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Tak Jie Chan, Thirumagal Sathasevam, Putri Nursabrina Muhammad Noor, Anis Munira Khiruddin and Nurul Ain Mohd Hasan

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Application of Selected Facets of RepTrak™ Reputation Model on Carlsberg Malaysia as One of the Companies in Tobacco, Gambling, Alcohol and Pornography (TGAP) Industry

Tak Jie Chan¹, Thirumagal Sathasevam¹, Putri Nursabrina
Muhammad Noor¹, Anis Munira Khiruddin¹ and Nurul Ain Mohd
Hasan²

¹Faculty of Arts and Humanities, International University of Malaya-Wales
50480 Kuala Lumpur, Malaysia, Faculty of Modern Languages and Communication, Universiti
Putra Malaysia, 43400 UPM Serdang, Selangor, Malaysia

Abstract

Corporate reputation is an intangible asset that brings many benefits to organizations. Past empirical studies showed that specific facets of RepTrak™ model positively influenced the reputation. However, the relevance of applying the RepTrak™ model that focuses on the Tobacco, Gambling, Alcohol, and Pornography (TGAP) industry in developing economy is still under researched. Thus, this paper aims to examine the selected facets of the RepTrak™ model by incorporating the model to cases of Carlsberg Malaysia known as one of the TGAP companies in Malaysia. The selected facets understudied are products and services, innovation, workplace, citizenship, and governance. The reviews of the themes revealed that Carlsberg Malaysia is congruent with the selected facets based on the RepTrak™ model. Authors called upon the management, especially the corporate communication or public relations department of TGAP companies to focus on the facets that has been suggested and aligned with the corporate social responsibility to sustain their organizational reputation for long term benefits.

Keywords: Carlsberg Malaysia, Corporate Communication, Corporate Reputation, Corporate Social Responsibility, RepTrak™ Reputation Model, TGAP Industry

Introduction

In the past few decades, corporate reputation has gained wide interest among academics and practitioners (Chettamronchai, 2010; Shamma, 2012; Logsdon & Wood, 2002). In today's turbulent business world, pressure and expectation from the stakeholders has caused corporations to examine and manage the firms' reputation in order to build favorable

relationship with stakeholders. Corporate reputation is an intangible asset because it helps companies heighten sustainable competitive advantages in the market place (Boyd, Bergh, & Ketchen, 2010; Friedman, 2009). Furthermore, it has become one of the vital components in shaping a corporation's value (Beheshtifar & Korouki, 2013).

Reputation management is a significant aspect of corporate communication practiced by major global corporations, however, Abdullah (2009) argued that there is room for improvement to develop excellent practices of reputation management in developing countries. In addition, Kanto, de Run, and Md Isa (2013) further added that development of corporate reputation measurement particularly in Malaysia relatively remains understudied and for the most part, unclear.

Although many scholars have attempted to measure reputation in developed nations (Berens & Van Riel, 2004; Fombrun, Gardberg, & Sever, 2000; Newell & Goldsmith, 2001), focus on measuring reputation management is often inconclusive in developing countries due to multifaceted cultural settings (Abdullah, 2009), leaving a significant contextual void in the existing literature to uncover (Kanto et al., 2013; Lines, 2004). Nevertheless, this particular void requires attention, as more and more international companies expand their businesses in developing nations. Measuring corporate reputation standards within the developing nations' context becomes more significant among researchers (Barnett, Jermier, & Lafferty, 2006).

Further to this notion, the process of globalization had caused many corporations in the world including Western society to compromise some of the unethical standards and allowing immoral industries such as tobacco, alcohol, gambling, and pornography (TGAP) sectors to operate. This also happened in some part of the transitional or developing country, hence Abdullah (2009) strongly urged that measures should be taken to minimize the negative impacts of those unlawful activities as mentioned. This study, therefore contributes to the limited research on the corporate reputation of TGAP industry in the Asian regions particularly in Malaysia.

Academics and corporate professionals would mutually benefit from utilizing a comprehensive instrument to measure reputations and the capability to cultivate analytical models of corporate reputation's effect on stakeholder consequences (Fombrun, Newbury, & Ponzi, 2015; Helm & Klode, 2011). Corporate reputation comprises of the emotions that people have regarding a corporation, whereby one of the popular instruments used to measure this distinctive emotional appeal is the RepTrak™ model, proposed by the Reputation Institute (Prado & Ballabriga, 2016). Despite the model's popular usage, certain features of the RepTrak™ model remains greatly unfamiliar, particularly in the corporate Malaysia (Chan, Leong, Nadarajan, & Ramayah, 2016). Based on the above notion, therefore, the current study aims to examine selected facets of the RepTrak™ model; namely products/services, innovation, workplace, governance, and citizenship by analyzing the 2016 annual report of Carlsberg Malaysia Group, a beverage industry which is listed in the public-listed company (PLC) in Malaysia. In addition, this paper also examines certain policies pertaining to the TGAP industries, as Carlsberg Malaysia Group is a company that categorized under the alcohol sector.

Definitions of Corporate Reputation

According to Fombrun (1996), corporate reputation is a perceptual representation of a company's past actions and future prospects that describe the firm's overall appeal to all of its key constituents when compared with other leading competitors. Later, Fombrun (2012) further

highlighted the new definitions of corporate reputation which focused on the different stakeholder group, whereby corporate reputation is defined as a collective evaluation of a corporation's attractiveness to a specific group of stakeholders relative to a reference group of corporations with which a corporation competes for the resources.

In addition, Barnett et al., (2006) defined corporate reputation as stakeholders' collective judgements of a company based on the evaluation of financial, social and environment attributed to the company over time. Gotsi and Wilson (2001) explained reputation as an overall evaluation of stakeholders over the corporation over time.

In a nutshell, corporation's reputation has five (5) significant characteristics, namely: (1) it is based on perceptions; (2) it is the cumulative perception of all stakeholders; (3) it is comparative, (4) it can be positive or negative; and (5) it is stable and enduring (Walker, 2010).

RepTrak™ Reputation Model

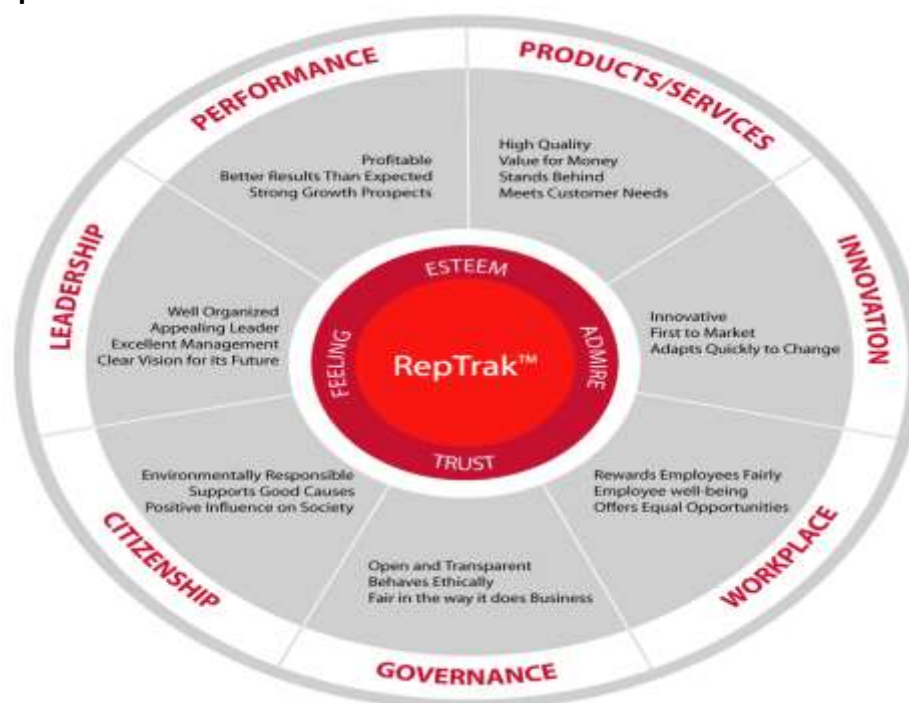


Figure 1. RepTrak™ Reputation Model (Reputation Institute, 2017)

RepTrak is the standard measurement that was developed by Charles Fombrun who provided a measurement of the views of public on the reputation of world's best-known companies. This reputation model provides companies with a standardized framework for benchmarking their corporate reputations internationally and to enable identification of factors that drive reputations. The RepTrak™ model measures on four (4) important core areas which are trust, esteem, admire, and good feeling (Figure 1) from the stakeholders perceptions towards the company (Reputation Institute, 2017). The reputation is built on seven (7) dimensions or facets namely, products/services, innovation, workplace, governance, citizenship, leadership, and performance (Reputation Institute, 2017).

Tobacco, Gambling, Alcohol, Pornography (TGAP) Industry

Unlike other ethical corporations who enjoyed the '*Holy Reputation*', some corporations struggle to build and communicate good reputation story to their stakeholders (Abdullah, 2009; Dowling, 2006). Based on the Dowling's (2006) notion, corporations in TGAP industry are facing a paradox of good government and investor story that can help the economy by generating revenues, but often reputed as having lacking in good corporate citizenship as they often times suffer social and environmental consequences due to the nature of their work which appears unethical and downright harmful to the communities at large (Abdullah, 2009).

Regardless the consequences the products of these TGAP corporations might bring to the society, there are still some reputable and trusted corporations in this industry. For instance, British American Tobacco (Malaysia) Berhad (tobacco), Genting Malaysia Berhad (gambling), and Carlsberg Brewery Malaysia Berhad (alcohol). These corporations are able to uphold their '*Holy Reputation*' to their stakeholders. Abdullah (2009) explains '*Holy Reputation*' as minimizing or avoiding TGAP that should be seen as a bottom line strategy and key relationships for their corporate success. He further argued that the integration between '*Holy Reputation*' and reputation capital could be seen as a corporate asset, which brings a long-term benefit for the survival of the firms (Abdullah, 2009).

Dowling (2006) suggested corporations in this industry focused on their philanthropic efforts and other contributions to the communities to uphold the '*Holy Reputation*'. For instance, a research conducted by Brammer and Millington (2005) showed that philanthropy aspect has a relatively larger effect on TGAP industries as compared to other industries. Brammer and Millington's (2005) finding showed that the TGAP industries' philanthropy efforts provide a "reputational payoff". In addition, they further argued that activity such as funding awareness campaign is more likely to be perceived by stakeholders as a direct form of atonement for the harmful consequences, whereby the TGAP industry benefitted from the corporations' commercial activities.

Another way for corporations in the TGAP industry to uphold their '*Holy Reputation*' is adhering to the regulatory policies set by the government (Abdullah, 2009). In Malaysia, TGAP activities are still practiced despite the strong uphold on the Islamic religion and *Shariah* compliances rules. For example, the Malaysian government restricts the distribution and trade of pornography materials to the public (Abdullah, 2009). Besides adhering to regulations on the products, media companies are also required to comply no advertising TGAP products or services, and the sensitive materials publicly (Abdullah, 2009). In addition, online trade also practice the similar regulations. For instance, Ebay, restricts buyers from engaging in any trade involving TGAP via their Ebay Trading Policy (Abdullah, 2009).

Case Study

Five out of the seven dimensions of the RepTrak™ model have been used to examine the company information that is available in the 2016 annual report of Carlsberg Malaysia Group. The selected five (5) dimensions are products/services, innovation, workplace, governance and citizenship. In addition, certain TGAP policies abided by Carlsberg Malaysia Group are also discussed.

Products

According to Smith, Smith, and Wang (2010), majority of the stakeholders are familiar with the products and services offered by company in the marketplace. Thus, organization's reputation is likely to shape by the perceptions of stakeholders toward its product brand. RepTrak's products/services facet aims to access the perceptions of the organization's products/services to be of high quality, in value, and are able to meet the needs of the customers/clients (Fombrun et al., 2015).

Incorporated in 1969, Carlsberg Brewery Malaysia Berhad (Carlsberg Malaysia Group) is part of the Carlsberg Group, which is one of the leading global brewers with strong market positions across Western and Eastern Europe as well as Asia. Carlsberg Malaysia Group is a dynamic brewer with businesses in Malaysia and Singapore as well as in Sri Lanka. They also have a regional reach via exports to markets such as Thailand, Taiwan, Hong Kong, Cambodia, and Laos.

The international portfolio of brands comprises Carlsberg, complemented by their latest product innovation Carlsberg Smooth Draught and another strong beer Carlsberg Special Brew; premium brands Kronenbourg 1664 lager, Kronenbourg 1664 Blanc, Asahi Super Dry, Somersby cider available in Apple, Pear, Blackberry, and Blueberry flavors as well as the imported third-party beer brand Corona Extra. The Carlsberg local brands are Connor's Stout Porter, SKOL, Royal Stout, Jolly Shandy, and Nutrimalt (Carlsberg Malaysia, n. d.).

Based on the above notion, it has showed that customer satisfaction and expectation in regards to the quality of products and services have an impact on corporate reputation in an organization (Carmeli & Tischler, 2005). This further explained that a good and solid reputation will help to enhance the brand value and good will of the corporation (Falck & Heblich, 2007).

Innovation

Fang, Palmatier, and Grewal (2011) stated that innovation as a significant organizational asset that distinguish a corporation which they develop respect and admiration that can lead to high reputation. Hence, the innovation determinants under RepTrak's facet evaluate the stakeholders' perceptions on the innovation and quickly adapt changes done by the organization (Fombrun et al., 2015).

Innovated in April 2016, Carlsberg Smooth Draught is claimed to be a freshly tapped beer with a smooth sensation (Carlsberg Malaysia, 2016). This innovation, which said to be inspired by consumer's strong insight on their products, was first introduced to the mass in a 580 ml bottle (Carlsberg Malaysia, 2016). The product penetrated the market through a much smaller and niche area such as "Chinese restaurants and neighborhood eateries" as per mentioned by Carlsberg Malaysia (2016), and was supported by promoters who promoted the product through trial and sampling method, creative advertising campaign, and an aggressive distribution built-up. Furthermore, the non-sales employees of Carlsberg Malaysia were said to have visited trade venues for a 'go-to-market' event that was held for two days. The purpose of the event was said to engage with Carlsberg Malaysia's consumer, besides promoting the new brew (Carlsberg Malaysia, 2016).

The success of the creative efforts done by Carlsberg Malaysia can be seen when they introduced Carlsberg Smooth Draught in a 320 ml can in July 2016 (Carlsberg Malaysia, 2016). Furthermore, Carlsberg Malaysia also able to secure a place to market its product on all major hyper and supermarkets, and convenience stores. Besides, Carlsberg Malaysia also introduced Somerita

(Carlsberg Malaysia, 2016). The purpose of this invention was to add further excitement to consumer's drinking experience besides to instill a "fun and quirky" ritual of drinking (Carlsberg Malaysia, 2016). This had congruent with the sub key themes in the Innovation facet of RepTrak™ model, whereby Carlsberg Malaysia adapt quickly to the changes of the consumers' needs regard the taste and quickly launch to the market.

Innovation is a determinant that builds Carlsberg Malaysia's reputation, as it help distinguish their assets from other competing organization of the same industry. Effective communication about the innovation was said to be key determinant to the relationship between innovation and reputation (Courtright & Smudde, 2009). This can be seen when Carlsberg Malaysia communicated the new Carlsberg Smooth Draught through various creative platforms and their effort resulted in a change from the product was being placed in local eateries to major hypermarkets (Carlsberg Malaysia, 2016).

Workplace

Strong firm's reputation is significant in attracting high quality workforce in the workplace (Alniacik, Alniacik, & Erdogmus, 2012; Nolan, Gohlke, Gilmore, & Rosiello, 2013). Carlsberg Group have a dynamic and inspiring workplace, where people will have the opportunity to work with some of the world's strongest brands across Western Europe, Eastern Europe, and Asia. In these regions, Carlsberg will build an even stronger business with a compelling new ambition and a fundamental change in prioritize and operate.

Carlsberg strive to be a successful, professional and attractive company, which is creating a true winning team culture throughout the group – with lots of commitment and engagement, and a professional attitude towards their brewing business (Carlsberg Malaysia, 2016). Team spirit is essential at Carlsberg Group and they provide many opportunities for job seeker personal development and growth.

Recognition and Engagement

Carlsberg continue to priorities employee recognition and engagement to unify the employees (Carlsberg Malaysia, 2016). This is because engaged employees who are satisfied with their work, tend to stay longer, more productive and committed. For instance, in the year 2016, 35 employees of Malaysian and Singapore operations of Carlsberg received a promotion or an upgrade, whilst some 30 employees were resituated and got transfer to a new role or new department (Carlsberg Malaysia, 2016). These are part of Carlsberg's efforts to promote job enrichment and succession planning.

In addition, Malaysia operations initiated monthly town halls and continue to organize quarterly employees' get-together named 'SAIL'22 Hour' to provide timely updates on the company's strategic priorities to their employees and keep all the employees engaged in the commercial activities (Carlsberg Malaysia, 2016). They also have robust employee recognition programs to recognize and reward the employees. This has congruent with the notion of Martin, Gollan, and Grigg (2011) that employees who being treated fairly will more likely to generate trust and respect among other constituents. This will help to build a positive and favorable firms' reputation.

In 2016, 16 employees in Malaysia received their 10-year long service award. Each of the employee received a Carlsberg hop-icon gold pendant, cash voucher and an all-expenses paid

trip with their spouses to Copenhagen, Denmark which is the birthplace of Carlsberg (Carlsberg Malaysia, 2016).

In addition, Annual Dinner and Dance for employees saw a total turnout of 550 people. They also held an Appreciation Dinner for their sales promoters, which registered an attendance of 400 people. Additionally, their Sports and Recreation Club activities throughout the year included Movie Nites, a Beerlympics in conjunction with the Rio 2016 Olympics, a durian fiesta and weekly and monthly sports activities (Carlsberg Malaysia, 2016).

Below are all the list of awards that Carlsberg won in 2016:

1. Silver award in the category of beverages or alcoholic at the Effie Awards 2016.
2. Gold Award at the Putra Brand Awards for the seventh consecutive year.
3. Company of the Year (Brewery) award at the inaugural corporate social responsibility (CSR) Malaysia Awards.

Respecting Diversity

Besides, Carlsberg Malaysia also respects diversity. They prove it by cater to the needs of female employees, both offices in Malaysia and Singapore have a nursing room for nursing mothers. In addition, Carlsberg also have a prayer room for Muslim employees and engage a pool of taxi drivers in Malaysia, especially for the female employees. This is aligned with Bursa Malaysia (2008), where Malaysian organizations are required to be sensitive towards employees' religious beliefs and other local values and norms, such as, allowing employees of various race to perform their prayer routine, being sensitive to diverse culture, and values. This has further supported the notion of Sriramesh and Verčič (2009), that the local values are still strongly embedded in daily practices of people, particularly in Malaysia.

Health and Safety at Work

Carlsberg believe that worker is their valuable asset. Carlsberg Malaysia strive to implement a zero-accident work culture that sees employees thrive in a safe and secure environment. On 26 September 2016, they reached a new milestone in their brewery's Lost Time Accident (LTA) Free Day's journey, whereby they achieved 257 days without any LTAs in the operations (Carlsberg Malaysia, 2016). There was a positive progress on the miss accidents and safety concern reporting from all levels of employees. Once a potential workplace hazard was highlighted, they took prompt and necessary measures to mitigate the risk. This accomplishment attests to the effort that their team has put in to ensure that the safety and health of employees remains a priority. In 2015, the Carlsberg Group's Environmental Health and Safety (EHS) Council developed the SHAPE (Safety and Health Assessment Program Excellence) standard. The SHAPE standard serves as a continuous improvement tool for different sites to track their progress and to plan improvements in their Safety, Health and Environment program. The standard comprises the following areas namely, Management of EHS, Safety and Health, Environment and Culture & Mind-set.

The above notion was in line with the study done by Santoso (2014), which stated health and safety as a workplace practice is crucial in the working environment as it helps to ensure work performance. Hence, it will increase the employees' commitment. Furthermore, Kramer and Schmalenberg (2008), stated that health and safety measures will reduce employee turnovers, increase job satisfaction, reduce the work stress, and burnout among employees. This supported

previous findings about health and safety as one of the components of CSR reputation that have a significant influence on the performance of the employees (Albdour, Ali, Nasruddin & Soh, 2010; Keraita, Oloko & Elijah, 2013).

Governance

Governance have been recognized as a significant indicator for corporations due to the complexities of the business environment (Kim, McFarland, Kwon, Son, & Griffith, 2011). Corporate governance can be perceived as an order of law, agreements, and societal conventions that govern the structure, process, and corporations which companies make decisions (Macey, 2010), allocate power, and control the resources (Davis, 2005). According to Samra (2016), key determinants that frame aspects of good corporate governance comprises of openly outlined obligations and expectancies for board members, disclosure and transparency prerequisites, clear-cut shareholder privileges and mechanisms to warrant agreement, and maintain accountability of board members.

Carlsberg Malaysia (2016), clarifies that the company is devoted to managing and overseeing the corporation with a transparency that displays its need for moral principles and ethics in every transactions. For example, in accordance with Carlsberg Malaysia (2016), procedures are utilized in agreement of the highest criteria, which is the Code of Ethics and Conduct (COEC) that was newly initiated by the Carlsberg Group below the SAIL'22's 'Create a Winning Culture'. The COEC aids as an ethical guide for the business to ascertain the proper and most fitting goal to execute to ensure that every action is done with integrity (Carlsberg Malaysia, 2016).

In addition, Carlsberg Malaysia attempts to enhance the whistle-blower system has been done by initiating a recent "Speak Up" telephone line in January 2017 to urge employees, who would rather remain anonymous, to notify the company about occurrences concerning violations of the COEC and other guidelines or if they have a critical concern to disclose. Besides that, other efforts taken by the corporation include training the employees on the new Code of Ethics and Conduct as well as having them complete E-Learning from November 2016 to February 2017 (Carlsberg Malaysia, 2016).

Moreover, Carlsberg Group launched "The Competition Compliance Handbook and the Competition Law - Do's and Don'ts" in September 2015, which was disseminated down to Carlsberg Malaysia operations in 2016, introducing face-to-face training sessions along with the means of new employee orientation briefing activities (Carlsberg Malaysia, 2016). Apart from that, Carlsberg Malaysia also affirms that the corporation's Board of Directors persists to carry out the recommendations of the Malaysian Code on Corporate Governance 2012 that regulates the policies and top procedures on structures and practices that businesses can exercise in their processes to attaining the ideal governance framework.

In terms of sustainability, Carlsberg Malaysia established a sustainability governance structure to assist cross-functional control that urges performance and compliance (Carlsberg Malaysia, 2016). Consistent with the SAIL'22's dual acolytes of 'Create a Winning Culture' and 'Defend our License to Operate', Carlsberg Malaysia's values and conducts are regulated through the Carlsberg Group's seven sustainability policies, namely Environment, Health & Safety, Labor & Human Rights, Community Engagement, Responsible Drinking, Marketing Communications, and Business Ethics (Carlsberg Malaysia, 2016). Carlsberg Malaysia (2016) affirmed the corporation's commitment in commencing business in a dutiful and sustainable approach by the corporation's

Economic, Environmental and Societal (EES) performance. The Economic, Environmental and Social footings are abided by Bursa Malaysia Securities Berhad's (Bursa Malaysia, 2008) recommended sustainability framework (Carlsberg Malaysia, 2016). Furthermore, these primacies boost the United Nations Sustainable Development Goals or SDGs (Carlsberg Malaysia, 2016). As proof of Carlsberg Malaysia's dedication to sustainability, on 2 June 2016, the company was awarded the "Company of the Year (Brewery)" award at the CSR Malaysia Awards 2016 (Carlsberg Malaysia, 2016). Based on the explanation above, it is in line with the statement of Casado, Peláez, and Cardona (2014) which indicated having substantive corporate governance is a vital component in reputation management.

Carlsberg Malaysia as a corporation in the TGAP industry

Being a corporation in the TGAP industry, there are certain regulations established by the local government that Carlsberg Malaysia must conform to in order to preserve a '*Holy Reputation*' (Abdullah, 2009). For instance, the advertising and marketing done by the company should be in agreement with every applicable Malaysian law, such as the policies of the Communications and Multimedia Content Forum of Malaysia, the Malaysian Code of Advertising Practice (MCAP) in addition to the Carlsberg Group's Marketing Communications guidelines (Carlsberg Malaysia, 2016). The entire print or digital advertisements by the company brands heed a high benchmark of social obligation that in no way links the products with the act of driving in any type of vehicle which not once diminishes from or clashes with the necessity for the liable and reasonable intake of alcohol (Carlsberg Malaysia, 2016).

Besides, new laws pertaining to alcohol in Malaysia have been implemented between 2016 and 2017. The Malaysian Ministry of Health heralded the Food (Amendment) Regulations 2016 to the Food Act 1983 [Act 281] on 27 May 2016 (Aziz, 2016). The recent rule decrees that all alcohol goods have to exhibit the health cautionary message in Malay '*MEMINUM ARAK BOLEH MEMBAHAYAKAN KESIHATAN*' on the labels, which was interpreted as 'Drinking alcohol is bad for health' (Carlsberg Malaysia, 2016). The other new regulation implemented on 1 December 2017 is regarding the authorized purchasing age of alcohol beverages, which was raised from the age of 18 to 21 (Aziz, 2016).

In addition, another new ruling that was decreed on 1 March 2016 by the Ministry of Finance was a revision to the Excise Act 1976 [Act 176] subsection 6 (1) that revamped the excise duty structure from one solely focused on volume plus Ad Valorem Tax, to one dictated by Alcohol By Volume (ABV) content. The paramount outcome of this was an upsurge on excise duties for beer and stout varying from 11% to 95% subject to the ABV content of the product (Carlsberg Malaysia, 2016).

Citizenship

Organizations' community work and philanthropic activities are aligned with the Malaysian government policies for nation building (Abdullah, 2010). This indirectly contribute to the organization's reputation. One of Carlsberg Malaysia's philanthropic efforts is the Top Ten Charity Campaign, "turned 30" in 2016 (Carlsberg Malaysia, 2016). It is a community engagement project, whereby funds are raised for educational purposes. In 2016, they collaborated with two Chinese dailies, Nanyang Siang Pau and China Press and managed to raise an amount of RM 17 million (Carlsberg Malaysia, 2016). Carlsberg Malaysia (2016) stated in their annual report that the

amount raised was channeled to 11 Chinese schools around Kuala Lumpur, Petaling Jaya, Melaka, Johor, and Kuantan. This campaign held a record in the Malaysia's Book of Records for the 'Longest-running and Highest Funds raised Chinese Charity Show', whereby Carlsberg Malaysia helped over 630 Chinese schools and institutions nationwide (Carlsberg Malaysia, 2016). Based on the efforts done by Carlsberg Malaysia, these will give a good impression to the stakeholders and will drive the stakeholders to respect and admire the corporation for their positive contributions to the society (Orlitzky & Swanson, 2012).

Another similar effort can be seen through a fundraising campaign where the funds went to the beneficiary schools (Carlsberg Malaysia, 2016). Five beneficiary schools from Kuantan, Melaka, and Permas Jaya benefitted from this campaign when it received positive feedbacks, whereby they managed to raise an amount of RM 61, 329 (Carlsberg Malaysia, 2016). Carlsberg Malaysia (2016) further explained that the donation was collected through a beer-selling charity drive, where they pledged to donate RM 0.50 for every quart of Carlsberg beer and Carlsberg Smooth Draught sold in selected coffee shops, restaurants, and food courts. This has congruent with Carroll and Shabana's (2010) notion, where corporate philanthropy can help to boost the corporate reputation by creating trust.

Moreover, Carlsberg Malaysia is concerned with the way Malaysians consume their products. Hence, they sign a pledge supporting the Global Beer Responsible Day (GBRD) (Carlsberg Malaysia, 2016). They further highlighted that it was their second consecutive year pledging for GBRD to ensure their consumers are able to feel the "responsible enjoyment of beer". GBRD was celebrated through a four-day #CheersResponsibly campaign in conjunction with Oktoberfest (Carlsberg Malaysia, 2016).

In addition, Carlsberg Malaysia ensures that responsible drinking is practiced from within. This can be proven when their employees became the ambassador of responsible drinking campaign, whereby it discourages drink-driving, besides giving the opportunity for the society to undergo breath alcohol content (BAC) tests (Carlsberg Malaysia, 2016). Carlsberg Malaysia in their annual report further highlighted that about 350 consumers who pledge their support for this cause were given personal mobile breathalysers.

Conclusion

In conclusion, Carlsberg Malaysia Group as a corporation that listed in TGAP industry have slightly discrepancies in the practices, however, with the CSR practices that carried out by Carlsberg Malaysia do possess corporate reputation endeavors which supported the dimensions of the RepTrak™ reputation model. Hence, CSR practices need to be included as part of the strategic management plan in developing corporate communication policy to foster the sustainable reputation among the corporations in developing country (Lines, 2004). Wartick (2002) supported this notion and further suggested that in order to build a favorable corporate reputation, corporations need to (1) formulate corporate reputation strategy as a key attribute in business sustainability; (2) integrate the communication and social responsibilities into the corporate reputation strategy; and (3) communicate the corporate story to internal and external stakeholders. This illustrates that a corporate reputation is the utmost important intangible asset because it affects consumers' judgements, creditors and investors' verdicts, and talented employees, who are the stakeholders in decisions making to make the business a success or vice versa (Fombrun, 1996). Hence, extensive application of this measure by scholars and

practitioners can assist the collective development of corporate reputation research in the future (Ponzi, Fombrun, & Gardberg, 2011).

Corresponding Author

Tak Jie Chan

Faculty of Arts and Humanities, International University of Malaya-Wales, 50480 Kuala Lumpur, Malaysia.

Email: jctj_90@yahoo.com

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