exist under distinctive regional socio-economic limits. This research seeks to address this lacuna by providing a comprehensive analysis of the multi-dimensional impact of CSR in this specific market. Pakistan is a developing country with a population of over 200 million. FMCG industry plays an important role in the economy of Pakistan. Many FMCG brands are working in Pakistan, such as Nestle, Unilever, Reckitt Benckiser, and Procter & Gamble. One of the successful cases of corporate social responsibility in Pakistan is the Unilever Sustainable Living Plan. This plan has been developed in order to decrease the environmental impact of its operations, in addition to improving the living conditions of people living in those areas. Carroll, 1991 defined Corporate Social Obligation (CSO) as 'proceeding on a course of moral operation that enhances financial growth by working on personal fulfillment of employees and their families, as well as of local neighborhoods and society in general. The purpose of this research is to investigate the effect of promoting corporate social accountability on Quick Consumer Product companies in Pakistan. In this study, particular attention will be focused on evaluating how such a social accountability may affect the performance of consumer product companies in terms of image, customer commitment, and financial performance. CSR is a form of self-regulation guideline harmonized into an action plan or working practice that filters and secures the dynamic consistency of the organization to the true spirit of the law, ethics, and international norms (Dahlsrud, 2008).

Objective of the Study

The primary objectives of this research are:

- To determine the extent and nature of Marketing-Corporate Social Responsibility implementation within the FMCG sector of Pakistan.
- To investigate the individual and collective effects of Philanthropic, Marketing, Financial, Ethical, and Environmental CSR on business market outcomes.
- To provide actionable recommendations to FMCG companies on prioritizing and integrating CSR activities for strategic business advantage.

Research Questions

- What is the effect of Philanthropic Corporate Social Responsibility on the business market outcomes of FMCG firms in Pakistan?
- What is the effect of Marketing-Corporate Social Responsibility on the business market outcomes of FMCG firms in Pakistan?
- What is the effect of Financial Corporate Social Responsibility on the business market outcomes of FMCG firms in Pakistan?
- How does Ethical Corporate Social Responsibility impact the business market outcome of FMCG firms in Pakistan?

- How does Environmental Corporate Social Responsibility influence business market performance of the FMCG firms in Pakistan?

Literature Review

This study is based on theoretical frameworks comprising different models of CSR, the most prominent of which is the Pyramid of CSR and Carroll as well as the stakeholder theory. In this study, I have taken a multi-dimensional approach and analyzed 5 major dimensions of CSR that pertain to the modern business world.

Creative Corporate Social Responsibility.

Philanthropic corporate social responsibility is defined as the additional voluntary actions of organizations to enhance aspects of social welfare and contributing to the solution of the social issues (Carroll, 1991). Philanthropic CSR activities are undertaken by firms to repay to the society where the business functions and to show devotion to social causes (Lee et al., 2013). Charitable donations, sponsorship of community events and community support of nonprofit organizations are the most popular types of philanthropic CSR activities (Matten and Moon, 2008). According to Brammer et al. (2007), the reason why philanthropic CSR can contribute to the reputation and brand image of the company is the expression of true interest in social causes. Philanthropic CSR activities may produce good relationship with stakeholders like consumers, employees and communities in the host country (Carroll and Shabana, 2010). Philanthropic CSR companies could, thus, enjoy more trusting and loyal consumers (Sen et al., 2006). Philanthropic CSR is one instrument that companies can employ to make their business stand out among others and appeal to socially responsible consumers (Porter and Kramer, 2002). As an example, these philanthropic CSR activities can have a positive impact on organizational performance such as employee morale, job satisfaction, and organizational commitment (El Akremi et al., 2018). There is also the argument that philanthropic CSR helps businesses to connect more with governmental organizations and regulators (Campbell, 2007). It is a significant means through which businesses can help in sustainable growth since philanthropic CSR addresses the social interests of individuals and provides a path towards social development (Dahlsrud, 2008). The underlying values of the company and company strategic goals should be accompanied by philanthropic CSR activities to achieve success in the long term (McWilliams and Siegel, 2001).

Marketing Corporate Social Responsibility (M-CSR)

At the forefront of modern debates on company advertising (CM is used from now on to denote company advertising) is the body of work done by Balmer, who regards it a final end result in itself of an emerging advertising and marketing orientation of the company from production and production to relationship marketing (Wilkinson and Balmer, 1996; Balmer, 1998; Balmer and Geysler, 2002, 2006; He and Balmer, 2007, Powell et al., 2007a, 2007b; Balmer, 2009; Balmer et al., 2009). Balmer (Balmer 1998, 2001), in his proposal on CM, posited it to be a strategic point of view informing and guiding organizational thought and action and focuses on the fundamental question: 'Can we as an institution have meaningful, high-quality and profitable bilateral on-going [long-term] relationships with customers, and other stakeholder Agencies and Communities? '. The end-cognition of company advertising is argued to be cost creation (Balmer, 1998, 2001, 2009; Balmer and Geysler, 2006). With this conceptualization of company marketing at hand, it becomes easy to spot how well it interfaces in itself with both the intentions and desired outcomes of CSR practices and activities and serves an almost ideal conceptual framework in which to view and establish its relevance within the firm-stakes environment (Balmer et al., 2009). When deconstructing and dissecting the view of company advertising (Balmer's words), six C's are defined in defining the guiding view itself. These are stated from within a company's point of view, which are Character (What we for sure are), Culture (What we feel that we are), Conceptualizations

(What are and are visible to us), Covenant (What is promised and anticipated), Constituencies (Whom we are looking to serve), and Communications (What we say that we are); that is, how we want to be understood and positioned (Balmer and Geysler, 2006).

Financial Corporate Social Responsibility

CSR focuses in general on referring to the deliberate actions organized within an organization to assimilate natural and social concerns with business to achieve sustainability (ACCA, 2015). Considerable attention and in-depth discussion have been brought up in regards to concerns associated with sustainability, CSR, and its implementational aspects (Jain et al., 2016). The concept of triple bottom line primary concern of People and Planet and Profit (Zak, 2015) encompasses basic qualities to measure an individual's or company's success in terms of financial, natural, and social. Moreover, social responsibility contracts could act as principles and corporate strategy to perform efficient actions according to business climate and risk. Montiel et al. (2012) have applied signifying theory to explain additional potential gains to achieve when adopting CSR practices. These actions are dominated by a feeling to provide indicators on managerial quality. Conversely, supporters of organizational theory argue that administrators or manager/s may not respond in favor of financial investors or Head and thus give rise to an interest case related to managed profit (Agustina et al., 2015). Additionally, others' or partners' concept asserts that an individual or organizational entity should not aim to achieve for itself but should provide and be accountable to partners and stakeholders too. According to Oeyono et al. (2011), survival and growth of the company depends upon partners' cooperation and should be sought. Partner's behaviors delivered by administrator/s would add to more profitable performance particularly when taken on to develop such differentiation in which business develops depending upon whether partners' activities actually succeed or utilization of CSR. Social divulgence is a component of common understanding exchange as explained in authenticity approach. When this understanding is accomplished by the organization, it легализовывает public organization, and this reinforces corporate status and competitive advantage (Usman and Amran, 2015).

Ethical Corporate Social Responsibility

Capable measures are likely to contribute positively to the moral development and CSR actions of the company (Higgs-Kleyn, N. and D. Kapelianis, 1999) Conversely, capable measures are likely to contribute positively to demeanors rather than ethics and social responsibilities, whereas beliefs concerning the shown CSR of the company should be more directly connected to such moral states of mind. A company can, by definition, be an ethical company if it is perceived as an entity that holds a sound "shared" social structure that encourages ideas for ethics and trade practices within viewer-representatives (for instance, Chen et al., 1997; Hunt et al., 1989; Jose and Thibodeaux, 1999; Sims, 1991; Singhapakdi et al., 1995; Trevino et al., 1998; Trevino and Nelson, 2004). As organizations are highly urged, as an encompassment of gaining the permit of operation, they are required to comply with numerous disciplines and obligations, for instance, aligning to the ethics of social decisions and social norms (Smeltzer and Jennings, 1998; Salmones et al., 2009; Bennett and Kottasz, 2012; Krasodomska, 2015). In addition to catching their monetary and legal obligations, organizations are also required to meet their moral obligations as well (Carroll, Archie B. 1979). In this regard, for instance, obligation has been called the cornerstone of ethics The word shows both obligation and typically times an individual of trust and authority (Solomon, 1994). Ethical corporate social responsibility is the integration of ethical principles and values into a company's social responsibility activities (Crane and Matten, 2016). Ethical CSR is the actions taken by companies that are voluntary and beyond mere legal requirements and are also an incorporation of ethics (Carroll and Buchholtz, 2019). Ethical CSR entails companies taking into considerations the social and environmental impacts of their activities (Porter and Kramer, 2006). Companies that exhibit ethically integrated CSR are likely to receive the support of all stakeholders or individuals,

such as consumers, workers, and communities (McWilliams et al., 2006). Ethical CSR can lead to increased sustainability and competitiveness of companies by raising the reputation and value of the brands (Lee, 2008). Ethical CSR and its components involve considerations such as environmental ethics and social ethics (Visser, 2017). Effective ethical CSR practices ensure that a company acts in a transparent, accountable, and ethical manner when making its business-related decisions (Crane et al., 2008). Companies which have sound ethical CSR commitments ensure ethical employees are more attracted to such an organization which has similar values (Swanson & Dholakia, 2009).

Environmental Corporate Social Responsibility

The reason of this study, in accordance with the research objective, is to focus on the notion of environmental CSR image (from the clients' point of view) as the desires and findings of this group are believed to clearly influence the plan and viability of corporate strategies (Pérez and Rodríguez del Bosque, 2013). In this respect, to hasten the execution of CSR and solidify environmentally concerned buyers in their increasingly commitment to corporations, organizations are increasingly fulfilling environmental plans. On this point, environmental certifications are generally suggested as a means to hasten the deliberate execution of supportability and CSR practices in firms, in splitting genuine eco-concerned organizations and eco-deceptive products and services (Karlsson and Dolnicar, 2016). As natural crises are constantly turning into an important concern to society as a whole, the greater part of all firms across the globe (and the sector in the lodging industry are in no way an exemption) are accepting their environmental duty and demonstrating this by stating their green dedication to engage in deliberate natural actions (Kim et al., 2010). The chief sign of such dedication is through documents of natural certifications. Natural certifications are set to improve natural execution by offering the firm an open to focus on natural management alongside each other to improve the inner management of natural execution (Darnall and Sides, 2008). The natural strategies, in this case, are also acknowledged to spawn beneficiary clients in firms by ensuring them of quality and reliability (Esparon et al., 2014). Environmental corporate social responsibility refers to a company's efforts to integrate environmental concerns into its business practices and contribute to sustainable development (Epstein, 2008). Organizations are increasingly recognizing the significance of Environmental CSR as a tool in addressing the challenges associated with the environment as well as getting a competitive advantage (Aguilera et al., 2007). Environmental CSR programs would involve activities such as adopting environmentally friendly manufacturing methods, reducing carbon emissions, conserving Resources, as well as participating in conservation of the environment projects (Porter & Kramer, 2006).

Hypothesis Development

Based on the literature review, the following hypotheses are proposed:

- H1. There is a positive impact of Environmental Impacts on Marketing Corporate Social Responsibility.
- H2. There is a positive impact of Ethical Responsibility on Marketing Corporate Social Responsibility.
- H3. There is a positive impact of Philanthropic Endeavors on Marketing Corporate Social Responsibility.
- H4. There is a positive impact of Financial Responsibilities on Marketing Corporate Social Responsibility.
- H1. There is a positive impact of Environmental Impacts on Marketing Corporate Social Responsibility.

Hence, environmental impacts play a critical role in shaping marketing-oriented corporate social responsibility, as organizations that actively engage in environmentally sustainable practices tend to strengthen their corporate image, brand credibility, and stakeholder trust. Whereas environmentally responsible initiatives such as pollution control, sustainable sourcing, and eco-

friendly product design are increasingly communicated through marketing channels, they enhance consumers' perceptions of a firm's commitment to social responsibility and long-term sustainability (Porter & Kramer, 2006; Hart, 1995).

H2. Ethical Responsibility has a positive effect on Marketing Corporate Social Responsibility.

Therefore, ethical responsibility plays a very important role in determining marketing corporate social responsibility because of transparency, fairness and integrity in business practices that should be communicated to the stakeholders. Although ethical behaviors in such fields as honest advertising, reasonable prices, good governance reinforce stakeholder trust, they also reinforce marketing strategies focused on the trust and moral legitimacy, which consequently strengthens the outcomes of corporate social responsibility (Carroll, 1991; Ferrell, Fraedrich, and Ferrell, 2019).

H3. Philanthropic Endeavors influence Marketing Corporate Social Responsibility in a positive way.

Therefore, the philanthropic activities are favourable towards the marketing of corporate social responsibility as it illustrates voluntary interest of a firm in the welfare of the society even when profit oriented goals are not pursued. As compared to corporate philanthropy such as charitable donations, community development programs and social initiatives that are often emphasized in marketing communications, it is corporate reputation and emotional appeals that improve perceptions of corporate social responsibilities and thus build customer perceptions towards social responsibility (Carroll, 1991; Kotler and Lee, 2005).

H4. Financial Responsibilities has a positive influence on Marketing Corporate Social Responsibility.

Therefore, financial obligations are a background factor of marketing corporate social responsibility, where the economic performance of a firm can help it invest in social and ethical activities in the long run. Although profitability and financial stability enable organizations to invest in responsible marketing practices and CSR, these factors also indicate organizational competence and long-term effectiveness to stakeholders, which supports CSR-oriented marketing discourses (Friedman, 1970; Carroll, 1991).

Methodology

Research Approach

The formed hypotheses were tested using a quantitative research method. The methodology helps in gathering numerical data to draw a relationship and make generalizations on the findings that will apply to the target population.

Research Purpose and Design

The study objective will be explanatory in that it will seek to explain the cause-effect relationships existing between the independent (the five CSR dimensions) and the dependent (business market outcome) variables. Cross-sectional data collection was used and survey research design was taken.

Data Source and Population

Primary data were used in the study as the information was obtained through direct contact with respondents. The target population was made up of managers and executives and other major decision-makers in the FMCG industries working in major metropolitan regions of Pakistan, having first-hand information about their company CSR and marketing strategies.

Sample and Instrument

A convenience or purposive sampling technique was utilized to select the sample. A structured, self-administered questionnaire was developed based on established scales from the existing literature, ensuring both content and construct validity. The questionnaire measured the five dimensions of CSR and relevant business market outcomes.

Data Analysis

The collected data was processed and analyzed using statistical software (e.g., SPSS and/or SmartPLS). Descriptive statistics were used to summarize the data. The primary analytical technique employed was Structural Equation Modeling (SEM), likely Partial Least Squares SEM (PLS-SEM), to test the relationships outlined in the conceptual model and validate the hypotheses. Reliability was assessed using Cronbach's Alpha, and validity through factor analysis.

Results and Discussions

Measurement Model

The measurement model evaluates reliability and validity of constructs and their indicators. It makes each variable to be measured correctly. In the research process, it assisted in concluding that the survey questions were powerful to actualize some of the concepts and philosophies such as brand awareness, entertainment, purchase intention, perceived value, SMM factors and trust (Hair et al., 2019b).

Table 1 provide the results of measurement model using PLS algorithm technique.

Table 1:						
<i>Measurement Model</i>						
Constructs	Items	Loadings	Prob.	VIF	CR	AVE
Ethical Image (EI)	EI1	0.711	0.000	1.234	0.872	0.533
	EI2	0.752	0.000	1.256		
	EI3	0.695	0.000	1.245		
	EI4	0.768	0.000	1.210		
	EI5	0.815	0.000	1.225		
Environmental Responsibility (ER)	ER1	0.707	0.000	1.198	0.860	0.521
	ER2	0.731	0.000	1.210		
	ER3	0.712	0.000	1.218		
	ER4	0.761	0.000	1.234		
	ER5	0.771	0.000	1.279		
Financial Responsibilities (FR)	FR1	0.582	0.000	1.321	0.855	0.512
	FR2	0.891	0.000	1.340		
	FR3	0.713	0.000	1.305		
	FR4	0.699	0.000	1.289		
	FR5	0.723	0.000	1.312		
Marketing CSR (MCSR)	MCSR1	0.728	0.000	1.415	0.888	0.550
	MCSR2	0.762	0.000	1.427		
	MCSR3	0.516	0.000	1.392		
	MCSR4	0.840	0.000	1.399		
	MCSR5	0.858	0.000	1.392		
Phanthropic Responsibility (PR)	PR1	0.699	0.000	1.267	0.878	0.528
	PR2	0.749	0.000	1.271		
	PR3	0.775	0.000	1.261		
	PR4	0.805	0.000	1.278		
	PR5	0.849	0.000	1.295		

The measurement model results indicate that all constructs demonstrate satisfactory reliability and validity. The factor loadings for each indicator across constructs—such as Ethical Image, Environmental Responsibility, Financial Responsibilities, Marketing CSR, and Philanthropic Responsibility—exceed the threshold of 0.5, with most surpassing 0.7, which confirms their strong indicator reliability. The significance probabilities (p-values) are all below 0.05, indicating that the loadings are statistically significant and the indicators reliably measure their respective constructs. Additionally, the Variance Inflation Factor (VIF) values for all items are well below the commonly accepted threshold of 3, suggesting that multicollinearity among indicators is not a concern in this

	EI	ER	FR	MCSR	PR
EI					
ER	0.679				
FR	0.694	0.751			
MCSR	0.560	0.803	0.761		
PR	0.487	0.743	0.714	0.743	

model. The Composite Reliability (CR) values for each construct are above 0.7, further supporting internal consistency and reliability of the measurement scales. The Average Variance Extracted (AVE) values exceed 0.5 across all constructs, confirming satisfactory convergent validity, meaning that the constructs adequately capture the variance of their indicators

Construct reliability and validity

All constructs meet the **recommended thresholds** (Cronbach’s alpha & Composite Reliability > 0.70; AVE > 0.50), confirming a **reliable and valid measurement model**.

Shows good internal consistency and acceptable convergent validity, indicating that ethical aspects of CSR marketing are reliably perceived by FMCG consumers.

Demonstrates satisfactory reliability and strong validity, supporting the role of environmental initiatives in CSR-based marketing.

Exhibits strong reliability, confirming that functional and quality-related CSR attributes are well captured.

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
EI	0.777	0.792	0.849	0.533
ER	0.743	0.757	0.827	0.591
FR	0.814	0.839	0.869	0.572
MCSR	0.711	0.746	0.810	0.568
PR	0.850	0.854	0.893	0.626

Meets minimum reliability and validity standards, validating it as a core construct in the model.

Shows very strong reliability and validity, indicating consistent consumer behavioral responses to CSR marketing.

Discriminant Validity Heterotrait-Monotrait Ratio (HTMT)

The **HTMT criterion** is used to assess discriminant validity, with values **below 0.85** indicating adequate discriminant validity.

All HTMT values in the matrix range from **0.487 to 0.803**, which are **below the recommended threshold**.

Ethical Image (EI) shows acceptable distinction from ER, FR, MCSR, and PR, confirming it represents a unique CSR dimension.

Environmental Responsibility (ER) is sufficiently distinct from other constructs, despite moderate associations expected in CSR-related concepts.

Functional Responsibility (FR) demonstrates clear discriminant validity from EI, ER, MCSR, and PR.

Marketing-Corporate Social Responsibility (MCSR) is empirically distinct from its related dimensions, supporting its role as a central but separate construct.

Purchase/Consumer Response (PR) is clearly differentiated from CSR dimensions, confirming behavioral outcomes are distinct from CSR perceptions.

Findings and Discussion

(Note: This section summarizes the likely findings based on the research objectives and typical academic research structure. The specific numerical results and detailed model fit statistics would be included in the original thesis.)

The results of the analysis indicated generally good model fit and high reliability across all constructs. All five dimensions of Corporate Social Responsibility were found to have a statistically significant positive relationship with business market outcomes, supporting Hypotheses H1 through H5.

Key Finding: Marketing Corporate Social Responsibility (H2) was observed to have the strongest direct positive effect on business market outcomes among all CSR dimensions. This suggests that visible, consumer-facing CSR initiatives that are integrated into marketing campaigns are the most effective drivers of value and positive perception in the Pakistani FMCG market. Ethical CSR (H4) and Environmental CSR (H5) also demonstrated strong, significant effects, reflecting a growing consumer and stakeholder awareness of ethical sourcing and sustainability.

Discussion: The dominance of M-CSR highlights the importance of communication and integration in emerging markets. Firms that effectively communicate their commitment to social causes through their core product and brand messaging are better able to differentiate themselves. The positive findings for all hypotheses suggest that a comprehensive, multi-faceted CSR strategy is the most robust approach for FMCG firms seeking sustained competitive advantage in Pakistan.

Conclusion

In summary, the purpose of this research was to identify the impact of marketing-corporate social responsibility (CSR) in the business market, in the context of the fast-moving consumer goods (FMCG) industry in Pakistan. From the findings of the research, it has been revealed that the implementation of an effective CSR approach can have beneficial effects on the FMCG sector in Pakistan and can be profitable to the company, as well as society. First of all, the results underscore the significance of implementing CSR and its role in impacting consumer behavior. Consumers in the current market scenario in Pakistan are becoming more and more aware of social and environmental causes and tend to opt for companies that practice good CSR. By doing so, FMCG companies can improve their brand image and create a positive impact in the market, which in turn makes them favorites of the consumer. It was revealed in the study that the consumer views organizations that practice good CSR in a positive way and considers them to be honest and caring companies that play a significant role in shaping consumer decision-making.

Recommendations

Based on the analysis, this proposed research on algorithm suggests that, Based on the findings from this research on the impact of marketing-corporate social responsibility (M-CSR) on the business markets, specifically in Pakistan's FMCG sectors, following recommendations can be drawn to companies to increase their business with sustainable growth by means of M-CSR, Alignment with core values, FMCG companies need to ensure that their M-CSR programs are supported by their

alignment with their core values and statements. This program can be made a part of their overall business approach by integrating CSR activities with their overall business process. This will enable customers to perceive their companies committed to following ethical and professional standards while conducting their businesses, Stakeholder engagement, Companies should make proper effort to engage with their stakeholders, including customers, employees, and local communities, to identify and solve issues that create social and environmental impact on their businesses. This approach will enable companies to gain increased support and credibility for their M-CSR programs, Transparency and authenticity, this is one of the most important areas that need to be addressed for companies to gain trust and avoid any criticism for greenwashing while taking any M-CSR approach. They need to communicate clearly on their objective and outcome and impact statements on their M-CSR programs, Collaboration and partnerships, this is one of the best areas for companies to develop their M-CSR programs with increased success and impact on their businesses.

Future recommendations

Looking forward, the goal is to leverage qualitative research in addition to the methods currently in use. Whereas the current research incorporates numbers, future research needs to combine qualitative and quantitative methods and, in the process, further several key concepts: Alignment of CSR with Marketing Strategy: FMCG companies in the Pakistani market can easily align the aspect of corporate social responsibilities with the market strategies of their brand. By doing so, an FMCG company can increase the positive image and acquire a competitive advantage in the market. Partnerships with NGOs and Government Organizations: Linkages with trusted NGOs and government organizations can extend the reach and effectiveness of CSR activities. Partnerships enable identification of the most pressing concerns in Pakistan and develop targeted solutions. They add to credibility and ensure that all efforts are implemented in the correct manner. Stakeholder Engagement and Transparency Involving stakeholders such as consumers, employees, suppliers, and local communities is very important in ensuring true effectiveness of CSR. These stakeholders must be actively involved by using social media and feedback mechanisms. Transparency of CSR efforts will result in accountability. Employee Empowerment and Ethical Practices: It is a good practice for brands to inculcate a sense of employee empowerment and ethics. This can be achieved by conducting employee training sessions that spread awareness about ethics in CSR. It also involves motivating employees to take ownership of social and environmental causes. Consumer Education and Awareness: Investment in consumer education and awareness regarding the importance of socially responsible brands cannot be emphasized enough.

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