

**Brand equity in cause-related marketing: How does it influence  
consumer decision-making?**

**An experiment in cause-related marketing**

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# Abstract

## Purpose

Cause-related marketing is a relatively new field that has attracted scholars and practitioners' attention because of its uniqueness. It is a triple win approach that can benefit corporate firms, non-profit organisations and consumers. One of the crucial aspects of CRM is fit that is defined as the perceived link or connection between the cause/charity and the commercial firm. In the literature of CRM there are inconsistent results regarding how fit influences the CRM outcome. Some authors concluded that high fit between the brand and cause can lead to positive attitude towards the campaign while others argued that fit is irrelevant and some even pointed out a possible risk of consumer's scepticism when high fit. Therefore, this study explores the moderation effect of fit on the relationship between consumers' cause affinity and purchase intentions in CRM campaigns. It also explores how brand equity moderates the moderation of fit in this relationship. The retrench method was an experiment that included eight conditions with a mix of two commercial brands and four charities. The study was undertaken in New Zealand, using online surveys to collect data. Results confirm that cause affinity has a positive effect on the CRM relationship. It also demonstrates that fit is one of the driving factors in the CRM relationship, rather than a moderator. For brand equity, there was no moderated moderation using the Hayes' process, but results indicate a moderation of brand equity on the relationship in the conditions of high brand equity.

**Keywords:** advertising, cause-related marketing, affinity with the cause, fit between cause and brand, purchase intention

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## **Attestation of Authorship**

I hereby declare that this submission is my own work and that, to the best of my knowledge, it contains no material previously published or written by another person nor material which to a substantial extent has been accepted for the qualification of any other degree or diploma of a university or other institution of higher learning, except where due acknowledgement is made in the acknowledgements.

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## **Ethical Approval**

Ethics approval from the Auckland University of Technology Ethics Committee (AUTEC) was granted on 28 August 2018, as detailed in Appendix One, for a period of three years ending 27 August 2021. The AUTEC ethics application number is 13/280.

# Chapter 1: Introduction

## 1.1 Background

“We try never to forget that medicine is for the people. It is not for the profits. The profits follow, and if we have remembered that, they have never failed to appear.”

George W. Merck

The above quote is by Merck, who was the chairman of a leading pharmaceutical company (Collins, 2004), which is known for generous donations to the public. Merck sets an example for companies to have a higher purpose above focusing on making profits. As Merck states, a company that has a higher purpose which is directed towards improving people's lives – rather than maximising profits – will likely make a financial gain in the long run, despite their non-profit disposition. This is achieved through the enhanced reputation and greater positive consumer attitude toward the company garnered by their participation in social causes. For marketers, consumer attitude is identified as one of the main predictors of consumer purchase intention, and as such, many companies will employ strategic philanthropy – the combination of marketing goals and social contributions – in order to achieve their economic goals (Varadarajan & Menon, 1988).

Cause-related marketing (CRM) is a unique and powerful tool within strategic philanthropy. CRM is a marketing technique by which a firm offers to donate a proceed from the revenue derived from consumer transactions, thereby associating themselves with

a specified social cause and hence, achieving social and organisational goals simultaneously (Varadarajan & Menon, 1988). The critical aspect of CRM is the fact that the donation is conditional to the sale of a good and therefore, is rewarding for the company, the charity and the consumer. For the company, CRM leads to increased sales and improved consumer attitudes (Brønn & Vrioni, 2001; Westberg, 2004). It can also influence internal employees' attitudes toward their work as they also see an additional value in it (Brønn & Vrioni, 2001; Fishbein & Ajzen, 1975; Tuffrey, 2003). Yet more, it can be an opportunity for consumers to give back to society through their purchasing act, which will have a positive psychological impact on them (Andrews, Luo, Fang, & Aspara, 2014; Bekkers & Wiepking, 2011; Howie, Yang, Vitell, Bush, & Vorhies, 2018; Yörük, 2014).

Despite the great benefits of cause-related marketing, there are some potential risks which can cause irreparable damage for the company or the charity (Kim, 2011). It can trigger consumer scepticism, which may lead to shaking the consumer trust in the company or the charity (Kim & Lee, 2009). To prevent that, marketers recommend matching companies with charities that have some relativeness; this is called “fit” in the marketing literature (Pracejus & Olsen, 2004). For example, there is a fit between Nike and the Special Olympics, as they are both related to sport and recreation.

Fit can be defined as “overall perceived relatedness of the brand and the cause with multiple cognitive bases” (Nan & Heo, 2007, p. 72). The importance of fit can be explained by Schema Theory, which was proposed by Crocker (1984). She described schema theory is an “abstract or generic knowledge structure, stored in memory, that specifies the defining features and relevant attributes of some stimulus domain and

interrelation among these attributes” (Crocker, 1984, p. 472). The theory has been used in many fields including marketing, as it has been well established in the literature that fit is an important aspect of many marketing alliances, including sponsorship, endorsements, co-branding and CRM.

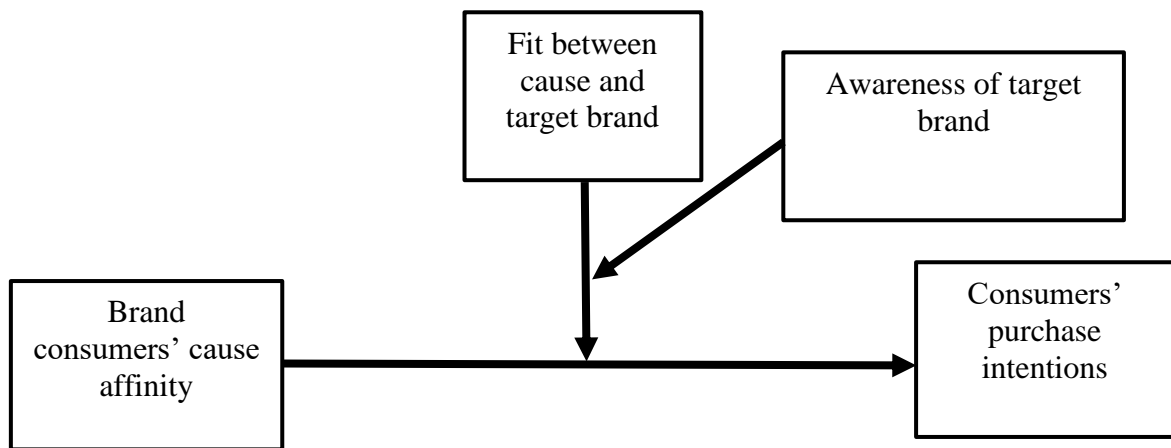
## **1.2 Importance of this research**

Cause-related marketing is a growing field that has drawn many marketers and marketing scholars’ attention. As a powerful communication tool, researchers and marketers have explored the implications of CRM relationships and drawn close attention to its details. The affinity of the target market with the associated cause (hereafter cause affinity) is an important aspect of the planning process because if a potential customer of the target brand has no affinity whatsoever with the cause espoused by the target brand, then there will be no reaction by the potential consumer. Fit between the brand and charity is another important factor that companies need to consider when planning a CRM campaign. However, it is still unclear how it affects the CRM relationship with different inconsistencies in the literature on the subject. Therefore, this research aims to clarify the role of fit in CRM relationship. In addition, this research suggests brand equity as a moderator to the role of fit in this relationship.

## **1.3 Research objectives**

The basic relationship investigated here, then, is that consumers’ affinity with the associated cause is directly related to their target brand purchase intentions and moderated

by fit. This is not revolutionary, but rather confirmatory research to this point; however, in the past this relationship has not been investigated in one study in conjunction with target brand equity, which is also recognised as an important success factor in CRM situations. This study will provide insights towards filling this gap by moderated moderation between the variables brand awareness, cause affinity, fit and purchase intentions. The suggested relationship is explicated in Figure 1.1. below. Therefore, the research question in the current study is “Does brand equity influence the importance of fit (between the brand and the cause) in cause-related marketing and consumer decision-making?”



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**Figure 1.1: Proposed model**

This investigation has potential interest and value to both marketing practitioners and academic researchers. The former would prefer to spend their scarce promotional dollars on supporting a cause that will have a direct affect upon purchase of their product, and potential cause markers need to understand what type of target company to approach to seek a co-branding CRM opportunity. Academics have investigated all the variables in this research but have not, to date, included them all in a single study.

## **1.4 Method**

To investigate the moderated (brand awareness and cause affinity) moderation (fit) of the effect of CRM on purchase intentions, a quantitative, quasi-experimental approach is used. Specifically, an online-survey platform is used to recruit participants of a convenient, proportional sample of participants within New Zealand. The surveys are designed based on adapted existing scales to measure the main variables of brand awareness, cause affinity, fit, purchase intentions. The data is analysed using Hayes PROCESS regression models.

## **1.5 Organisation of the thesis**

This chapter provides an introduction to the research problem with a brief discussion of the importance of this phenomenon and the goals of the research, followed by a brief explanation of the research method and data collection choices. The following chapter provides an intensive review of the literature in the relevant areas of marketing, communication and psychology. A set of research hypotheses based on the developed model are also developed here. Chapter Three explains the research method in detail with the justification of the choice. It presents the pre-test for the different conditions and the main experiment including 8 conditions. In Chapter Four, the research findings are presented, whilst Chapter Five contains a discussion of the findings and draws conclusions. Based on the discussion, theoretical contributions, business implications, limitations and future research will be identified.





## **Chapter 2: Literature Review**

This chapter provides a deeper consideration of the literature related to this research. The cause-related marketing (CRM) literature incorporates concept marketing and consumer behaviour, but also business management. There is psychology literature too, but psychological aspects important to this work are incorporated into the marketing/consumer behaviour section. Taking this into consideration, theoretical and empirical studies were investigated across the two fields to better understand the matter related to this research. The chapter is thus organised in two major sections. The first section explores CRM from a historical management perspective and explains how CRM evolved from the concept of corporate social responsibility (CSR). This is to provide a useful background to the research, and to illustrate the origin of some of the still-relevant issues. The second part presents a review of the marketing literature to help understand CRM as a marketing strategy. This is more closely allied to the objectives of this study, which are aimed at clarifying the confusion around exactly how CRM “works” in a marketing sense. In the latter part of the chapter the research model is developed, along with specific hypotheses designed to test the model.

To remind the reader, the research question being asked, is “Does brand equity influence the importance of fit (between the brand and the cause) in cause-related marketing and consumer decision-making?”

## **2.1 Evolution of corporate social responsibility (CSR)**

It is very hard to identify the roots of CSR, as the idea has been around for hundreds of years (Carroll, 2015). The concept was first academically defined and introduced by Howard Bowen in 1953 (Carroll, 1999). In his book “Social Responsibilities of the Businessman [*sic*]”, Bowen (1953) defined CSR as “the obligations of businessmen [*sic*] to pursue those policies, to make those decisions, or to follow those lines of action which are desirable in terms of the objectives and values of our society” (p.6). Since Bowen’s book, the concept of CSR has evolved to become an independent field within the management and marketing literature and is now influential in the global business community (Carroll, 1999).

Bowen (1953) posed the question “what responsibilities to society may business(men) reasonably be expected to assume?” (Carroll, 1999). Authors such as Davis (1960) and Clarence (1967) supported Bowen’s ideas, while others took the opposite point of view and claimed that executives should only care about whatever benefits the shareholders of the firm (Friedman, 2002). This argument attracted researchers’ attention, and CSR became a contentious area to explore that is still in the sights of scholars and executives (Civera, Casalegno, Mosca, & Maple, 2018). As a result, the concept has evolved into different areas and different perspectives. The following section aims to provide a background by tracking the evolution of the concept based on the available literature.

### **2.1.1. Phase one: Voluntary social responsiveness (1950s)**

During the 1950s, some businesses took the initiative in responding to social concerns and to act with generosity towards charities and good causes. These voluntary acts were not driven by any legal obligations or social expectations (Stroup, Neubert, & Anderson Jr, 1987), rather they were motivated by the businesses' desire to support its society and enhance the firm's reputation in the long-run (Davis, 1973). This altruistic idea contradicted the then-current image of a successful executive, which can be simply described as a profit-oriented and beneficial person (Fry, Keim & Meiners, 1982). It was also considered as a voluntary reduction in corporate income, which also contradicts the original concept of a company's responsibility towards the shareholders (Stroup et al., 1987). Such contrasts led scholars to try to integrate philanthropic behaviours with economic theory (Andreoni, 2001; Fontaine, 2006).

In the 1960s, the literature of corporate giving grew dramatically, and many scholars contributed to attempts to clarify the definition of CSR and add to its framework. That led to a better understanding of corporate philanthropy and its role in society's well-being. It became clear that, as society plays a vital role in business success and responds to the community's needs, it is ultimately also beneficial for the business (Davis, 1973). Although companies might not necessarily benefit financially in the short-term, there are many intangible benefits, such as enhanced reputation and employee pride, which can be rewarding in the long-term (Carroll, 1979; Davis, 1973).

### **2.1.2. Phase two: Mandated social responsibility (1970s)**

During the 1970s, in addition to the economic, ethical and legal responsibility and obligations towards its shareholders (Aupperle, Carroll, & Hatfield, 1985), corporate contributions to society had become an expected moral obligation (Carroll, 1999; Jones, 1980). Society generally came to realise its reciprocal role in companies' success. That is, since companies grow and flourish from the use of society resources, society began to require companies to contribute to social needs and help to solve society's problems (Wilson, 2017). Companies consequently started taking the matter of CSR more seriously. For example, Morris and Biederman (1985) raised the idea of considering social responsibilities seriously from a managerial context, encouraging CEOs to consider having a public relations specialist who could make donation decisions strategically. This is when CRM started to emerge as a marketing and communication strategy.

### **2.1.3. Phase three: Doing better by “doing good” (1980s to the present)**

In this stage, companies began to see CSR activities as an opportunity to enhance their image and performance, and Varadarajan and Menon (1988) note that this stage bridges the gap between voluntary giving and expected contributions. Companies started to realise the indirect and direct benefits to the stakeholders of being socially responsible and owning a respectable reputation. Therefore, businesses started to invest in a market-oriented philanthropy, trying to communicate their social contributions and advocating for their corporate citizenship, which is commonly known as cause-related marketing (CRM) (Brønn & Vrioni, 2001; Collins, 1993).

The following section provides a detailed overview of CRM as it is currently understood, and how it can be used as a powerful tool that benefits business, charities and consumers.

## **2.2 CRM as a unique marketing strategy**

CRM is still a slightly ambiguous concept that overlaps with and shares some aspects and terminology with a few other marketing concepts. Some authors consider it part of corporate philanthropy and CSR, as it has similar objectives regarding enhancing firms' reputation and brand image through supporting a social cause (Burlingame, 2001). In a CRM plan, the social support provided by the company is directed towards marketing objectives such as enhancing brand image and brand equity. However, corporate philanthropy is a voluntary donation that is not particularly advertised as its main objective is to give back to society rather than gaining commercial benefits (Collins 1994). Similarly, CSR is part of the company's on-going structure, while CRM is normally a short-term plan. The objectives of CSR are mainly to avoid legal implication or gain public respect by involving with a social concern (Carroll, 1999).

CRM also has some commonality with marketing strategies such as co-branding, sponsorship and sales promotions (Berger, Cunningham, & Kozinets, 1999). These strategies share some of the structure and goals of CRM, such as increasing sales, gain publicity and enhance branding. However, these strategies do not necessarily engage with a social cause which is the main element in CRM (Cornwell and Maignan 1998; Polonsky and Speed 2001). Involving with a social cause to gain commercial benefits is what makes

CRM is a unique tool. Evolving with a social cause provides a significant benefit not only to the company but also to charities, consumers and society as whole if it is used carefully. In order to plan a successful CRM campaign, it is crucial to understand the concept and the different aspects of it.

## **2.3 Definition of CRM and types**

According to the literature, the one of the earliest CRM activities occurred in 1979 when the Marriott Corporation and the March of Dimes formed a partnership. The Marriott Corporation is one of Americas' leading hotel chains and the March of Dimes is a not-for-profit organisation which fundraises and campaigns for pregnant women and mothers' health. The collaboration of these two partners sought to generate media coverage for Marriott whilst fundraising for March of Dimes. This campaign exceeded all expectations, being very successful for both parties (Schauer, 2014). Since then, the number of CRM campaigns has dramatically increased as companies have realised the potential benefits from attaching their brand name to a social cause by contributing to it and communicating it to their consumers as a branding strategy which can make them appear socially responsible (Till & Nowak, 2000).

In the academic literature, the concept of CRM has been defined from different perspectives. Some authors see CRM as a narrow field with limited activity included, while others consider CRM a broad concept that includes a variety of marketing activities. One of the first definitions of CRM was proposed by Varadarajan and Menon in 1988. He defined CRM as “the process of formulating and implementing marketing activities that are characterised by an offer from the firm to contribute a specified amount to a designated

cause when customers engage in revenue-providing exchanges that satisfy organisational and individual objectives” (Varadarajan & Menon, 1988, p.60). Although this definition is recognised and widely accepted in the literature, a few authors thought it was too limited and did not include other non-transactional charity-related strategies such as charity co-branding and cause sponsorship (Berger et al., 1999).

Broader definitions then were proposed by several authors. Pringle and Thompson (1999) consider any activity between a social cause and a company that is built on mutual benefits as CRM. CRM has been defined as an umbrella that encompasses any form of strategic alliance between a charity and a commercial firm such as co-branding and sponsorship (Berger et al., 1999). Gupta and Pirsch (2006) included donations of materials and employee volunteering as part of CRM. Hence, the concept of CRM is still evolving somewhat, and researchers and practitioners are interested in bettering their understanding of this potentially beneficial tool.

Even though marketing activities, such as co-branding, can be considered as part of CRM if linked to a charitable cause, the differences between CRM and other marketing strategies are important to acknowledge. For example, CRM is not a synonym for CSR, as the latter is a broader concept which includes the company’s on-going structure regarding its economic, philanthropic, and environmental responsibilities and concerns for employees’ wellbeing, which is normally a management matter. CRM is more typically a shorter-term campaign that has specific goals mainly related to branding and increasing sales; this is more of a marketing and communication objective rather than a management concern.



In addition, CRM is different to sales promotion, even though it can help to increase sales in some of its forms. The major difference is that in sales promotions the company might give a discount or add a gift to consumers which, in both cases, is of benefit to the consumer. In CRM campaigns, on the other hand, companies aim to increase their sales by encouraging consumers to contribute to a social cause through purchasing their product or service. In this case, consumers might benefit psycho-socially from engaging in a CRM purchase, but they will not get any material benefit.

Based on the previous definitions, different types of CRM exist (Andreasen, 1996; Gupta and Pirsch, 2006).

- Transaction-based promotions: This type includes an agreement where a company promises to donate a portion of the sales revenue, or one or more of their products, to a social cause. This type of CRM is driven mainly by consumers, as the giving to the cause is linked to the consumers' act of purchasing from the company.
- Joint issue advertisements: Unlike the first type, joint issues advertisements can be non-transactional, and just contribute to long-term brand equity or image. Similar to co-branding and sponsorship alliance, a company might sponsor or support a social cause or a charitable event and advertise it jointly.
- Licensing: In this type, a company uses a logo or the name of a charity in their marketing and advertising, in exchange of some financial support to the charity.

- Volunteerism rally, where companies encourage its employees or consumers to volunteer some for certain amount of time in order to get a discount or an offer of some sort.

The list above includes a few of the many structures of a CRM campaign that companies create to distinguish themselves from competitors. Each of these types has advantages and disadvantages and may work for certain companies or industries, while they may not work for others. The company's philosophy, culture and product types can influence the most appropriate type of CRM. In addition, companies have different objectives of their CRM activity and that also influences which type of CRM the company should choose.

### **2.3. Corporate objectives of CRM**

CRM can be used to accomplish multiple benefits. There is a number of positive outcomes of CRM marketing for a company, charity, consumers and society as whole (Keller, 1993; Kinard & Pardo, 2017; Tuffrey, 2003; Varadarajan & Menon, 1988). It is one of the multi-beneficial strategies that can enhance the company's image and create positive associations in their consumers and employers' minds (Mihaly, 1997; Nan & Heo, 2007). In the following paragraphs more detailed information on how CRM can be a marketing technique that can result in several long-lasting benefits is provided.

#### **2.3.1. Improve brand equity**

Improving brand equity is one of the main objectives of CRM, as building and maintaining a strong brand equity is one of the most important aspects for leading companies (Hoeffler

& Keller, 2002; Patel, Gadhavi, & Shukla, 2017). Brand equity is the influence of the brand in the consumer's mind, regardless of the product or service (Aaker, 1991). For example, when a consumer chooses a product over another similar product only because of the brand name, and his/her perception of that brand, this indicates high brand equity for the chosen product.

Brand equity has four elements: awareness, association, loyalty and perceived quality (Na, Marshall & Keller, 1999). To enhance brand equity, at least one of these aspects must be improved, although targeting all four elements would of course be more beneficial. CRM campaigns can be a way to target these elements of brand equity.

The first element of brand equity that can be improved through CRM is brand awareness. It can be defined as the consumer's ability to recall the brand (Hoeffler & Keller, 2002) or anything related to it, such as the brand's image, logo, products and campaign (Hoyer & Brown, 1990). It is an important element of brand equity and enhancing brand awareness has been a consistent goal for companies as it can lead to improved brand recognition and positively influencing consumer choice (Keller, 1993; Varadarajan & Menon, 1988). To do that, CRM campaigns can be used to raise awareness as they can create media exposure and attract public attention towards the brand and the cause (Hoeffler & Keller, 2002).

The second element is brand association, which is anything that is linked in a consumer's memory to the brand which can remind them of the brand (Aaker, 1991; Low & Lamb Jr, 2000). Brands aim to create unique and positive associations with the brand (Netemeyer et al., 2004). For example, McDonalds is often associated with fun, and fast cheap food, and yellow is the main colour in their logo. Linking the brand's name or logo

to a positive association will influence consumer attitude in a good way (Netemeyer et al., 2004), therefore, linking the company to a social cause through CRM campaigns can produce positive consumer associations with the brand (Varadarajan & Menon, 1988), as consumers generally have a positive attitude towards CRM campaigns as they consider a company that supports a good cause to be socially responsible (Howie et al., 2018; Varadarajan & Menon, 1988; Webb & Mohr, 1998).

Brand loyalty occurs when consumers keep coming back to the company to buy products or services regardless of the efforts by competitors to attract them to buy similar products or services (Keller, 1993). This can be improved through CRM activities, where consumers are asked to support a cause by volunteering their time to help a good cause and are offered a product or a service in return (Hoeffler & Keller, 2002). In addition, consumers are expected to value that form of CRM as explained through the “Martyrdom Effect” which, according to Christopher Olivola (2011), is when a charity or a donation is more painful or effortful it is more effective and the donation or the volunteering can be more meaningful. This can cause post-purchase satisfaction which stimulates consumer and motivates them to come back.

The final element is perceived value, which can be defined as the overall value of the product or service in comparison to similar products or services. It is clear that linking a good act like donating to a good cause to a product or a service would add to the overall existing value. That might be an extra benefit that consumer receives when they realise that, in addition to the purchase they made, they also contributed to society

### **2.3.2. Enhance or change consumer attitude towards both firms**

Many studies conclude that successful CRM campaigns can positively influence consumer attitude towards both involved partners (Lafferty, Goldsmith, & Hult, 2004). Consumer attitude can be defined as the way consumers relate to a service or a product (Fishbein & Ajzen, 1975). In other words, how they feel and what they know and how they behave toward a brand, service or product (Keller, 1993). Marketers generally realise the importance of positive attitudes and how they can help in understanding and predicting consumers' needs and consumption patterns and assist to target those needs. These patterns give the decision makers insights about their target market's needs, and how they can target these needs and attract potential customers. In addition to that, it helps marketers create sound marketing plans that aim to influence consumers' attitudes positively towards their products, company and brand (Fishbein & Ajzen, 1975; Keller 1993; Webb & Mohr, 1998).

For consumers to have a positive brand attitude, it is important for them to see the benefits of the brand, whether product related or non-product related (Keller, 1993). That is why companies invest a significant amount of their time and money in their marketing and communication strategy (Buil, De Chernatony, & Martínez, 2013). One way that companies have been attaining this objective is by using CRM, as it can be effective to highlight their non-product related value and distinguish them from other companies with similar products, qualities and price (Varadarajan & Menon, 1988; Webb & Mohr, 1998). Generally, marketing in tandem with a well-respected cause tends to generate a more favourable attitude compared to promotions and other forms for sponsorships (Westberg, 2004). This favourable attitude can be transformed to the brand associated with the CRM

campaign, if the company takes into consideration the factors that contribute to the success of a CRM campaign (Patel et al., 2017; Pracejus & Olsen, 2004; Webb & Mohr, 1998).

### **2.3.3. Increase sales for the company and donations for the charity**

As a result of enhancing brand attitude and purchase intentions, CRM campaigns can generate profits and returns through increased sales and repeat purchasing which is linked to consumer loyalty (Barone, Miyazaki, & Taylor, 2000). At the same time, non-profit organisations also benefit financially from enhancing their brand image and raising awareness (Varadarajan & Menon, 1988), through the significant financial support obtained through fundraising or direct donations from the company or consumer (Schauer, 2014)

CRM is a cost-efficient way to harness a positive reputation, which can result in generating a dedicated client base which is proven to increase revenue for the company and non-profit (Hoeffler & Keller, 2002), as well as helping consumers to improve mental and physical health (Arnstein, Vidal, Wells-Federman, Morgan, & Caudill, 2002; Bekkers & Wiepking, 2011). In contrast, some CRM can result in damaging consequences for both parties. These consequences can be the result of poor planning and wrong choices that have been made by either party (Varadarajan & Menon, 1988; Webb & Mohr, 1998). Therefore, understanding the risks and what could cause a campaign to fail is worth exploring in order to avoid making costly mistakes.

### **2.3.4. Post-purchase satisfaction for consumers**

CRM for consumers can be seen as an opportunity to contribute to society while fulfilling their individual needs (Polonsky & Wood, 2001). In another words, contributing to CRM

allows consumers to get the psychological benefits of taking part in a charitable act by choosing a product that is linked to a social cause. The psychological benefits can include warm-glow (Webb & Mohr, 1998). This psychological phenomenon suggests that the act of giving is advantageous, as giving produces a euphoric state within people (Andreoni, 1989). In fact, Bekkers and Wiepking (2011) found that giving can have many psychological benefits for donors, as their research suggested that the act of giving triggers the neurological pleasure and reward stimulus (Yörük, 2014). Also, it has helped to improve the condition of people who suffer from chronic pain and depression (Arnstein et al., 2002).

Linking a good cause to products can help consumers overcome any negative emotions they might experience after purchase (Kinard & Pardo, 2017). For example, it is very common for consumers to experience negative feelings after purchasing a frivolous or unnecessary product or service; people are often prone to feelings of guilt and/or regret that could negatively influence their overall experience and affect their perception of the product or the brand (Ross, Patterson, & Stutts, 1992). To eliminate this occurrence, a CRM campaign can be used as an effective method to add a positive feeling (the warm glow) to the consumer experience – to enhance post-purchase satisfaction and brand associations (Kinard & Pardo, 2017; Zemack-Rugar, Rabino, Cavanaugh, & Fitzsimons, 2016).

## **2.4 Concerns related to CRM**

Despite the possible potential of a successful CRM campaign, scholars and practitioners have raised some legitimate concerns. The concerns are mainly related to the outcome of

the CRM campaign on the brand, charity and consumers. However, some authors have questioned the ethical implications of CRM and its effects on society. In the following section, a more elaborate discussion of CRM concerns is provided. The concerns of CRM are discussed under three main categories: ethical concerns, marketing concerns and financial concerns.

#### **2.4.1. Ethical concerns**

As corporate organisations are profit-oriented, CRM can be more appealing than traditional philanthropy. Compared to CSR and corporate philanthropy, CRM has more practical and financial benefits. Companies focusing their efforts too narrowly towards CRM may neglect their responsibilities towards society. Moreover, companies might include CRM alliance expenses in their philanthropic budget, which causes a reduction in corporate altruistic giving (Gurin, 1987). Although CRM can be beneficial for the cause, it is chiefly designed as a marketing strategy for the company partner. Therefore, companies will make their giving decisions based on the marketing potential of the cause rather than its inherent value (Cunningham, 1997). For example, companies might sponsor a well-known organisation to gain high publicity rather than sponsoring an authentic organisation that might be in more need of support. This can damage the authentic corporate social involvement which will have a negative influence on society as CRM cannot replace corporate altruistic giving. It can conversely be argued that supporting a well-known altruistic company is better than offering no support at all.

In addition to reducing corporate philanthropy, several authors have concerns about combining consumption with philanthropy, as it can distract consumers from contributing to social issues directly (Eikenberry, 2009). That can lead to two concerns. CRM will shed



a spotlight on certain causes, mainly popular and strong ones. That can leave less popular organisations with less support even though they might be in a greater need (Cunningham, 1997). In addition to that, it has been hypothesised that consumers might prefer to contribute to a cause through a CRM purchase instead of directly donating to a charity. Thus, the direct donations towards non-profit organisations will decline as consumers might feel like they have already fulfilled their philanthropic obligation towards society (Flaherty & Diamond, 1999). However, these hypotheses are very moot and are yet to fully explored empirically.

#### **2.4.2. Marketing concerns**

Along with the great potential benefits of CRM highlighted in the previous section, there are also some serious risks that can harm the brand permanently. As stated previously, CRM marketing objectives are mainly focused on generating positive publicity, enhancing brand equity and generating positive attitude and thus sales (Varadarajan & Menon, 1988). However, these objectives are not guaranteed to be met, as CRM can cause negative publicity if consumers perceive the company as being an exploiter of the charity (Varadarajan & Menon, 1988). This can have serious consequences on the company's reputation, which can cause loss of consumers' trust and loyalty and damage to brand equity (Osterhus, 1997: Weiss, Anderson, & MacInnis, 1999). These are serious concerns that can lead to irreparable damage to the brand. Therefore, the CRM relationship must be taken seriously and planned for with caution, as it can lead to harmful consequences towards the brand (Howie et al., 2018).

Similarly, there is a number of concerns for non-profit organisations when they get involved with a corporate partner in a CRM relationship. CRM deals can make the non-

profit partner appear commercialised (Barber, 2001; File & Prince, 1998). Therefore, it is crucial for the non-profit organisations to ensure that their corporate partner does not use any unethical marketing practices that might raise suspicion about the charity motives behind the CRM alliance. If the consumers perceive the charity as unethical, or too business-like, that can have damaging consequences such as negative publicity, losing trust, bad reputation and declining donations. In addition to that, when a charity is publicly sponsored by a strong brand, people might assume that it has enough support. That can cause decreased contributions and limited resources. Hence, even though charities will benefit financially from forming a relationship with a business, there some risks that can cost the organisation a lot of damage.

#### **2.4.3. Financial concerns**

As mentioned previously, CRM can result in increased sales and generated profits by encouraging consumers to support a social cause through a purchase action. However, it is expected that when consumers are asked to donate money to a social cause through CRM, they might worry about being manipulated. As a defence mechanism they might question the authenticity of the CRM alliance and whether the company is taking advantage of the cause rather than genuinely supporting it (Batson, Turk, Shaw, & Klein, 1995; Tyler, Orwin, & Schurer, 1982). If consumers perceive an inauthentic motive behind the relationship, they might resist participating in the campaign. That can affect the profitability of the campaign and it might be considered a financial cost for the company rather than a profitable investment.

In terms of the financial concerns for the cause, one of the major concerns is the wasted resources in case the alliance did not meet its objectives. In addition, charities can

face reduction in the direct donations, as consumers might assume that they do not need support since they are sponsored by a corporate brand. That can increase their reliance on corporate support which can cause some challenges in case of a disagreement (Andreasen, 1996; Gurin, 1987; Varadarajan & Menon, 1988). These concerns can be mitigated through effective management so, in the following section, a brief overview of the CRM management tools is offered.

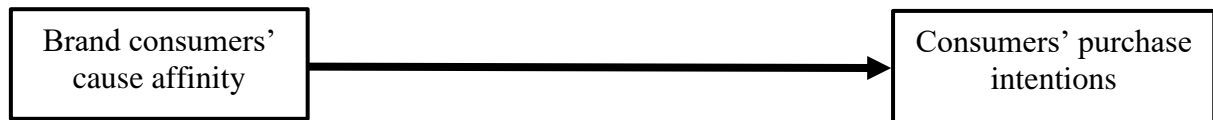
## **2.5 Management of CRM**

Considering the concerning issues associated with CRM which can affect both partners, the target brand and the cause or charity, firms have been advised to anticipate potential problems in CRM and address these issues in their early planning (Cunningham, 1997). The next section outlines the common issues that have been discussed in the CRM literature.

### **2.5.1. The choice of the cause**

Corporate brands are advised to choose a charity that aligns with their company's culture and values. For example, a company that supports the idea of a balanced lifestyle between work and family would suit a charity that values family time, or support for poor families. The choice of cause can also be made based on the type of products or services the company provides. For example, a company that specialises in women's underwear might sponsor a breast cancer research organisation. Lastly, the firm can select their charity partner according to the timing of some sessional locations. For instance, during Mental Health Week, a company might support a charity that advocates for mental health. This is

the basic idea in CRM, that a company's consumers need to have empathy or affinity with the cause before their intentions to buy the target brand are enhanced. This is not a new idea but is central to the controversy that still surrounds the issue of CRM versus CSR, and the assumption that good CSR (co-branding) can positively affect sales. A sub-set of Figure 1.1 expresses this idea in Figure 2.1.



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**Figure 2.1: A subset of the research model; cause affinity drives target brand sales**

Brand purchase intention is defined as the buyer's self-instruction to purchase the brand or take other relevant purchase-related action. It is in fact, an anticipated, conscious planning of the action step, the final buyer response step (Rossiter & Percy, 1998). The best way to predict consumer purchase behaviour of a particular brand is the consumer's intention to buy that brand (Fishbein & Aizen, 1980).

### **2.5.2. The fit between target product/service and selected cause**

One of the main factors in the success of a CRM campaign that was exceptionally investigated in the CRM literature is the perceived fit which can be defined in a general sense as the perceived connection between the brand and the cause involved in the CRM alliance (Adkins, 1999; DeNitto, 1989; Higgins, 2002; Lewis, 2003). The concept of fit is widely used in the different disciplines of relational marketing as an important factor on consumer's reactions. It was first conceptualised in brand extension literature (Barone, Miyazaki et al., 2000) mainly as brand/product fit, and it was also explored in several

studies in the context of sponsorship (Aaker & Keller, 1990; Grohs, Wagner, & Vsetecka, 2004), endorsements (Basil & Herr, 2003; Kmins & Gupta, 1994) and co-branding (Simonin & Ruth, 1998; Zdravkovic et al., 2010) research. As CRM is a form of relational marketing, fit has a significant role in its success.

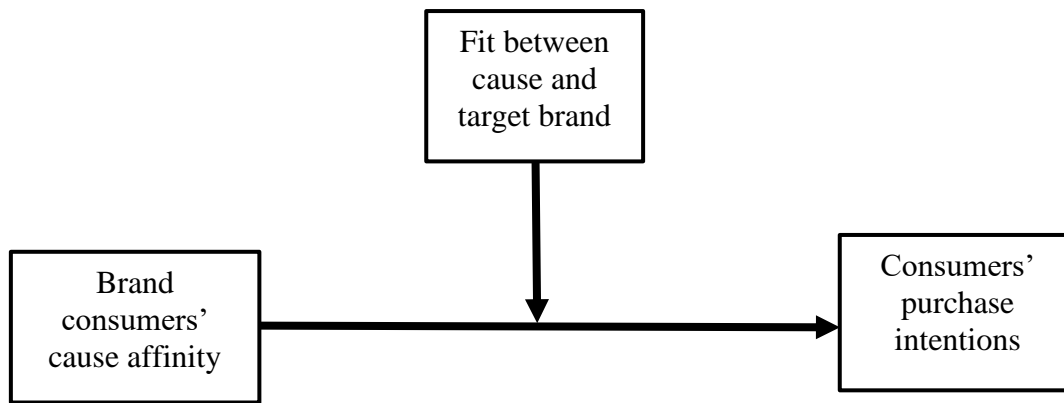
In the CRM literature, the definition of fit has not been consistent, and many authors have used different terminologies to describe it. For example, Aaker and Keller (1990) used the term congruence referring to the similar associations between brands and charities. Also, Varadarajan and Menon (1988) referred to the “perceived link between a brand and cause needs” as compatibility. In addition, Charity-brand fit has been defined as “the perceived link between the cause’s needs and its constituents and the company's product line, brand image, brand positioning, or target market” (Ellen, Mohr, & Webb, 2000, p.397).

It is still unclear how fit moderates the relationship between the firms involved in the CRM relationship. A few studies in the CRM literature (e.g. Henderson & Arora, 2012; Murphy, 1988) as well as practitioners (e.g. Basil & Herr, 2006) suggest that when a logical relationship between the brand and the charity is perceived by consumers, it is more likely to result in more positive outcomes and less scepticism. The explanation of the positive effect of fit is based on number of learning and consistency theories such as schema theory (Rumelhart, 1980) and congruence theory (Cornwell & Maignan, 1998). These theories explain how lack of fit can stimulate consumer’s cognitive evaluation to integrate the new information into existing schema. High cognitive evaluation means considering and examining the company’s motives in greater depth, whereas when fit is

high, consumers have less need to elaborate and evaluate which means less judgment and scepticism.

However, some studies concluded that fit has no significant effect on how consumers perceive the CRM relationship (Lafferty, 2007; Mohr & Webb, 2000; Nan & Heo, 2007). Furthermore, some studies indicate a negative effect as closely related brands can cause alliances can provoke consumer's scepticism (Cone, Feldman, & DaSilva, 2003; Drumwright, 1996; Ellen, Webb, & Mohr, 2006). That indicates that fit might have less influence on CRM relationships compared to other forms of relational marketing like sponsorships and co-brandings because of the emotional component. This can be explained by social identity theory. According to this theory, people form a favourable attitude and a sense of connectedness when they perceive an activity that is congruent with aspects of themselves (Sen & Bhattacharya, 2001). In other words, people feel connected to the advertisement because it displays an act of social contribution and that can stimulate their affinity and support for the advertisement or the act of CRM.

The inconsistency of the results reported in relation to fit called for more investigations which proposed a number of moderating factors that contribute to the level of fit. Kim (2011) found that when corporations with a negative reputation engaged in high-congruence CSR activity, their motives perceived by the public were severely downgraded.



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**Figure 2.2: A subset of the research model; fit moderates the relationship between cause affinity and target brand purchase intentions**

This contradiction leads to a further extension of the current study, to support or challenge the belief that fit moderates the positive relationship between the target brand's consumers' affinity to the cause and their intentions to purchase the brand. Again, this idea is encapsulated in Figure 2.2, which is a further subset of the research model proposed in Figure 1.1 earlier.

### **2.5.3. Brand equity/awareness**

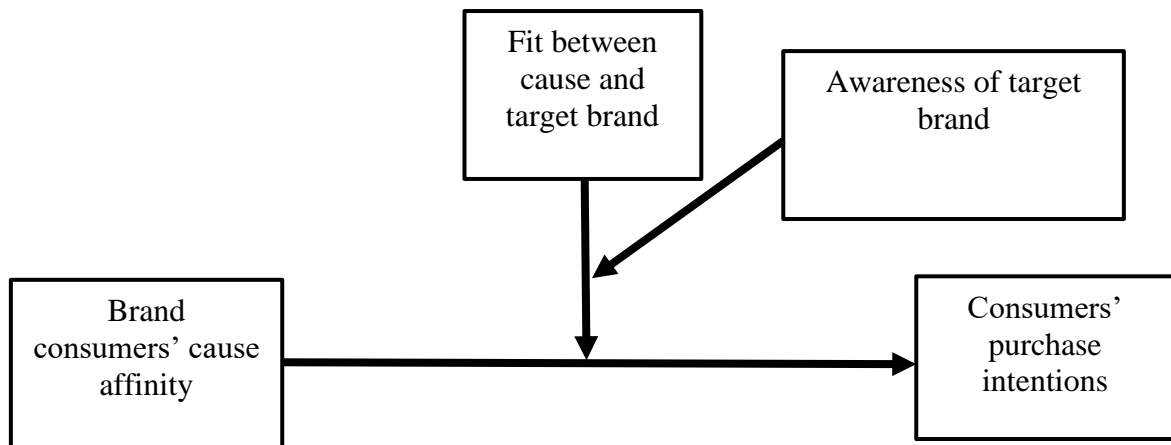
There is a large literature devoted to the concept and measurement of brand equity (Aaker, 1991; Hoeffler & Keller, 2002; Keller, 1993; Low & Lamb Jr, 2000; Patel et al., 2017; Varadarajan & Menon, 1988). The consensus is that brand equity has four elements; brand awareness, brand association, brand loyalty and perceived quality. Brand equity is understood to be formed through a spreading activation pattern in the mind of the consumer, so that equity can be built through constructing a network of associations through persuasive advertising messages (Keller, 1993).

Brand awareness is not brand equity, but it is a sub-set of it. However, in this research, brand awareness is considered a reasonable proxy or indicator for brand equity. Although it is acknowledged that building brand equity and thus attaining increased sales and other marketing advantages could be a legitimate reason for conducting CSM, it is also clear that the brand equity of the two brands concerned is critical to this end. That is, if a well-known brand (one with high brand equity) links itself to a lesser-known brand, then it is the lesser-known brand that stands to gain equity.

In this research, this is the chain of logic that is followed. The focus of the research is the target brand and what might happen to purchase intentions of the brand when it links itself to some cause. Now, if the target brand is relatively unknown (i.e., has a low brand equity), then it will not matter how well-known or popular the cause brand is, customers will not be interested in purchase.

It is a major contribution of this research to show that this is true, and that the moderating effect of fit on the relationship between cause affinity and purchase intentions are themselves moderated by the awareness (brand equity) of the target brand. Note that the contrary concept, that the brand awareness of the espoused cause is also important, is not addressed here; it is entirely possible that this could have an effect, but it is beyond the scope of this work. Neither is cause affinity a part of brand equity: the former concerns feelings of sympathy and empathy towards the cause whereas the latter concerns the brand equity, or how well-known the cause brand is. These ideas are all encapsulated in the research model in Figure 1.1, repeated here as Figure 2.3.





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**Figure 2.3: Full proposed model**

## 2.6 Research hypotheses

The research is focused on the model developed above, and thus has three linked hypotheses required to empirically support the model:

**Hypothesis 1:** The target brand consumer's cause affinity will have a direct, causal relationship to target consumers' purchase intentions.

**Hypothesis 2:** The relationship between the target brand consumer's cause affinity and their purchase intentions will be moderated by the fit between the target brand and the selected cause.

**Hypothesis 3:** The moderation of the relationship between the target brand consumer's cause affinity and their purchase intentions by fit will itself be moderated by the awareness (as a proxy for brand equity) of the target brand in the consumers' minds.

## **2.7 Chapter summary**

This chapter has reviewed the relevant literature around the CSR process, and has developed a number of hypotheses supporting the research model. There is no doubt that CSR can be a useful marketing tool that can have benefits for the target company, the affiliated cause and society at large in that the cause supports some worthy social objective. However, the selection of cause to espouse is not totally straightforward, and this research sets out to establish the major conditions for success. The literature reviewed suggests that the extent to which the target brand's customers feel a connection (an affinity) for the cause will drive sales of the target brand yet higher. This relationship appears to be moderated, though, by the extent to which the cause fits the target brand in terms of values or some commonality. Thus far the research is confirmatory.

The major contribution of the research is to extend this knowledge and suggests that even if fit is high and the target market shows affinity to the cause, if they do not know of the target brand (i.e., the target brand has low brand equity) then there will be no effect whatsoever and the CSR effort is wasted.

The following chapter, Chapter 3, outlines the selected research method and the development of the research tools.

## **Chapter 3: Research Method**

This chapter presents the method adopted to test the research hypothesis proposed in the previous chapter. The chapter starts by a brief reiteration of the purpose of the research and presents the chosen approach. That is followed by a detailed presentation of the method including the two steps, pre-test and experiment design. Lastly, the chapter ends with a summary of the methodology providing an overview of the main choices.

### **3.1 Research approach**

The purpose of this research is to explore the effect of brand equity on the relationship between cause affinity and purchase intentions in a cause-related marketing relationship. The question is, what is the role of brand equity of the target product/service in a CRM campaign? This can be a complex question to answer, as there is a number of moderating variables that can influence the outcomes of this relationship. This exploratory research takes a positivist, quantitative approach to attain its aim of developing a useful model to guide the development of CRM strategies and practices.

The research approach chosen for this study is quantitative experiment, as it is one of the best research methods to explore a causal relationship between variables (Cooper & Schindler, 2008). Experiments allow the researcher to manipulate the independent variables and observe the changes on the dependent variable. There are two steps in the experiment: pre-test and main study. The main study includes eight manipulation conditions. The purpose of these conditions is to manipulate the independent variable and the moderating variables to explore the changes on the dependent variable. For example,

for brand equity (an independent variable) one of the conditions is “high cause equity and high brand equity” and another condition is “low cause equity and high brand equity.” The manipulation of brand equity is hypothesised to affect purchase intentions (the dependent variable). Observing the changes accruing to the purchase intentions in the different conditions helps us understand the dynamics of the relationships between these variables.

The data collection is through online panel surveys, as this is one of the most time and cost-efficient methods in this modern marketing. Statistical tests are used to analyse the data, including factor analysis and multiple regression analysis.

### **3.2 Creating the conditions**

The aim of the conditions is to manipulate the dependent variables, fit and brand equity. Brand equity is a big concept that includes a number of aspects discussed in the previous chapter and is operationalised here as brand awareness. Aaker (1991) defined brand awareness as “... the ability of a potential buyer to recognize or recall that a brand is a member of a certain product category” (p.61). The scale used to measure brand awareness is taken from Na, Marshall and Keller (1999). Table 3.6 contains details of the items used for each variable.

In order to create the manipulation conditions needed for the experiment some brands and charities are required. To identify suitable brands and charities an open-ended question was developed. According to Krishnan and Chakravarti (1999), there are three ways to test a consumer’s memory regarding an advertisement: free recall memory with stimuli, and recognition. Therefore, a free recall test is a good tool to identify brands that

belong to the choice set in a memory-based decision (Nedungadi, 1990). The survey was divided into five categories of services and products and asked participants to list five brands and charities they know under each category. The aim of this exercise is to identify brands and charities with high and low equity among the target audience. The categories were included in the survey to help identify brands and charities from the same or a similar category which will help to manipulate the level of fit between the brands and charities in the conditions.

After analysing the answers, the brands that were mentioned most frequently were selected as high equity brands and the brands that were less frequently mentioned were selected as low equity brands, using recall as a proxy for awareness and awareness as a proxy for equity. The brands of the Salvation Army, Kathmandu and Outward Bound were mentioned most frequently, and Connect the Dots, PIRM and untouched world mentioned the least. Therefore, these brands were selected to build a cause-brand relationship for the purpose of this study.

### **3.3. Pre-test**

After identifying a number of target and charitable brands with high and low recall, a pre-test survey was performed to confirm their level of recall/equity on a wider sample. To measure the general awareness of the selected brands, four scale items were used as shown in Table 3.1 To collect data, a Likert scale was used, each item was anchored at 1 = Strongly Disagree to 7 = Strongly Agree. Although the scale was taken from the validated sources in the marketing literature (Putrevu & Lord, 1994; Sampath & Henley, 2007; Thomson, MacInnis, & Park, 2005; Zdravkovic et al., 2010), an Alpha test was performed

to ensure the reliability of the scale. The Alpha scores of the brand awareness scale are shown in Table 3.1.

Variable	Item	Source	Scale Alpha
Brand equity	I know this brand very well	Na, Marshall & Keller (1999)	.97
	I am very familiar with this brand		
	I know quite a bit about this brand		
	Most people I know have heard of this brand		

**Table 3.1: Items and Alpha score for the brand awareness scale**

### 3.2.3 Pre-test data collection and statistical analysis

The survey was sent to 45 individuals and 25 of them responded. The answers were collected and transferred to SPSS. First, a one-way ANOVA was performed, followed by a post-hoc Tukey's test to examine whether the mean scores of the familiarity with the brands differed. The results do indicate a significant difference between brands' consumer awareness ( $F = 109, p < 0.001$ ). Tukey's test grouped the brands based on their average score of brand awareness: the test confirmed that the brands PIRM, untouched world and Connect the Dots were significantly less well known than the brands Salvation Army and Kathmandu Outward Bound. Therefore, these brands were used to create the advertisements that were used in the survey experiment.

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	818.320	6	136.387	109.806	.000
Within Groups	202.457	163	1.242		
Total	1020.778	169			

**Table 3.2: One-Way ANOVA analyses of significant difference between brand equity**

<b>Brands</b>	<b>N</b>	<b>Subset for alpha = 0.05</b>			
Connect the Dots	24	1.2813			
PIRM	25	1.5400			
untouched world	24	2.2292			
UNICEF	24		4.9271		
Outward Bound	25		5.7600	5.7600	
Salvation Army	24			6.4271	6.4271
Kathmandu	24				6.7188
Sig.		.053	.132	.366	.970

**Table 3.3: Tukey's analyses of the means displayed in subsets**

### 3.4 Main study: Experimental design

The first stage identified the required charities and brands for the conditions for experiment in this study. There are four CRM conditions where there is a high fit between the brand and the charity, and four conditions with low fit. The fit utilised here is mission fit. The conditions and the partners are presented in Table 3.4.

<b>Equity</b>	<b>Fit</b>	<b>Brand</b>	<b>Charity</b>
High + High	High	Kathmandu	Outward Bound
High + Low	High	Kathmandu	PIRM
Low + High	High	untouched world	Outward Bound
Low + Low	High	untouched world	PIRM
High + High	Low	Kathmandu	Salvation Army
High + Low	Low	Kathmandu	Connect the Dots
Low + High	Low	untouched world	Salvation Army
Low + Low	Low	untouched world	Connect the Dots

**Table 3.4: Experimental conditions**

### **3.4.1 Measurement of the variables**

All the measurements used in this study have been tested and validated by other researchers. The measurement methods used in the present study are psychometric measurements of beliefs and opinions represented by multi-item, seven-point Likert-type scales. The scales in this study are anchored at 1 = Strongly Disagree to 7 = Strongly Agree.

There is one dependent variable in this study, purchase intention, and three independent variables, mission fit, cause affinity and brand equity. The scales used to measure these variables were adapted from scales found in the marketing literature. The scales were tested previously in terms of validity and reliability. A more detailed explanation of the scales is presented in the following sections.

#### **3.4.1.1 Purchase intentions, dependent variable**

Purchase intention is one of the vital constructs of marketing, as it has been used by marketing scholars as an indication of the consumer's intentions to buy a product. In this study, the scale developed to measure purchase intentions includes three items. These items were adopted from an existing scale that was developed and validated in previous studies. Two items from Putrevu and Lord's (1994) scale for purchase intention. The third item was adopted from Grau and Folse (2007) for cause involvement in CRM campaign.



Variable	Items	Source
Purchase intention	Next time I need to buy a product/service with these characteristics, I will buy brand XXX	Putrevu & Lord (1994)
	It is likely that in the future I will purchase a product/service of brand XXX	Putrevu & Lord (1994)
	It is likely that I would contribute to non-profit X by getting involved in this CRM campaign	Grau & Folse (2007)

**Table 3.5: Item scales for purchase intention**

#### 3.4.1.2 Mission fit, independent variable

To measure the construct of fit, a scale is adapted from the work of Zdravkovic, et al. (2010) was used. These authors proposed the concept of strategic fit and suggested five strategic types of fit: slogan, mission, target, promotion, and geographic type. For this study, mission fit was selected as most appropriate as mission fit is more of a perceptual natural fit rather than an artificial fit (slang, logo or colour). In addition, there was a demographic fit between charities and brands as they were all selected from New Zealand. To measure mission fit, a three-item scale is used based on the scale proposed by Zdravkovic et al. (2010). The scale is relatively new but has been successfully used by Huertas-García, Lengler, and Consolación-Segura (2017).

Variable	Items	Source
Mission fit	Brand XXX's mission or product...	Zdravkovic, Magnusson. & Stanley (2010)
	- is a good fit with cause Y.	
	- evokes similar feelings to that of cause Y.	
	- seems relevant in terms of function to cause Y.	

**Table 3.6: Item scales for mission fit**

#### 3.4.1.3 Affinity with the cause, independent variable

Perceived affinity toward a social cause was measured in this study using a mix of scales.

The scales included items that assess the perception of the charity, which can be considered parts of cause affinity. These items were adapted from previous scales to assess trust, respect affinity and giving intentions (Faircloth, 2005; Hou, Du, & Tian, 2009; Thomson et al., 2005).

Variable	Items	Source
cause	I would be proud to be associated with XXX	Faircloth (2005)
affinity	I feel passionate about XXX	Thomson et al. (2005)
	I feel connected to XXX	Thomson et al. (2005)
	The organisation XXX is an organisation that I would trust.	Sampath & Henley (2007).
	I am likely to donate to the non-profit ‘‘X’’	Hou et al. (2009)

**Table 3.7: Item scales for cause affinity**

#### 3.4.1.4 Brand equity, moderator

Brand equity was measured in the pre-test, and there is a detailed presentation on how it was measured in the previous section (see Table 3.1).

### 3.4.2 Survey development for the main study

The survey instrument used in this experiment is a self-response questionnaire, as this helps minimising research bias and it allows respondents to answer with high confidentiality (Bryman & Bell, 2011). The questionnaire was designed online and written

in a clear and general language that consumers can understand, using scales from reliable sources in the marketing literature, as discussed in detail in the previous section. Minor adjustments were needed in order to customise the questions for the current study. Table 3.8 provides detailed information regarding the scales and the adjustments made to them.

Variable	Original Items	Item after adjustment	Source
Purchase intentions	Next time I need to buy a product/service with these characteristics, I will buy brand XXX	The next time I need the type of product Kathmandu sells during this campaign, it is likely that I would purchase from XXX	Putrevu & Lord (1994)
	It is likely that in the future I will purchase a product/service of brand XXX.	It is likely that in the future I will purchase a product/service from XXX <u>even after this campaign ends</u>	Putrevu & Lord (1994)
	I would be willing to participate in this CRM campaign,	It is likely that I would contribute to this cause by getting involved in this CRM campaign.	Grau & Folse (2007)
Mission fit	I can see a fit between brand X and cause Y	No modification	Zdravkovic et al. (2010)
	Brand XXX's mission or product evokes similar feelings to that of cause Y.	No modification	Zdravkovic et al. (2010)
	Brand XXX's mission or product is a good fit with cause Y.	No modification	Zdravkovic et al. (2010)
	Brand XXX's mission or product seem relevant in terms of function to cause Y.	No modification	Zdravkovic et al. (2010)
Cause affinity	I would be proud to be associated with cause Y	No modification	Faircloth (2005)

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I feel passionate about cause Y	No modification	Thomson et al. (2005)
I feel connected to cause Y	No modification	Thomson et al. (2005)
The organisation Y is an organisation that I would trust.	No modification	Sampath & Henley (2007)
I am likely to donate to the non-profit ‘‘X’’	No modification	Hou et al. (2009)

---

**Table 3.8: Items’ syntax modifications**

In order to understand the different influences of fit, cause affinity and brand awareness on consumer’s purchase intentions, eight advertisements for eight scenarios were created. Two brands and four charities were chosen, two with high fit and two with low fit. The two brands are Kathmandu and untouched world, both brands are based in New Zealand and they are both have an environmentally friendly image, but Kathmandu is far better known than untouched world. There are four different charities used in this experiment; two well-known charities and two not known (low awareness). The first two charities, ‘‘Outward Bound’’ (high equity) and ‘‘The Pacific Institute of Resource Management’’ (low equity) have high mission fit with the brands, the other two ‘‘Connect the Dots’’ (low equity) and ‘‘the Salvation Army’’ (high awareness) have a low mission fit to the brands.



**Figure 3.1: The advertisement constructed for the condition ‘high brand awareness + low cause awareness’ Note: All eight advertisements are shown in Appendix 3**

### **3.4.3 Instrument face validity**

To create the advertisements for the experiment a real advertisement that was created by each brand was selected. They each include the logo of the brand and a picture of people, across genders, using the brand’s products. A logo of a charity was then added to picture for each scenario with an appropriate message. The advertisements for each brand have the same font, colours and size, the only difference is the charity logo (see Figure 5 for example). The example is for the condition ‘high brand awareness + low cause awareness’.

Amendments were made to the original scales to suit the advertisements made for the experiment. Although the items used in the survey are from the marketing literature, face validity was tested by asking two independent experts to ensure the meaning, accuracy, grammatical structure and reading comprehension of the questions.

### **3.4.4 Sample**

Researchers agree on the importance of the sample selection choices in empirical research, as it can largely influence both the internal and external validity of the results (Calder, Phillips, & Tybout, 1981; Lynch, 1982; McGrath & Brinberg, 1983). Therefore, the current study followed the guidelines and recommendations which give some guidance to appropriately select a suitable sample to ensure the validity of the research results. In this section, a detailed description of the sample used in this study with justifications is presented.

#### **3.4.3.1 Sample size requirements**

There are different opinions in the literature regarding the sampling size needed in multivariate data analyses (Williams, Onsman, & Brown, 2010). Tabachnick, Fidell and Osterling (2001) recommended for eight conditions with pre-validated scales a sample set of at least 80-120 respondents in order to enable a computation of a multiple regression analysis. In the current study, there are eight conditions and, based on the guidelines, the minimum requirement in order to attain a reasonable distribution within in cell/condition is 25-30 respondents. That would make a total of participants between 200-250, which is an appropriate number for this experiment. Online surveys were sent to a large sample via an online platform, achieving 279 responses. After excluding the uncompleted attempts and after the data-cleaning process the total number of participants remaining was 256. This sample size is acceptable for exploratory factor analyses and other statistical analysis (Comrey, 1973; Pett, Lackey, & Sullivan, 2003; Williams et al., 2010).

### **3.4.3.2 Sample type**

Although a probability sampling method, where all the individuals in the population have an equal chance of being selected for the study, is an ideal choice, it is not always available for the researcher as it can be costly and time consuming. In the current study convenience sampling is selected as it is easier to use and suitable for the budget, time frame and exploratory nature of the research. Convenience sampling is a method that allows the researcher to recruit participants who are available or easily accessible. For example, students in the same university or shoppers in a local shop. In the current study, participants were recruited through a privately-owned online research panel, Cint, where individuals indicate their availability through a website. It is a commonly-accepted method especially when probability sampling is not available. In addition, the sample in the current study was stratified, so that each condition includes an equivalent number of respondents across age, gender and education level. Moreover, only New Zealand residents were assigned for the study, as only locally-known brands and charities were used in the experiment.

### **3.4.2.3 Respondent screening and survey distribution**

In the current study there are two restrictions in terms of respondent screening. First, individuals who were below 18 years of age were excluded. Second, as this research was conducted in New Zealand as there were only New Zealand brands and charities included in the experiment, participants who did not have at least New Zealand permanent residency were excluded from the population.

The method used to collect data in this study is a self-administered online survey. The use of online self-administrated surveys has become a very common method to collect data in the academic world. Self-completed surveys from professional panel service providers help to minimise researcher bias and also provide a level of confidentiality for participants to answer the questionnaire without fear of reciprocity (Bryman, 2012). It also allows the researcher to reach potential responses without time and location restrictions with a relatively lower cost compared to the old ways. It can even be more accurate and reliable than other forms of offline surveys (de Leeuw, 2012; Landoy & Repanovici, 2009; Selm & Jankowski, 2006). As Couper and Bosnjak (2010) and Groves et al. (2011) conclude in their research, response behaviour in online surveys is very similar to the traditional survey method. In addition to the beneficial value for the researcher it is also more convenient for the participants than other methods, as it has less pressure compared to interviews and also it does not require tasks such as mailing (Selm & Jankowski, 2006).

The surveys were distributed through a research panel, Cint, which is an online platform that helps recruit respondents through their private research panel that directs respondent panel members to our online survey on Qualtrics. Cint is certified to ISO 20252 by SIRQ, which is a certification that includes an active panel list to data protection systems and security systems to protect client privacy (Cint, 2005). Additionally, it uses advanced technology to create anonymous profile IDs for people using the website to protect their identity. These ID profiles include some anonymous demographic information about the respondent which is available for the researcher to use. Hence, the current study uses advanced technology to elevate the concerns about using online surveys as a data collection method.



Despite the advantages of online surveys as a data collection method a few concerns must be considered. To begin with, it can be hard to generalise the results as participating in online surveys requires Internet access. That can exclude people who do not have Internet access, perhaps some elderly and or underprivileged members of the population (Landoy & Repanovici, 2009). The current study takes place in New Zealand where the cost and availability of the Internet is within the means of a wider sector of the population compared to many other countries. According to Statistics New Zealand, the public service department that collects data related to New Zealand and its population, 89% of the New Zealand population were active on the Internet with an even spread for all genders and age groups from 15 years old until 75+. Therefore, Internet accessibility is not a matter of concern in the current study.

In addition, there are some concerns regarding the quality and credibility of the data. The online surveys might give respondents a “sense of reduced accountability” compared to offline surveys (Johnson, 2005, p. 108). As some online survey platforms offer participants an incentive for participating in the surveys, some participants act in an unethical way. For example, some individuals answer the questions arbitrarily without reading the questions properly (Leiner, 2013). In that case they might choose the same response for all questions or have a pattern like alternating choices without actually reading the questions (Van Vaerenbergh & Thomas, 2012). In addition to that, some participants might have multiple submissions for the same survey which can be a legitimate concern for some research areas. These concerns are not only limited to online surveys, but it is more likely for online participants to act in an irresponsible way.

In the current study the survey instrument, prepared on Qualtrics and distributed by Cint, is a web-based self-completed survey, and this helps eliminate some of the mentioned concerns around online surveys. Qualtrics provides some additional paradata or metadata which can help improve the quality of the data (Kreuter, 2013), for example, respondent IP address, browser identification, survey completion time and available plug-ins installed on their internet browser. These paradata are an easily controlled and commonly available means to gauge the quality of the recorded responses (Olson & Parkhurst, 2013). The IP address helps identify multiple submissions by the same respondent (Konstan, Rosser, Ross, Stanton, & Edwards, 2005; Van Selm & Jankowski, 2006), and completion time is used to screen careless responses (Barge & Gehlbach, 2012; Meade & Craig, 2012).

### **3.4.5 Post hoc identification of meaningless data**

To safeguard the integrity of the results of this study, a *post hoc* analysis was done as a data cleaning method. *Post hoc* analysis is a process of excluding meaningless data from the raw data to avoid biases and manipulated findings (Leiner, 2013). The data is referred to as raw when it is in its initial state after collecting it from participants and before any changes or analyses accrue (Meade & Craig, 2012). The quality of the data has been a concern for scholars due to the significant role it has on the research overall results (Leiner, 2013). Excluding meaningless data is one of the methods that can be used to ensure reliable data. Data can be considered meaningless when an answer provided by a participant “does not accurately reflect respondents’ true levels of the constructs purportedly being measured” (Meade & Craig, 2012, p.437). Clearly, these data can be disturbing; therefore, a few methods were provided to help identify meaningless data.

According to Leiner (2013), compilation time score is one of the best in identification of meaningless data. In the current study, the paradata provided by Qualtrics-Cint were used to identify the cases of meaningless data. To elaborate, the respondent survey compilation time was utilised to screen invalid data. The survey tool was pre-tested to estimate an average time needed to complete the surveys on Cint. The average time needed to complete the survey online was 7 minutes. Therefore, responses that were completed within 2 minutes, for example, were excluded. The very short time can be an indication that the individual did not read the questions properly and might provide irrelevant responses. If these responses were the opposite of the valid data, regarding response distribution (Van Vaerenbergh & Thomas, 2013), the research can risk drawing erroneous conclusions (Woods, 2006). Therefore, some scholars recommend excluding such responses from the data as they can reduce the overall accuracy of the research (Leiner, 2013; Meade & Craig, 2012; Wang & Strong, 1996). However, it was not necessary to remove any such contrary data in this case.

In addition to the survey completion time, the current study applied other screening protocols to the data cleaning process. IP address was used to screen out individuals who did not live in New Zealand, as that was a major requirement for participating in this study. Moreover, the multiple submission paradata was used to screen and prevent multiple responses from the same person to ensure the authenticity of the responses received. Although multiple-submission is considered a minor concern, identifying doubles cases improves the quality of the data (Musch & Reips, 2000).

The total number of responses received was 280. Using the methods presented above, 24 responses had to be excluded to eliminate meaningless data and ensure the

accuracy of the overall result of the current study. As a result, a total of 256 of the completed surveys were deemed to be suitable for the statistical analysis. A detailed description of participants' characteristics is presented in Chapter 4.

### **3.4.6 Statistical analysis**

The following sections present a brief description of the statistical analysis proposed to examine validity and reliability of the survey instrument used in this research, and to address the research hypotheses.

#### **Reliability test**

In statistical contexts, reliability refers to the consistency of the results of measures in a research. There are two common methods to assess the reliability of a scale: test-retest, and internal consistency. In the test-retest method, the researcher repeats the experiment, and, using the same measure, scales multiple times. There are a few criticisms of this method: mainly that, in addition to the complications of ensuring identical conditions in both tests, the consistency might be affected by the time period between the tests (Bohrnstedt, 1970). Also, it can be challenging to ensure that the subjects will not manifest the practice effect in which they answer the second survey based on what they remember from the previous answers (Field & Hole, 2003).

The other method, internal consistency, is a very practical way to measure scale reliability. The internal consistency method measures the inter-item correlations. Basically, it splits the item score within the scale into halves and then compares the means of the results. Although there are many formulas to assess the reliability of a measurement scale, Cronbach's Alpha is the commonly accepted formula (Peter, 1979). Therefore, a

Cronbach's Alpha test was used to assess scales reliability. In a reliable test, item-to-total correlation is the correlation of each item and the total score of the scale. The correlation between the item and total value indicate a reliable scale (Cronbach,1951). Generally, if the value of item-to-total correlation is less than 0.3 then the particular question does not correlate very well with the overall scale. In Cronbach's Alpha the reliability of various scales is tested using 0.70 as the recommended cut off (Nunnally & Bernstein, 1978). When applying the test, if the Alpha value exceeds 0.70 then that indicates strong internal consistency (Tavakol & Dennick 2011). Of course, there are situations where this criterion may not apply (in, for instance, exploratory versus confirmatory research). In the current study, the value of Cronbach's Alpha exceeded 0.07, therefore, the scales used in this study were considered reliable.

### **Validity test**

According to Field (2013), the validity test is used to verify that the scales used are actually measuring what they are intended to measure. It is recommended that every instrument must be validated through a formal or informal test (Bryman, 2012). Although the current study uses scales that were used and validated in previous research, an informal face validity test was carried out to ensure that the modification done to the questions did not change the meaning compared to the original version. Additionally, exploratory factor analysis (EFA) was also considered to further assess the reliability and validity of scales.

### **3.5 Chapter summary**

In this chapter, a detailed description of the research method, with appropriate justification, is provided. The variables and how they were measured is described first, then the face validity test, sample selection, respondent characteristics and screening protocol for participants. In addition, a description of data cleaning and post hoc analysis is provided. Finally, the chapter ends with an explanation of the statistical tests used to ensure the reliability and validity of the instrument used in the current study.

## Chapter 4: Data Analysis and Results

This chapter presents the analyses of data and the results of addressing the research hypotheses. First, a descriptive analysis of the sample characteristics and data treatment is provided. Second, a presentation of the assessments of the scale reliabilities and validity is offered, followed by correlation analysis and the testing of the moderation effects.

Analysis is principally conducted using Hayes PROCESS models.

### 4.1 Descriptive analyses

This section presents the characteristics of participants in terms of age, gender, ethnicity and a description of how the participants are allocated to one of the eight conditions is provided.

#### 4.1.1 Sample characteristics

Age group	Frequency	Percent	Cumulative %
18 - 22 years	36	14.1	14.1
23 - 35 years	87	34.0	48.0
36 - 55 years	131	51.2	99.2
56 - 65 years	2	.8	100.0
<b>Total</b>	256	100.0	

**Table 4.1: Age of the respondents**

As reported in the previous chapter, 279 responses were received but, after data cleaning, only 256 were found to be usable. The sample included an even gender split of men and woman. The age group of study participants ranged between 18 and 65 years, with different education levels and different occupations. In addition, although the respondents had to be New Zealand residents, the sample included a mix of cultures and backgrounds, e.g. Middle Eastern, Maori and Europeans who live in New Zealand. The table below offers more detail regarding this division.

	<b>Frequency</b>	<b>Percent</b>	<b>Cumulative %</b>
Caucasian	77	30.1	83.6
Maori	14	5.5	89.1
North African and Middle Eastern	1	.4	89.5
North-East Asian	2	.8	90.2
Pacific Islander	2	.8	91.0
People of the Americas	1	.4	91.4
Prefer not to say	4	1.6	93.0
South-East Asian	10	3.9	96.9
Southern and Central Asian	8	3.1	100.0
Total	256	100.0	

**Table 4.2: Ethnicity of respondents**

Each ethnic group is roughly equally distributed between experimental conditions, and gender is precisely distributed. The small size of each ethnic group precludes testing to



ascertain any bias, but a test of differences between genders (as a possible moderator) on the main variables shows no statistically different patterns. Hence gender becomes a control variable and not an experimental variable.

<b>Conditions</b>	<b>Frequency</b>	<b>Cumulative</b>
Kathmandu + Connect the Dots	31	12.1%
untouched world + Connect the Dots	33	25.0%
Kathmandu + Outward Bound	32	37.5%
untouched world + Outward Bound	30	49.2%
Kathmandu + Pacific Institute of Resource Management	34	62.5%
untouched world + PIRM	32	75.0%
Kathmandu + Salvation Army	32	87.5%
untouched world + Salvation Army	32	100.0%
<b>Total</b>	<b>256</b>	<b>100%</b>

**Table 4.3: Subject group distributions between experimental conditions**

## **4.2 Scale reliability**

To further increase the quality of the results of this research, it was crucial to assess the reliability and validity of the scale responses forming the variables. The current study follows the most recommended methods to assess scale reliability. That is, measuring the internal consistency of the scales using Cronbach's table and eliminating unreliable items

using item-to-total correlations (Churchill, 1979; Field, 2013; Gaur & Gaur, 2009). Additionally, the mean and standard deviation are calculated for all the variables. The reliability analyses indicate good internal consistency as the values of Cronbach's alpha for all the variables exceeded 0.70 and item-to-total correlation values exceeded 0.30 (De Vaus, 2002; Field, 2009; Spector, 1991). The values of the mean, standard deviation and Cronbach's Alpha for each variable are presented in Table 4.4. Note that all items contribute the Alpha of the respective scales.

<b>Scale</b>	<b>Number of items</b>	<b>Scale mean</b>	<b>Standard deviation</b>	<b>Cronbach's Alpha</b>
Purchase intentions	3	4.1	1.54	.85
Mission Fit	4	4.7	1.38	.89
Cause affinity	6	4.0	1.46	.92
Brand equity	4	2.0	.711	.97

**Table 4.4: Scale reliability**

### **4.3 Scale validity**

After completing data cleaning and preparation, an exploratory factor analysis (EFA) was conducted using SPSS version 27. There are many reasons to conduct EFA, but it is mainly used to assign highly correlated variables into groups, thus guiding scale development. A principal component extraction approach was used with an orthogonal, Varimax, rotation. A Varimax rotation is used as the resultant variables will be analysed further using regression analysis, so at least a moderate level of independence is desirable.

Only the two independent variables are analysed, as it is expected that purchase

intentions will be highly correlated to the independent variables, and that factor has been demonstrated to hold together well as a scale through the reliability analysis. Brand equity (represented by brand awareness) is not a scale item but was sorted out in the pre-test.

Component	Initial Eigenvalues			Rotation Sums of Squared Loadings		
	Total	Percent of Variance	Cumulative percent	Total	Percent of Variance	Cumulative percent
1	5.685	56.849	56.849	5.685	56.849	56.849
2	1.816	18.164	75.013	3.816	75.013	75.013
3	.577	5.77	80.783			
4	.409	4.088	84.872			
5	.403	4.026	88.897			
6	.285	2.851	91.794			
7	.247	2.465	94.214			
8	.232	2.318	96.532			
9	.181	1.809	98.341			
10	.166	1.659	100			

**Table 4.5: Factor analysis of the fit and affinity scales**

The results of the factor analysis were very satisfactory. Two factors emerged, with eigenvalues of 5.7 and 1.8 (Table 4.5), and the scale items all loaded cleanly with no serious cross loading, to their respective variables (Table 4.6).

Items	Components	
	1	2
I feel passionate about the organisation Y	<b>.888</b>	.139
I feel connected to the organisation Y	<b>.864</b>	.140
How likely would it be for you to donate to the organisation Y?	<b>.862</b>	.173
How likely is it that you would recommend others to donate to organisation Y?	<b>.852</b>	.240

I would be proud to be associated with the organisation Y	<b>.759</b>	.405
The organisation Y is an organisation that I would trust	<b>.637</b>	.423
Brand's X mission is a good fit with the organisation Y	.208	<b>.873</b>
Brand's X mission evokes similar feelings to those of the organisation Y	.164	<b>.859</b>
Brand's X mission seems relevant, in terms of function, to the organisation Y	.228	<b>.843</b>
I can see a fit between Brand X and the organisation Y	.245	<b>.808</b>

**Table 4.6: Factor loadings**

At this point of the analysis, new variables were formed by using the mean value of the appropriate scale items. This now leads to the testing of the research hypotheses.

#### **4.4 Hypothesis testing**

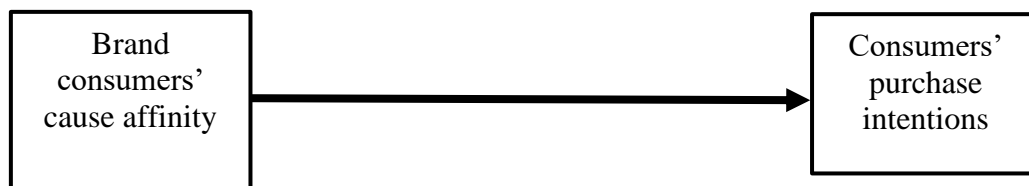
The main effect hypothesis was tested by using OLS hierarchical regression as detailed by Baron and Kenny (1986). In this study there are multiple variables and that makes the estimation of OLS susceptible to multicollinearity, although this seems unlikely in the light of the factor analysis run in the previous section.

Before addressing the hypotheses, it is of interest to check the correlations of the variables. First, this provides a multicollinearity check. To avoid multicollinearity in the sample, the correlation between the variables should not meet or exceed 0.9 (Field, 2013), although it is preferred that correlations do not exceed 0.7. Second, a matrix provides a measure of comfort to the researcher that there are sufficient correlations in the data to safely perform regression and moderation analyses. Table 4.7 provides the detailed information, which is satisfactory. Note that the higher-than-0.7 correlation between the Purchase Intention, dependant variable and others is only to be expected.

		<b>Fit</b>	<b>PI</b>	<b>Afilecsr</b>	<b>BEtgt</b>	<b>BEcsr</b>
<b>Fit</b>	Pearson Correlation	1	.639**	.509**	.147*	.047
	Sig. (2-tailed)		.000	.000	.018	.454
	N	256	256	256	256	256
<b>Purchase intention</b>	Pearson Correlation	.639**	1	.755**	.160*	.092
	Sig. (2-tailed)	.000		.000	.010	.143
	N	256	256	256	256	256
<b>Affinity with the CSR</b>	Pearson Correlation	.509**	.755**	1	.089	.190**
	Sig. (2-tailed)	.000	.000		.156	.002
	N	256	256	256	256	256
<b>Brand equity of target brand</b>	Pearson Correlation	.147*	.160*	.089	1	.008
	Sig. (2-tailed)	.018	.010	.156		.899
	N	256	256	256	256	256
<b>Brand equity of CSR brand</b>	Pearson Correlation	.047	.092	.190**	.008	1
	Sig. (2-tailed)	.454	.143	.002	.899	
	N	256	256	256	256	256

**Table 4.7: Correlation matrix of the experimental variables**

To remind the reader, the first hypothesis states that “The target brand consumer’s cause affinity will have a direct causal relationship to target consumers’ purchase intentions,” and is represented as the partial model repeated in Figure 4.1.

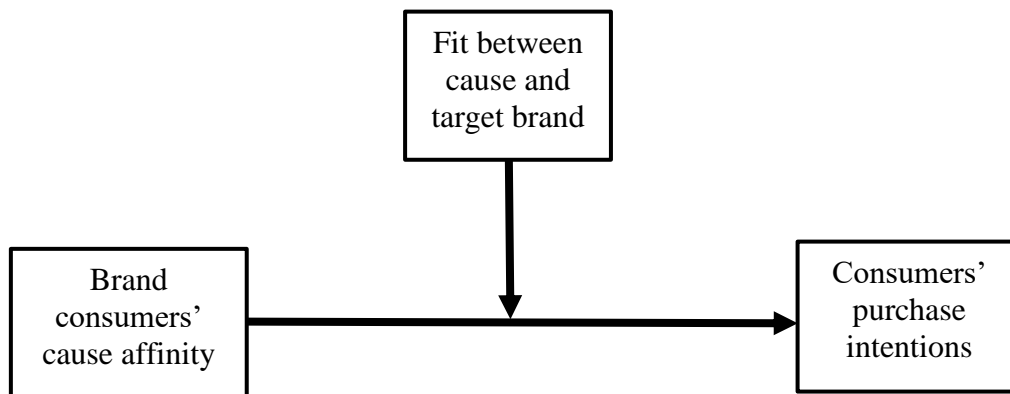


**Figure 4.1: Repeated representation of hypothesis 1**

To support this hypothesis a single-item regression analysis was performed, where purchase intention is the dependent variable and cause affinity the independent variable.

The relationship is both positive and highly significant ( $\beta = .79, p < .001$ ; adjusted  $r^2 =$

.57.) Thus, the relationship explains a high degree of variation in the data, and the result provides support for Hypothesis 1.



**Figure 4.2: A subset of the research model; fit moderates the relationship between cause affinity and target brand purchase intentions**

```

*****
Model : 1
  Y : PI
  X : Afilcsr
  W : Fit

Sample
Size: 256

*****
OUTCOME VARIABLE:
  PI

Model Summary
      R      R-sq      MSE      F      df1      df2      p
    .8148    .6639    .8022  165.9220    3.0000  252.0000    .0000

Model
      coeff      se      t      p      LLCI      ULCI
constant  4.0210    .0615  65.3433    .0000    3.8998    4.1422
Afilcsr    .5999    .0448  13.3959    .0000    .5117    .6881
Fit        .3998    .0479   8.3532    .0000    .3055    .4941
Int_1      .0542    .0248   2.1841    .0299    .0053    .1032

Product terms key:
Int_1 :      Afilcsr x      Fit
  
```

**Table 4.8a: Regression analysis for Hayes moderation procedure, Model 1**

Hypothesis 2 advances the investigation, and states that “the relationship between the target brand consumer’s cause affinity and their purchase intentions will be moderated by the fit between the target brand and the selected cause.” Once again, this is illustrated in Figure 4.2, which is a copy of the earlier Figure 2.2.

In order to address this hypothesis, Hayes (2012) PROCESS Model 1 was used. The model is highly significant and the gap between the upper and lower limits of the interaction term is significant and excludes zero, indicating a significant moderation effect (Table 4.8a contains the first section of the SPSS output for this analysis).

The data in Table 4.8a are simply a regression analysis where the coefficient shows the slope of the relationship and the *p*-value shows how significant each predictor is. The coefficient of the constant merely describes the intercept point. In this situation it can be noted that Affinity has a greater effect than Fit, but that both are highly significant.

The conditional effects, shown in a second section of SPSS output in Table 4.8b, help explain the interaction. This section of output explains the impact of fit at different levels. Here it can be seen that the slope for the lower condition is less steep (.54) than that of the middle (zero) and high (.68) conditions, which starts to make the nature of the interaction clearer. In fact, the independent variables have a strong effect on purchase, but the interaction (moderation) is weak.

Test(s) of highest order unconditional interaction(s):					
	R2-chng	F	df1	df2	p
X*W	.0064	4.7704	1.0000	252.0000	.0299

-----  
 Focal predict: Afilcsr (X)  
 Mod var: Fit (W)

Conditional effects of the focal predictor at values of the moderator(s):

Fit	Effect	se	t	p	LLCI	ULCI
-1.1641	.5368	.0557	9.6419	.0000	.4271	.6464
.0859	.6046	.0446	13.5489	.0000	.5167	.6924
1.5559	.6843	.0562	12.1838	.0000	.5737	.7949

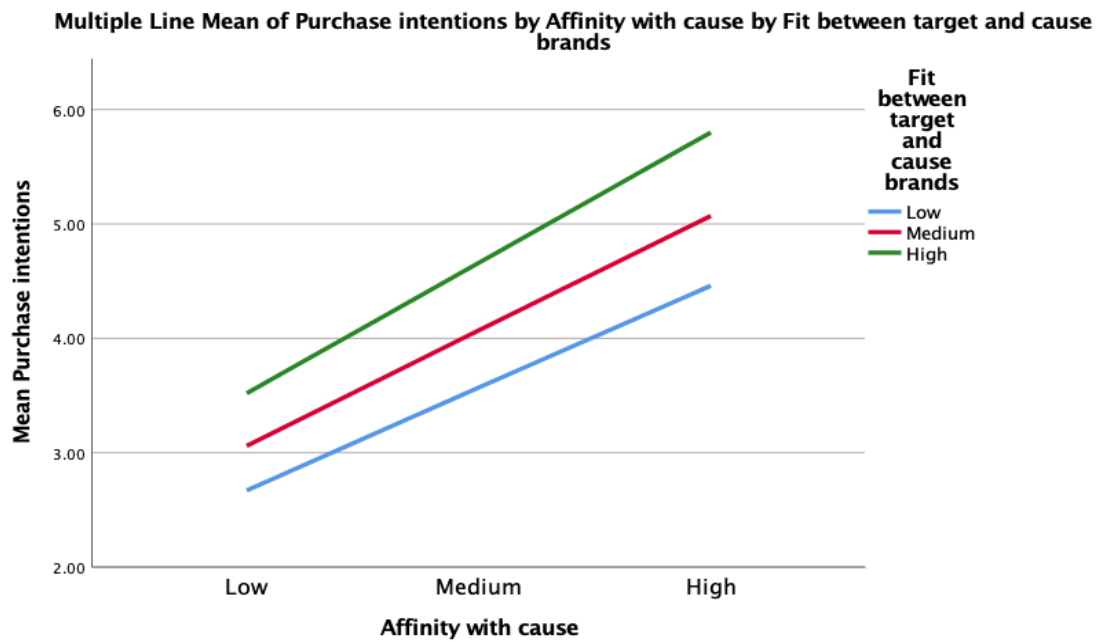
---

**Table 4.8b: Conditional effects output from Hayes PROCESS, Model 1**

In the options tab a request was made to centre the products of the independent variables before performing regression analysis. This enables a better picture of the interaction to be shown using a graphical representation. In Version 3 of PROCESS, the data to create plots is provided, and only needs to be fed into the SPSS chart-builder to provide a useful visualisation of the data; this is contained in Figure 4.3.

Note that instead of pasting the actual scores, those -1sd are labelled “Low,” 0 labelled “Medium” and +1 labelled “high.” This is merely to make more sense of the graph. The weakness of the moderation can be seen clearly in the graph, which shows no cross-over value and only a modest difference in slopes.





**Figure 4.3: Graphical representation of the moderation effect of fit on the relationship between cause affinity and purchase intention**

Hypothesis 3 takes the analysis into as-yet uncharted waters, and tests to see if the moderation noted above is itself moderated by the brand equity (awareness) of the target brand: “The moderation of the relationship between the target brand consumer’s cause affinity and their purchase intentions by fit will itself be moderated by the awareness (as a proxy for brand equity) of the target brand in the consumers’ minds.”

Once again, Hayes’ PROCESS is used, but this time Model 3 (a moderated moderation) is utilised. The data in Table 4.9 again shows a significant model where the interaction terms are, however, not significant, thus the research model fails.

Sample  
Size: 256

\*\*\*\*\*  
OUTCOME VARIABLE:  
PI

Model Summary

	R	R-sq	MSE	F	df1	df2	p
	.8203	.6729	.7934	72.8751	7.0000	248.0000	.0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	4.0325	.0619	65.1653	.0000	3.9106	4.1544
Afilcsr	.6056	.0452	13.3989	.0000	.5166	.6947
Fit	.3747	.0497	7.5450	.0000	.2769	.4726
Int_1	.0416	.0256	1.6291	.1046	-.0087	.0920
BE	-.0083	.0865	-.0956	.9239	-.1787	.1621
Int_2	-.1160	.0664	-1.7474	.0818	-.2468	.0148
Int_3	.1839	.0740	2.4836	.0137	.0381	.3297
Int_4	.0221	.0386	.5729	.5673	-.0539	.0980

Product terms key:

Int_1	:	Afilcsr	x	Fit	
Int_2	:	Afilcsr	x	BE	
Int_3	:	Fit	x	BE	
Int_4	:	Afilcsr	x	Fit	x BE

Test(s) of highest order unconditional interaction(s):

	R2-chng	F	df1	df2	p
X*W*Z	.0004	.3282	1.0000	248.0000	.5673

**Table 4.9: Hayes' Model 3, showing the non-significance of the two-way interaction (interaction 4)**

Reconsideration of the correlation matrix in Table 4.7 shows that target brand equity has a very low correlation with all the other variables in the dataset, suggesting that the variable has little relevance or was poorly measured. Nevertheless, a t-test between high and low brand equity groups shows a weak but significant difference in purchase intention ( $\text{Mean}_{\text{high}} = 4.3$ ,  $\text{Mean}_{\text{low}} = 3.8$ ,  $t = 2.59$ ,  $p = .01$ ) between the two groups. This offers a chance to further explore H3 using a less stringent method than Hayes' Model 3.

The brand equity of the target variable is constructed as a dichotomous variable, and the pre-test confirmed (*inter alia*) that the Kathmandu brand is significantly more well-known than the untouched world brand. If the responses for one and then the other

are suppressed and Model 1 run again for each, whether the relationship between cause affinity and purchase intention is moderated by fit in these two groups will show. This is not the same as running a moderated moderation, as there are more uncontrolled variables present than in the Hayes' model, but this analysis does provide an exploratory guide.

```

Sample
Size: 129

*****
OUTCOME VARIABLE:
Afilcsr

Model Summary
      R      R-sq      MSE      F      df1      df2      p
      .7762      .6026      .8658     63.1688     3.0000    125.0000     .0000

Model
      coeff      se      t      p      LLCI      ULCI
constant    3.9444    .0947   41.6588   .0000     3.7570     4.1318
PI          .7252    .0730    9.9374   .0000     .5808     .8697
Fit         .0277    .0817    .3387   .7354    -.1340     .1893
Int_1       .1147    .0332    3.4576   .0007     .0491     .1804

Product terms key:
Int_1 :      PI      x      Fit

Test(s) of highest order unconditional interaction(s):
      R2-chng      F      df1      df2      p
X*W      .0380     11.9550     1.0000    125.0000     .0007

-----
      Focal predict: PI      (X)
      Mod var: Fit      (W)

Conditional effects of the focal predictor at values of the moderator(s):
      Fit      Effect      se      t      p      LLCI      ULCI
-1.3663    .5685    .0874    6.5028   .0000     .3955     .7415
.1337     .7406    .0729   10.1532   .0000     .5962     .8849
1.6337     .9127    .0892   10.2342   .0000     .7362     1.0892

```

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**Table 4.10a: Hayes' Model 1 run with only high target-brand equity responses**

Tables 4.10a and 4.10b show that this stratagem works, and the sample size still serves, in that the moderation in the high-equity group (Table 4.10a) is significant, whereas the moderation is not significant in the low-equity group (Table 4.10b). Note that the overall regression models in both groups are highly significant and have a good effect size (high  $R^2$ ).

```

Sample
Size: 127

*****
OUTCOME VARIABLE:
  Afilcsr

Model Summary
      R      R-sq      MSE      F      df1      df2      p
    .7629    .5820    .9135   57.0896    3.0000   123.0000   .0000

Model
      coeff      se      t      p      LLCI      ULCI
constant   3.8247   .0953  40.1218   .0000    3.6360    4.0134
PI          .6609   .0704   9.3920   .0000    .5216    .8001
Fit         .1419   .0832   1.7061   .0905   -.0227    .3065
Int_1       .0207   .0369   .5608   .5760   -.0524    .0939

Product terms key:
Int_1 :      PI      x      Fit

Test(s) of highest order unconditional interaction(s):
      R2-chng      F      df1      df2      p
X*W     .0011     .3145     1.0000    123.0000   .5760
-----
      Focal predict: PI      (X)
      Mod var: Fit      (W)

```

---

**Table 4.10b: Hayes' Model 1 run with only low target-brand equity responses**

## 4.5. Chapter summary

This chapter sets out to address the three research hypotheses, using regression techniques. The basic confirmatory hypothesis describing the relation between cause affinity and purchase intentions is strongly supported by a single-item regression equation. Similarly, the second confirmatory hypothesis, that this relationship is moderated by fit, is also strongly supported.

The exploratory hypothesis, where the model is extended to moderate the moderation of fit by the brand equity (awareness) of the target brand, however, is less strongly supported. Using Hayes' Model 3 the moderated moderation is not significant.

This seems to point to a weakness either in the theoretical assumptions and logic, or possibly a poor measurement of the brand equity variable.

Nevertheless, a weaker analysis does support the research hypothesis, as the basic moderated relationship between cause affinity and purchase intentions works well for a group of respondents who were exposed to a high-equity brand but does not for another group exposed to the low-equity target brand. The implications of these results are discussed in Chapter 5.

## Chapter 5: Discussion and Conclusion

This research aims to fill a gap in the marketing literature, precisely in the area of CRM. It started by reviewing the literature and recognising a need for better understanding of what conditions under which the moderation effect of fit on the CRM relationship is more relevant or important. A proposed model was developed based on previous research presented in Chapter 3. The framework was established by adopting existing scales of established validity and reliability. After that, empirical data was collected to test the hypothesis and the proposed model. More detailed presentation is provided in Chapter 4. The data was then analysed and is presented with the results in Chapter 4. This chapter provides a discussion of the results, and their relevance to the literature. It also discusses the practical implications of the findings. Lastly, it highlights the limitations of the current study and provides directions and recommendations for future research.

### 5.1 Summary of subsidiary hypotheses results

Hypothesis	Results
<b>H1:</b> The target brand consumer's cause affinity will have a direct, causal relationship to target consumers' purchase intentions.	Supported
<b>H2:</b> The relationship between the target brand consumer's cause affinity and their purchase intentions will be moderated by the fit between the target brand and the selected cause.	Supported
<b>H3:</b> The moderation of the relationship between the target brand consumer's cause affinity and their purchase intentions by fit will itself be moderated by the awareness (as a proxy for brand equity) of the target brand in the consumers' minds.	Supported but only in the high equity condition

**Table 5.1: Research results**

## **5.2 Theoretical contributions**

In terms of the theoretical contributions, this paper makes significant contributions to the CRM literature. By adding empirical support to the proposed conceptual model, this paper displays new insight into the role of fit in the CRM relationship. First, the results confirm the positive effect of both perceived fit and consumer's cause affinity on consumer's purchase intentions which has been investigated previously in the literature. Second, the results introduce a CRM model where brand equity demonstrates a partial moderated moderation effect – of perceived fit – in a CRM relationship. Although the model was not supported, the results indicated a different effect in consumers' purchase intentions in the condition of advertisement with high brand equity (Kathmandu). This result demonstrates that brand equity has an effect on the moderating effect of fit on the CRM relationship. In the case of high brand equity, fit will strengthen the importance of cause-affinity on purchase intentions of the brand. Therefore, brands with high equity should seek charities that have some similarities and communicate these similarities in the CRM campaign to increase the fit perception.

### **5.2.1 Cause affinity and purchase intentions**

The results of the present study confirm a positive, significant link between consumers' affinity with the CRM cause and their purchase intentions toward the target brand. This finding supports the results of Beise-Zee (2011) who concluded that consumers' affinity with the cause plays an important role in consumers attitude towards the CRM campaign and the company. Involving charities with high affinity in a CRM campaign is more likely

to influence in positive attitude towards the company. That can be seen in a society that is supportive to a certain cause, for example, if a society is following a certain religion, if a company support a cause related to the religion, it is more likely that consumers within that society will appreciate CRM campaigns. Similarly, if the society is critical about a cause, that might provoke their negative judgment toward the CRM alliance. It also in line with the results of Sheikh and Beise-Zee (2011) who investigated how consumers respond to the CRM alliance based on their level of affiliation with the sponsored cause. The relationship between cause affiliation and purchase intentions can be explained by a number of theories: social identity theory (Mael & Ashforth, 1992), and feelings-as-information theory (Schwarz & Clore, 1983). Both theories look at consumers' decision-making processes from an emotional perspective rather than a cognitive perspective. Further, based on the theory of the affective valence, participating in a purchase that is linked to a social cause, can result in consumers experiencing positive feelings such as "warm glow", which can influence consumers to process such advertisements in a simpler route with less judgments (Batra & Stayman, 1990). Therefore, the results of the current study support the various studies regarding the important effect of consumers' affinity to the cause on their decision making and purchase intentions.

### **5.2.2 Fit and purchase intentions**

The current study contributes to the literature by providing insights into the previous investigations of perceived fit in the CRM literature. The results of multiple regression analysis in the current study display a significant relationship between fit and purchase intentions. These results are in line with the results of several previous studies, (e.g. Basil



& Herr, 2006; Henderson & Arora, 2012; Murphy, 1988) which claimed that perceived fit influences the outcome of a CRM campaign and it has a significant role in its success. In other words, fit is more of a driver in the relationship than a moderator. Following the elaboration likelihood model (Petty & Cacioppo, 1986), the less consistency in the information provided to consumers, the more elaboration is needed, which can result in consumer scepticism. Therefore, fit helps consumers process the information of CRM advertisement with less cognitive elaborations.

In addition, while there was a positive relationship between fit and purchase intentions, the results of the moderating effect of fit on the positive relationship of cause affiliation and purchase intentions were significant. These results contradict with previous studies that concluded that fit has no effect on purchase intentions or consumers' attitudes toward the brand. That makes sense as the theory of feeling as information by Schwarz and Clore (1988) explains how humans are more likely to be influenced through emotional stimulation more than cognitive stimulation.

Lastly, there are two types of fit: perceptual fit and conceptual fit (Kuo & Rice, 2015). The current study used both: the geographical fit which is perceptual, as the brand, charities and sample were all from New Zealand (keep constant in all conditions), and, for the conceptual fit, mission fit (manipulated between subjects) was chosen for this study as it is the only conceptual fit within the five dimensions proposed by Zdravkovic, Magnusson, and Stanley (2010). This study contributes to the validity of the scale as the scales had only been used and validated once by Huertas-García et al. (2017).

### **5.1.3 Brand equity and purchase intentions**

The main contribution of the research is that moderation effect of perceived fit in the CRM relationship can be moderated by brand equity. Although the proposed model in the current study has been rejected, the data showed a recognisable difference in the effectiveness of brand equity as moderator of the moderation of fit on the effect of consumer's cause affinity on purchase intentions. The responses indicate high purchase intentions in the conditions when brand equity was high compared to when it was low. That means it is more important for companies with high equity to consider high fit when choosing a charity.

## **5.2 Ethical contribution**

As mentioned in Chapter 2, one of the concerns that arose was that CRM can direct major part of resources towards big charities and neglecting growing charities, even though the latter might be in a greater help. That is because companies assume that making an alliance with bigger charities would generate more positive attitudes. Despite the fact that this can be true, many authors raise the concern that this mind set can exploit the way society relates to charities and social contribution. Therefore, this paper hopes to positively contribute to encouraging companies to prioritise charities that need help rather than charities that provide help. The results of this paper display high purchase intentions in the conditions of high brand equity. This can help to argue that, even if the charity is less familiar, a CRM relationship might flourish if the other factors such as perceived fit, brand equity and cause affinity were considered carefully.

### **5.3 Practical implications**

CRM can be one of the most sensitive tools for marketers to use as it can risk the company's image if consumers perceive the campaign to be exploitive to the cause or bring scepticism toward this activity (e.g. Basil & Herr, 2006; Henderson & Arora, 2012; Murphy, 1988). The idea of commercial organisations getting involved with social causes seems appealing to society and it can influence their attitude positively towards the commercial firm. However, the perceived intentions of the company by the consumers can play a significant role on the campaign's outcomes (Barone et al., 2000). The findings of the current study provide some guidelines for marketing practitioners regarding planning rewarding CRM campaigns. It focuses on what are the major challenges and crucial decisions: choosing the charity or the social cause. Based on the previous studies and the current findings, consumers' affiliation with the cause is a strong driver on how consumers respond to the campaign. That means companies must let their consumers choose the social cause they think is worth supporting. It is also recommended for firms to deeply know their consumers and have an understanding of how they relate to social causes before starting a CRM campaign. That can be done by investigating what type of social causes their target audience is interested in or have more affiliations with, as cause affiliation is the main driver for purchase intentions based on the current study.

In addition, the current study supports the previous studies that highlight the importance of perceived fit in CRM campaigns. As mentioned previously, there is a contrasting conclusion regarding how fit affects the outcomes of a CRM campaign. Some authors recommended high fit (e.g. Basil & Herr, 2006; Henderson & Arora, 2012;

Murphy, 1988), while others concluded that fit can provoke consumer scepticism (Cone et al., 2003; Drumwright, 1996; Ellen et al., 2006). Further, there are number of proposed types of fit and levels which must be taken into consideration by managers. For example, conceptual fit such as a company's image and positioning and perceptual fit such as colour and location (Kuo & Rice, 2015; Zdravkovic et al., 2010). These contradicting opinions make it hard for managers to decide the level and type of fit when planning for a CRM campaign. The present study aimed to tackle this problem by looking at the possibility that brand equity can moderate the moderation effect of fit on CRM relationship. The results indicated a strong effect of fit on consumers' purchase intentions. Precisely, the mission which a perceived link regarding the image, values and identity between the company and the charity. Therefore, it is recommended that managers choose a charity that has clear similarities with their firm, and also, to highlight and communicate these similarities for the target audience.

Furthermore, the findings indicate that when the brand has high equity which includes high brand awareness, positive associations, or consumer loyalty, fit has a strong positive influence on the CRM campaign. In other words, fit has more importance in the case of high equity brands. That can make sense as brands with high equity have high brand awareness and the associations of the brand are well developed, therefore, people can see clearly the link between the brand and the charity; whereas, in the case of brands with low equity, consumers might not be aware of the brand's mission and therefore, they will judging the CRM campaign without recognising the fit. However, in case of brands with low equity, consumers might respond to the initiatives of the CRM and that on its own might not be enough as there is a risk of consumer scepticism. That means fit between

the mission is crucial for high equity brand and charity in terms of success and especially managers of companies with high equity, they must consider supporting a cause that shares a similar mission as it matters to their consumers.

## **5.4 Limitations and future directions**

Although this study has discovered some exciting findings, some limitations have been noticed. First, the generalisability of the findings of the current study is restricted due to several factors. The sampling method used in the current study is convenience sampling, limited to online users and can exclude some people from the population. Further, the sample in this study was restricted to New Zealand residents as we had to consider the geographical fit between the brands and charities. For future research, it would be interesting to do a similar study on an international level or in another country and compare the results which would add to the generalisability and validity of the current findings.

Second, the study is subjected to one of the major limitations of experiment design: not achieving external validity (Babbie, 2001; Christensen, 1996). Despite the effort to minimise that by using self-administering surveys, the current experiment might face some criticism. It has been argued that participants might attempt to please the researcher or answer with less honesty. In addition, considering the field of the current study, which includes some sensitive aspect of individuals' involvement with social issues, participants' responses can have a social desirability bias. However, such risks are minimal as the participants' identities were hidden from the researcher.

Further, consumers were asked to report the likelihood of them purchasing services or products from the commercial brand based on the CRM campaign after the exposure to the CRM ad. That can limit the validity of the findings as the consumers did not have enough time to process the information. It has been concluded that repeated exposure over time can positively impact a consumer's perception of CRM (Till & Nowak, 2000). However, that only means that the CRM ads could result in more favourable responses if the experiment was done on multiple stages over a period of time.

Lastly, in the current study, the moderator brand equity was measured through one aspect: brand awareness. That might be the reason why the general proposed model was not accepted. Other aspects of brand equity might be more relevant to the concept fit. Therefore, it could be useful in future studies to do a similar experiment, but measure other aspects of brand equity like brand associations or consumer loyalty and see if that results in a higher moderation effect of fit. It could also be insightful to investigate which aspect of brand equity has more influence in the context of CRM by comparing brands with high brand awareness with brands with high loyalty or associations.

## **5.5 Conclusion**

To conclude, this paper explores a moderated moderation of brand equity on fit in the context of cause-related marketing. Despite the similarity between CRM and other relationship marketing such as co-branding and endorsements, there is a critical difference regarding the element of fit. The previous studies in the literature displayed inconsistent results; hence, it is still unclear how fit affects the CRM relationship. The findings of this

study contribute to the literature of CRM and provide useful implications for marketing practitioners.

The results support the positive link between consumers' affiliation with the cause and purchase intentions. It also supports the positive effect of fit in a CRM campaign on purchase intention. However, the findings indicate that fit is not a strong moderator to the CRM relationship; rather fit is more of a dependent variable and a driving factor. This highlights the importance of fit as a strong element in the success of a cause-related campaign. This paper also highlights the positive moderating effect of high brand equity on fit on consumers' purchase intentions in a CRM scenario.

The results also provide some practical implications for marketing practitioners, especially those who work in high equity firms. It encourages companies with high brand equity to choose new and small organisations that share some sort of fit with the company's mission. That is because choosing if the commercial firm has strong brand equity and considered choosing a charity that fits with its mission, that can be sufficient to generate positive results when the charity is unknown. That can benefit the company in terms of the desirable uniqueness and also it can significantly help charities that need support.

In conclusion, the current research provided useful insights in one of the marketing phenomena characterised by complexity. A model was developed based on the marketing literature, and the relationships between variables were explored via empirical data. The results confirm the basic relationships in the model and suggest further investigations regarding the moderation effects.

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# Appendices

## Appendix 1: Ethics Approval Letter



**Auckland University of Technology Ethics Committee (AUTEC)**

Auckland University of Technology  
D-88, Private Bag 92006, Auckland 1142, NZ  
T: +64 9 921 9999 ext. 8316  
E: [ethics@aut.ac.nz](mailto:ethics@aut.ac.nz)  
[www.aut.ac.nz/researchethics](http://www.aut.ac.nz/researchethics)

17 August 2018

Marilyn Giroux  
Faculty of Business Economics and Law

Dear Marilyn

Re Ethics Application: **18/246 Brand equity in cause-related marketing: How does it influence consumer decision-making?**

Thank you for providing evidence as requested, which satisfies the points raised by the Auckland University of Technology Ethics Committee (AUTEC).

Your ethics application has been approved for three years until 27 August 2021.

**Non-Standard Conditions of Approval**

1. Please advise if the secure location for data storage is not the supervisors office.

Non-standard conditions must be completed before commencing your study. Non-standard conditions do not need to be submitted to or reviewed by AUTEC before commencing your study.

**Standard Conditions of Approval**

1. A progress report is due annually on the anniversary of the approval date, using form EA2, which is available online through <http://www.aut.ac.nz/research/researchethics>.
2. A final report is due at the expiration of the approval period, or, upon completion of project, using form EA3, which is available online through <http://www.aut.ac.nz/research/researchethics>.
3. Any amendments to the project must be approved by AUTEC prior to being implemented. Amendments can be requested using the EA2 form: <http://www.aut.ac.nz/research/researchethics>.
4. Any serious or unexpected adverse events must be reported to AUTEC Secretariat as a matter of priority.
5. Any unforeseen events that might affect continued ethical acceptability of the project should also be reported to the AUTEC Secretariat as a matter of priority.

Please quote the application number and title on all future correspondence related to this project.

AUTEC grants ethical approval only. If you require management approval for access for your research from another institution or organisation then you are responsible for obtaining it. If the research is undertaken outside New Zealand, you need to meet all locality legal and ethical obligations and requirements. You are reminded that it is your responsibility to ensure that the spelling and grammar of documents being provided to participants or external organisations is of a high standard.

For any enquiries, please contact [ethics@aut.ac.nz](mailto:ethics@aut.ac.nz)

Yours sincerely,



Kate O'Connor  
Executive Manager  
Auckland University of Technology Ethics Committee

Cc: [ync2235@autuni.ac.nz](mailto:ync2235@autuni.ac.nz)

## Appendix 2: pre-test survey

Please indicate your opinion on the following few question, using this scale and writing the appropriate number under each brand name:

Disagree Strongly 1 2 3 4 5 6 7 Agree strongly

	Pacific Institute of resource Management	Outward Bound	Untouched World	Salvation Army	Kathmandu	Connect the Dots	UNICEF
I know this brand very well							
I am very familiar with this brand							
I know quite a bit about this brand							
Most people I know have heard of this brand							

### Appendix 3: The advertisements for Kathmandu








#### Appendix 4: The advertisements for untouched world





## Appendix 5: Survey example for Kathmandu



Kathmandu is a New Zealand brand that specialises in travel and adventure outdoor apparel and equipment.

Kathmandu are currently running a campaign where they donate 10% of the current months' revenue to the organisation "The Salvation Army". The Salvation Army is an international movement dedicated to assisting the poor and those in trouble.

I can see a fit between Kathmandu and The Salvation Army:

Strongly Disagree						Strongly Agree
1	2	3	4	5	6	7
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Kathmandu's mission is a good fit with The Salvation Army:

Strongly Disagree						Strongly Agree
1	2	3	4	5	6	7
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Kathmandu's mission evokes similar feelings to those of The Salvation Army:

Strongly Disagree						Strongly Agree
1	2	3	4	5	6	7
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Kathmandu's mission seems relevant, in terms of function, to The Salvation Army:

Strongly Disagree						Strongly Agree
1	2	3	4	5	6	7
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

It is likely that I would contribute to The Salvation Army by getting involved in this CRM campaign.

Strongly Disagree						Strongly Agree
1	2	3	4	5	6	7
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



The next time I needed the type of product Kathmandu sells during this campaign, it is likely that I would purchase from Kathmandu:

Strongly Disagree							Strongly Agree
1	2	3	4	5	6	7	
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

It is likely that in the future I will purchase a product/service from Kathmandu even after this campaign ends:

Strongly Disagree							Strongly Agree
1	2	3	4	5	6	7	
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

How likely would it be for you to donate to The Salvation Army?

Strongly Disagree							Strongly Agree
1	2	3	4	5	6	7	
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

How likely would it be that you recommend others donate to The Salvation Army?

Strongly Disagree							Strongly Agree
1	2	3	4	5	6	7	
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

I would be proud to be associated with The Salvation Army?

Strongly Disagree							Strongly Agree
1	2	3	4	5	6	7	
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

The Salvation Army is an organisation that I would trust:

Strongly Disagree							Strongly Agree
1	2	3	4	5	6	7	
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

I feel connected to the organisation The Salvation Army:

Strongly Disagree							Strongly Agree
1	2	3	4	5	6	7	
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

I feel passionate about the organisation The Salvation Army:

Strongly Disagree							Strongly Agree
1	2	3	4	5	6	7	
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## Appendix 6: Survey example for untouched world



Untouched World is a New Zealand brand that specialises in sustainable lifestyle fashion for men and women created from natural fabrics and fibres.

Untouched World are currently running a campaign where they donate 10% of the current months' revenue to the organisation "The Salvation Army". The Salvation Army is an international movement dedicated to assisting the poor and those in trouble.

I can see a fit between Untouched World and The Salvation Army:

Strongly Disagree							Strongly Agree
1	2	3	4	5	6	7	
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	

Untouched World's mission is a good fit with The Salvation Army:

Strongly Disagree							Strongly Agree
1	2	3	4	5	6	7	
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	

Untouched World's mission evokes similar feelings to those of The Salvation Army:

Strongly Disagree							Strongly Agree
1	2	3	4	5	6	7	
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	

Untouched World's mission seems relevant, in terms of function, to The Salvation Army:

Strongly Disagree							Strongly Agree
1	2	3	4	5	6	7	
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	

It is likely that I would contribute to The Salvation Army by getting involved in this CRM campaign:

Strongly Disagree							Strongly Agree
1	2	3	4	5	6	7	
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	

The next time I needed the type of product Untouched World sells during this campaign, it is likely that I would purchase from Untouched World:

Strongly Disagree							Strongly Agree
1	2	3	4	5	6	7	
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	

It is likely that in the future I will purchase a product/service from Untouched World even after this campaign ends:

Strongly Disagree							Strongly Agree
1	2	3	4	5	6	7	
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	

How likely would it be for you to donate to The Salvation Army?

Strongly Disagree							Strongly Agree
1	2	3	4	5	6	7	
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	

How likely would it be that you recommend others donate to The Salvation Army?

Strongly Disagree							Strongly Agree
1	2	3	4	5	6	7	
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	

I would be proud to be associated with the organisation The Salvation Army:

Strongly Disagree							Strongly Agree
1	2	3	4	5	6	7	
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	

The Salvation Army is an organisation that I would trust:

Strongly Disagree							Strongly Agree
1	2	3	4	5	6	7	
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	

I feel connected to the organisation The Salvation Army:

Strongly Disagree							Strongly Agree
1	2	3	4	5	6	7	
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	

I feel passionate about the organisation The Salvation Army:

Strongly Disagree							Strongly Agree
1	2	3	4	5	6	7	
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	

## Appendix 7: participants information sheet



### Participant Information Sheet

#### Cause Related Marketing

Thank you for completing this questionnaire. You have been chosen to participate in this research as a consumer in New Zealand.

**In completing the following questionnaire, please reflect on the featured advertising, and brands, and respond to the scaled questions detailed below each story.**

Please complete all question items in the following questionnaire. The questionnaire will take approximately 10 minutes to complete.

#### Confidentiality and Anonymity

All information you provide will be strictly anonymous. Your responses will be presented only in aggregate and no individual results will be highlighted. Results will not be released to any third-party. The demographic information that I ask you to provide, at the end of the questionnaire, will be used for comparative purposes only. If at any time you wish to withdraw from the survey you will not be disadvantaged in any way.

#### Consent

Your consent to participate in this research will be indicated by commencing the following, electronic questionnaire.

#### Primary Researcher Contact Details

Asrar Alzhrary, [ync2235@aut.ac.nz](mailto:ync2235@aut.ac.nz)

#### Project Supervisor Contact Details

Marilyn Giroux, [marilyn.giroux@aut.ac.nz](mailto:marilyn.giroux@aut.ac.nz) +64 9 921 9999 ext. 5478

#### Further Information

For further, more detailed information and contact details or if you have any questions or concerns about this research, please contact the Primary Researcher, above.

**Many thanks for your assistance with this research project - your input is very much appreciated.**



