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# For a good cause : the effects of cause important, cause proximity, congruency and participation effort on consumers' evaluation of cause related marketing

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**FOR A GOOD CAUSE:  
THE EFFECTS OF CAUSE IMPORTANCE, CAUSE PROXIMITY, CONGRUENCY  
AND PARTICIPATION EFFORT ON CONSUMERS' EVALUATIONS OF CAUSE  
RELATED MARKETING**

A Dissertation

Submitted to the Graduate Faculty of the  
Louisiana State University and  
Agricultural and Mechanical College  
in partial fulfillment of the  
requirements for the degree of  
Doctor of Philosophy  
in  
Business Administration (Marketing)

by  
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I would like to thank my entire family for their love and support during this process. They have patiently put up with four years of studying, highlighting, working, and complaining. But they never let me give up. Thanks to Mom and Daddy, Missy and Chad, Jonathan and Maria, Ma and Peepa and Meema, Uncle Sonny and my niece Macie and new nephews Grant and Jack.

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## TABLE OF CONTENTS

Acknowledgements .....	ii
Abstract .....	iv
Chapter 1: Introduction and Dissertation Overview .....	1
Chapter 2: Conceptual Framework and Literature Review .....	6
Chapter 3: Pretests and Pilot Studies .....	31
Chapter 4: Main Study Results .....	56
Chapter 5: Conclusions and Implications .....	75
References .....	89
Appendix A: A Review of Cause Related Marketing .....	96
Appendix B: Pretests .....	98
Appendix C: Pilot Studies.....	107
Vita.....	117

## **ABSTRACT**

In the past several years, companies have discovered the importance of strategic social alliances, particularly in the form of cause related marketing (CRM) programs. Varadarajan and Menon (1988) describe the key feature of CRM as is that the firm's contribution is linked to consumers' engagement in revenue producing transactions with the firm. It is essentially a way for a firm to "do well by doing good" and provides several benefits to both the firm and the non-profit organizations receiving the donations.

In general, academic researchers have found favorable consumer attitudes toward the firm, products and the non-profit organization involved. Consumers were more likely to switch brands and retailers to support socially responsible companies. Other researchers have examined several elements of a CRM campaign such as product type, donation size, gender, and perceived motivation of the firm.

This dissertation examines prosocial behavior and the Persuasion Knowledge Model (PKM) to explain consumers' decision to participate in the CRM offer. In addition, this research examines several factors that potentially influence a consumers' decision to participate in CRM programs including cause importance, cause proximity, congruence and participation effort.

Two pilot studies and one main study tests the influence of the four independent variables on attitudes and intentions. They examine the influence of these variables using skin cancer as the cause and fictitious brands. Results from student subjects provide evidence of the relationship between cause importance and cause proximity to affect elaboration. Additionally, congruency is perceived as more effective and a segment of consumers is identified based on their participation level.

The main study uses bone cancer and fictitious brands. Results from non-student subjects provide further evidence of the relationship between cause importance and cause proximity and highlights the effect of elaboration and congruency on consumer attitudes. Additionally, the research finds an initial point where consumers consider participation effort to be too high.

Overall, this research should help firms determine the best partners for strategic social alliances and how to best design them for maximum participation. It offers insight into variables that have mixed results and the identification and study of a new variable – participation effort.

## **CHAPTER 1: INTRODUCTION AND DISSERTATION OVERVIEW**

In recent years, marketing campaigns and promotions with a social dimension have become more visible (Drumwright 1996). Consumers are becoming more concerned with corporate social responsibility (Benezra 1996) and firms are finding that consumers' perceptions of this responsibility influence their beliefs and attitudes about new products manufactured by a company (Brown and Dacin 1997). These findings make corporate social responsibility a vital element of organizational and brand associations.

Social responsibility can be manifested in the creation of social alliances (Lichtenstein, Drumwright and Braig working paper). Social alliances strive to increase society's welfare, which is a noneconomic objective, without sacrificing economic objectives (i.e. revenues and profits for example). Social alliances can come in several forms including advocacy advertising (Haley 1996), general alliances with non-profit organizations (Andreasen 1996), socially responsible employment practices (Drumwright 1994) and corporate volunteerism in the community (Forehand and Grier 1999). Currently, one of the most popular social alliances is cause related marketing.

Cause related marketing (CRM) is based on "profit motivated giving" (Varadarajan and Menon 1988). CRM programs are intended to improve corporate performance and help worthy causes by linking fund raising for the cause to the purchase of the firm's products and/or services. Since its inception in 1983 with American Express' highly successful Statute of Liberty campaign, which led to a 28% increase in card usage and a \$1.7 million donation to the renovation project (Varadarajan and Menon 1988), CRM has gained momentum as a viable marketing tool. CRM may improve consumers' perceptions of the firm, as well as provide help to worthy causes (Stroup and Neubert 1987). As such, several firms including Avon, American

Airlines, Ocean Spray, Polaroid, Ramada Inns, Arm & Hammer and Wal-Mart have entered into social alliances with non-profit causes including cancer research and education initiatives (Andreasen 1996). In many cases, CRM increases profitability (Stroup and Neubert 1987). Smith and Alcorn (1991, p. 20) suggest that CRM may be “the most creative and cost effective product strategy to evolve in years, and one that directly addresses the issue of measured financial returns.”

Much of the current research examines the elements of CRM campaigns and its effects on consumer attitudes and intentions toward the firm and products (see Appendix A for a review). In general, CRM results in favorable consumer attitudes toward the firm, the products and the non-profit organization (Berger, Cunningham and Kozinets 1996; Ross, Patterson and Stutts 1992). Consumers are likely to switch brands and retailers to those who demonstrate social responsibility (Smith and Alcorn 1991) and CRM is able to overcome some of the effects of unethical behavior (Creyer and Ross 1997). In addition, there are several variables that affect the effectiveness of CRM on consumer attitudes and intentions regarding CRM campaigns, including gender, proximity, product type, and donation size (Dahl and Lavack 1995; Ross, Patterson and Stutts 1992; Strahilevitz and Myers 1998).

However, there remain several important aspects of CRM that have not been examined. Despite attention to CRM research, there has been limited theoretical foundation to explain how consumers perceive CRM. There has been no research that addresses what motivates consumers to participate or not, and at what levels consumers are willing to participate, with respect to the amount of effort required from the consumer. This research attempts to address this issue related to cause related marketing and draws upon several theories to understand consumers' participation including prosocial behavior, social exchange theory, equity theory, symbolic



interactionism and persuasion knowledge model (PKM or schemer's schema). The structure of the CRM offer will dictate when consumers evaluate CRM based on using a prosocial behavior schema and under what conditions the schemer's schema becomes influential.

Research has addressed the structure of the CRM offer made by the sponsoring firm. However, there are several variables that have not been studied that potentially affect the impact of CRM campaigns. Cause importance and cause proximity increase the level of personal relevance (involvement) and become an important determinant of the extent of elaboration the consumer engages in upon being exposed to a CRM ad. The primary avenue is through cause importance, which has the largest potential impact due to the personal nature of many social causes. If a cause is personally relevant to a consumer, it becomes more important to the consumer and this may drive consumer behavior through increased elaboration about the offer to a determination about their ultimate attitude about the product and firm and their behavioral intentions.

Cause proximity is another indicator of the extent of elaboration by the consumer. Consumers may consider local causes more important to them than national causes due to the direct impact to their community, but research has yet to demonstrate a clear effect of cause proximity on consumer attitudes and intentions. This research examines cause proximity, and proposes two levels; whether the firm donates funds to a cause locally or nationally.

Third, research is expanded regarding the importance of the degree of congruency between the firm and the cause. Menon and Kahn (working paper) examine the importance of congruency in CRM compared to advocacy advertising and found it to be an important attribute in evaluating consumers' evaluations of corporate social responsibility (CSR). Some firms form alliances with causes with little regard to whether consumers see the matchup between the two.

But is this important and if so under what conditions is congruence most important? This research examines the importance of the how well the firm and the cause match up in relation to other proposed independent variables. The extent of elaboration plays a vital role between congruence and attitude toward the product because only under high elaboration should consumers even notice the degree of congruency.

Finally, most research has assessed attitudes and intentions toward CRM but has not varied the amount of participation effort required from the consumer. For example, some campaigns simply ask the consumer to make the purchase and the donation is made by the firm. Other campaigns (e.g. Yoplait's Breast Cancer campaign) require the consumer to actively participate in the campaign, thus increasing the amount of effort on the part of the consumer. This variation in the participation effort potentially affects how consumers feel about the campaigns as well as the intentions of the firm. But how important is the amount of effort requested to participate when cause importance is considered?

In essence, it is important for marketers to understand why some consumers participate in CRM and others do not and how best to structure the offer to maximize participation. There are some consumers who will always participate primarily due to the effect of high levels of cause importance. When cause importance is at the highest, consumers focus on the cause. In this case, the structure of the offer means very little because attitudes and intentions are dictated by cause importance. However, when there are lower levels of cause importance, the structure of the CRM may become very important in influencing consumer attitudes and intentions. Therefore, the purpose of this dissertation is (1) to examine how CRM can be explained by prosocial behavior schema and the schemer's schema based on the structure of the offer, and (2) to examine the effects of cause importance, cause proximity, congruency between the cause and the

company, and the participation effort from the consumer on consumer attitudes and intentions to make product purchases and participate in the CRM campaign.

The dissertation will proceed as follows. First, in chapter two, cause related marketing is examined in detail, including a review of what has been studied in the literature thus far. Second, a discussion of the importance of schemas and an examination of prosocial behavior and the Persuasion Knowledge Model (PKM) provides a theoretical explanation for the model. Third, a model for the study will be introduced including a discussion of each independent variable of interest and the targeted dependent variables. Hypotheses regarding the framework will be introduced along with an explanation of the pretests, pilot studies and main study. Chapter three explains the findings of the pretests and pilot studies and the implications of those findings. Chapter four explains the findings of the main study. And finally, chapter five includes a discussion of the findings, the implications of those findings and a review of several further research objectives, both from a managerial and academic perspective.

## **CHAPTER 2: CONCEPTUAL FRAMEWORK AND LITERATURE REVIEW**

### **Cause Related Marketing Literature Review**

Varadarajan and Menon (1988) suggest that the key feature of CRM is that the firm's contribution to a designated cause is linked to customers' engaging in revenue-producing transactions with the firm. Thus, they propose that cause related marketing "is the process of formulating and implementing marketing activities that are characterized by an offer from the firm to contribute a specified amount to a designated cause when customers engage in revenue-providing exchanges that satisfy organizational and individual objectives" (Varadarajan and Menon 1988, p. 60). Therefore, a corporation may be able 'to do well by doing good.' See Appendix A for a list of current CRM research.

#### Advantages of CRM

CRM campaigns provide several benefits to the sponsoring corporation. Smith (1994) points out that when business and charities join forces, the alliance may increase name recognition, boost employee productivity and morale, reduce R&D costs, overcome regulatory obstacles and foster synergy between business units. It may present an important source of competitive advantage to the degree that it enhances a firm's overall reputation and credibility (Keller and Aaker 1997) or through an enhanced corporate image with customers (Lichtenstein, Drumwright and Braig working paper). Companies with a social slant are rewarded with favorable attitudes toward the firm and products (Berger, Cunningham and Kozinets 1996; Brown and Dacin 1997; Creyer and Ross 1997; Ellen, Mohr and Webb 2000; Handleman and Arnold 1999), increased employee involvement, increased efficiency of corporate giving programs and improved firm public relations (Lichtenstein, Drumwright and Braig working paper). Varadarajan and Menon (1988) determined that CRM can be used to gain national

visibility, enhance corporate image, thwart negative publicity, pacify customer groups, increase sales and repeat purchases, increase brand awareness and recognition and broaden customer base.

In addition to advantages aimed at the firm, CRM results in favorable consumer attitudes toward the non-profit organization (Ross, Patterson and Stutts 1992), increased national exposure and increased donations (Andreasen 1996) and valuable resources to address their mission (e.g., investment capital and volunteer help), promotional exposure and additional knowledge and direction in management issues (Andreasen and Drumwright forthcoming). Indeed, with limited funds and government cutbacks to non-profit organizations, CRM campaigns provide precious new sources of income and seem to fit with the new spirit of public involvement (Caesar 1986).

The increasing importance of social responsibility is an advantage to both corporations and non-profit organizations. Overall, consumers tend to have a favorable opinion of CRM campaigns. According to a Cone Roper 2000 survey, social responsibility is a key factor in hiring and keeping good employees. The survey also states that 78% of adults would buy a product associated with a cause they care about; 66% would switch brands; 62% would switch retailers; and 54% would pay more for a product (Cone Roper 2000; Pringle and Thompson 2001; Smith and Alcorn 1991). Studies show that many consumers believe that social responsibility is more influential than advertising in purchasing a product and that after price and quality, it is the most important business factor in deciding whether or not to buy a brand (Cone Roper 2000).

#### Disadvantages of CRM

Cause related marketing is not without its skeptics. Andreasen (1996) examines some of the risks to non-profit organizations that enter into partnerships with corporations. In some cases,

non-profit organizations do not have the resources and staff to build the alliance and thus seriously compromise other programs such as fundraising and education. In many cases, consumers and corporations reduce donations over time. Non-profits also must be careful of tainted corporate partners, especially corporations with skeptical or obviously self-serving motives. There is often a loss of organizational flexibility for the charity since there are legal restrictions about non-profit status (Andreasen 1996). Non-profit organizations worry about the taint of commercialism as the non-profit organization finds itself in the position of selling a product rather than just working for a cause. Overall, many non-profit organizations worry about their image to society, since non-profit work is often considered one of the “noblest of American values” (Caesar 1986).

CRM programs in relation to the sponsoring firm have been criticized (Drumwright 1996) and may run the risk of consumer backlash (Osterhus 1997) if consumers question the validity of the offer, the firm’s motives for engaging in the alliance, or the absence of a logical fit between the brand and the cause (Gray 2000). Varadarajan and Menon (1988) warned that CRM seen as motivated by firm self-interest could experience negative consequences. Consumer skepticism can be manifested as a decrease in donation size (Dahl and Lavack 1995), perceived firm motivation and what the consumer must trade off to participate (Barone, Miyazaki and Taylor 2000), and as an element of consumer type (Webb and Mohr 1998).

In summary, there is general support that consumers and firms view CRM campaigns in a relatively positive light. However, current research has generated inconsistent findings regarding some aspects of CRM, including cause proximity and congruency. Varadarajan and Menon (1988) point out several issues that need further investigation regarding the effectiveness of CRM campaigns including proximity, time frame, level of association, campaign scope,

characteristics of cause and the number of participating entities engaged in the CRM program. This research provides a theoretical foundation for consumers' perception of CRM campaigns. Currently, attribution theory, schemer's schema and prosocial behavior have been used to explain the effects of CRM. But no research has combined theories to explain conditions where one theory may provide theoretical support for one element of the CRM campaign while another theory explains another element of the campaign. Prosocial behavior, (Burnett and Woods 1988) serves as a framework for understanding the consumers' prosocial behavior schema. Friestad and Wright's (1994) schemer' schema (also known as PKM) provides the theoretical foundation for consumers' persuasion tactic schema.

Several independent variables are expected to play important roles in the effectiveness of CRM programs. This research will examine cause agents of the extent of elaboration (cause importance and cause proximity), and these relationships to cause congruence and participation effort. Currently, cause importance has been treated in various ways in the CRM research and there is mixed evidence of the effectiveness of cause proximity on consumer attitudes and mixed evidence on whether congruence or incongruence is better for generating support for CRM campaigns. Participation effort has not been examined in current research despite the use of various types of participation requirements.

### **Prosocial Behavior Schema: A Theoretical Foundation for Cause Related Marketing**

A schema is defined as a cognitive structure that represents knowledge about a concept or type of stimulus, including its attributes and the relations among the attributes (Fiske and Taylor 1991). Schemas are functional ways of organizing information based on prior knowledge and are concerned with the general case and abstract generic knowledge that holds across particular instances. Consumers' perceptions of the world reflect interplay between external information

and internal information and schemas drive consumers' perception of reality (Fiske and Taylor 1991). As such, consumers are armed with expectations that drive their evaluations of stimuli. In this research, prosocial behavior schema drives most of consumers' evaluations of CRM offers. Under certain conditions, however, the persuasion knowledge model (PKM or schemer's schema) affects how consumers evaluate aspects of the CRM offer.

### Prosocial Behavior Schema

The primary schema to evaluate CRM programs is rooted in the prosocial behavior, helping behavior and donation decision-making literature. Prosocial behavior is the most general construct. Two subcategories of prosocial behavior include helping behavior and donation decision-making behavior, although there is some disagreement as to whether they are distinct constructs from prosocial behavior. For the purposes of this research, it is important to understand the structure underlying prosocial behavior to a certain degree. However, the schema discussed is founded on prosocial and helping behavior in a general sense.

Prosocial behavior, the most general construct, is defined as "behavior that is valued by the individual's society" (Burnett and Woods 1988; see also Piliaven et al 1982). Most of the early research about prosocial behavior is rooted in social psychology. Researchers were interested in behavior that benefits others, are voluntary and intentional and are not performed to obtain extrinsic reinforcement (Burnett and Woods 1988). It essentially is "being good for the sake of being good." Prosocial behavior is described as "behavior to designate helping, sharing and other seemingly intentional and voluntary positive behavior for which the motive is unspecified, unknown or not altruistic" (Mussen and Eisenberg-Berg 1977). In all cases of prosocial behavior, an individual's action is pointed to the overall enhancement of well being of external objects, such as a group, individual or society in general (Burnett and Woods 1988).



According to one direction of the research dealing with prosocial behavior, individuals help because they conform to norms that prescribe helping (Burnett and Woods 1988). They follow this prescription because of external norms and self-imposed internal pressures. Three norms have been proposed to describe prosocial behavior. The *norm of giving* describes helping or giving for its own value (Leeds 1963). The *norm of social responsibility* describes helping those who are dependent on others (Berkowitz and Daniels 1963). The *norm of reciprocity* describes helping those who have helped them (Gouldner 1960).

Helping behavior can be considered a subcategory of prosocial behavior and is defined as “voluntary acts performed with the intent to provide some benefit to another person, that may or may not require personal contact with the recipient, and may or may not involve anticipation of external rewards” (Burnett and Woods, 1988, p. 3; see also Dovidio 1984). But what constitutes help? According to an economic perspective, helping occurs only when the costs of the behavior exceed the benefits and when some sacrifice is involved (Bendapudi et al 1996; see also Margolis 1982). Sociology and psychology focus on the motives behind the help, whether the motive is altruistic (for the welfare of society) or egoistic (for self enhancement) (Bendapudi et al 1996; see also Krebs and Miller 1985).

Related theories that enhance the understanding of prosocial and helping behavior include social exchange theory, equity theory and symbolic interactionism. Within social exchange theory (Bagozzi 1975, 1978, 1979) exchange is anchored in self-interest and individuals attempt to maximize their rewards and minimize their costs to obtain the most profitable outcomes. However, limits exist with regard to profit, beyond which individuals do not pursue self-gain. In the case of CRM, there is not the sense of ‘selfless’ giving. Within CRM, consumers are getting double rewards – the intangible benefit of giving and the tangible benefit

of the product that is purchased. Since the costs are not as drastic as costs involved with traditional donations, consumers may be willing to, at the very least, participate in the program and, at the very most, accept a lower level of product quality or higher price because they are able to “donate” and still get something direct in return. The self-interest aspect in CRM campaigns could be that consumers can “get away with” donating to a cause by purchasing a product, thereby decreasing their costs and increasing their rewards. The self-interest can also manifest itself as the good feelings involved with helping a charity or the relief at conforming to external social pressures and social norms.

Equity theory (Walster, Walster and Berscheid 1978) states that, like social exchange theory, equity theory also assumes individuals try to maximize positive results in an exchange. Equity theory differs though because it assumes that “society rewards people for being equitable in their relations with others.” This can serve as the reason that firms engage in corporate philanthropy in general and CRM programs specifically. A company profits from consumers and as such should give back some of these resources to society as a whole. Indeed, corporate social responsibility is important to consumers (Brown and Dacin 1997; Drumwright 1996). According to equity theory, if an individual becomes involved in an inequitable relationship, s/he becomes anxious and tries to restore equity. This anxiety can arise when the individual is either getting or giving too much (Burnett and Woods 1988) relative to what the other party is getting and giving. This could explain why wealthy people contribute to charities - in order to equalize their inequitable relationships with society. This logic could also extend to consumers where they feel compelled to give something back to the community in order to justify their purchases.

Last, symbolic interactionism stresses that individuals gain meanings about the world by interacting with their social and physical environment (Burnett and Woods 1988). This theory

assumes that people interpret the actions of others rather than simply reacting to them and through this interaction, individuals learn the norms and expectations of various roles in society. This filtering process helps shape an individual's view of the world and how s/he fits into it.

This notion becomes important because consumers are becoming more socially responsible. Research shows that Generation X and Generation Y are more philanthropic and socially responsible than their parents (Pringle and Thompson 2001). Benezra (1996) states that the focus of many CRM campaigns is to marry the product or company to a core customer value, thus deepening the relationship and building stronger bonds of trust. Indeed, 93% of firms surveyed engaged in a CRM to build relationships and solidify customer loyalty.

In summary, these three theories: social exchange theory, equity theory and symbolic interactionism provide a theoretical foundation for understanding why people exhibit prosocial behavior in general, and builds a schema for prosocial and helping behavior. The consumer has certain expectations regarding helping behavior. This becomes important when these expectations are merged with their expectations of corporations and their use of persuasion tactics. Therefore, prosocial behavior and helping behavior supports why consumers are willing to participate in CRM programs. Thus this schema drives how consumers evaluate portions of the structure of the offer, namely cause importance and cause proximity.

#### Persuasion Knowledge Model (PKM)

Under certain conditions, consumers' evaluation of persuasion tactics becomes important in the CRM context. Consumers hold certain expectations, or schemas, about marketing campaigns. Friestad and Wright (1994) introduced the concept of the Persuasion Knowledge Model (PKM or informally referred to as the schemer's schema) to explain one possibility of how consumers view marketers' tactics and the skepticism that often accompanies it. Over time,

consumers develop personal knowledge about tactics used by marketers. This schema knowledge affects perceptions of how, when and why marketers try to influence consumers' actions. It also helps them respond to the persuasion attempts in order to achieve their own goals (Friestad and Wright 1994). This organization of information becomes a resource available for immediate access during any interaction in which the consumer needs to examine a persuasion attempt (Friestad and Wright 1994). In summary, the authors propose that persuasion knowledge is a set in interrelated beliefs about the psychological events important to persuasion, the causes and effects of those events, the importance of those events, the extent of consumer control over responses to events, the temporal course of the persuasion process and the effectiveness and appropriateness of particular tactics (Friestad and Wright 1994, p. 6).

Friestad and Wright (1994) found that consumers use simple heuristics to judge the appropriateness of a company's sponsorship activities. Specifically, this knowledge of persuasion may be examined as the appropriateness and effectiveness of persuasion tactics. According to Friestad and Wright (1994) people develop ideas about tactic appropriateness (i.e. fairness, manipulation etc.). These beliefs are often conditional upon the persuasion context of the topic and/or the target audience. It is within this context that consumers' perceptions of CRM may be examined. Consumers may judge whether or not they see marketer's use of a non-profit organization as a morally and normatively acceptable tactic for persuasion.

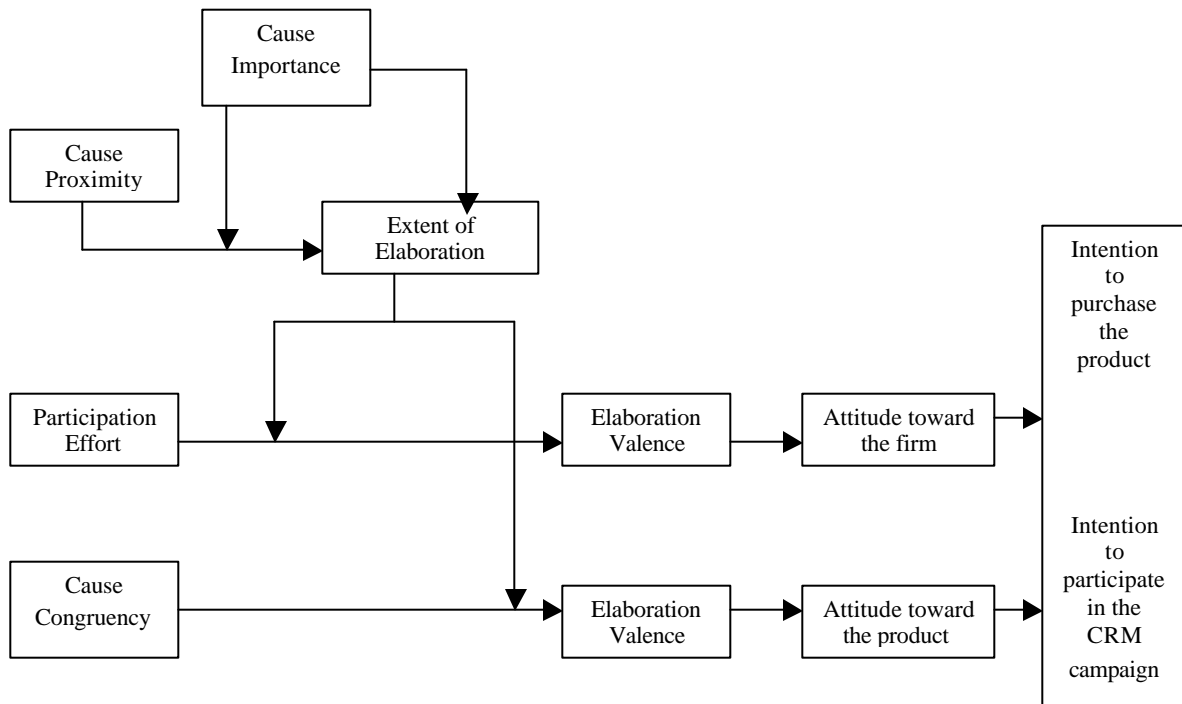
Initially, consumers may have found CRM in violation of the appropriateness assumption of the PKM. However, some tactics can experience a "change of meaning" over time. The PKM predicts that when a person begins conceiving of an agent's actions, heretofore not identified as having any particular meaning, as a persuasion tactic, a change of meaning will occur. Within the context of corporate philanthropy, the fact that a firm gives money to a non-profit organization

may hold a certain type of meaning for a consumer. However, when that donation is linked to revenue generation, as in the case of CRM, then this cue takes on a different meaning – one within a persuasion context. And judging the appropriateness of a persuasion tactic will become more complex as knowledge matures.

Therefore, when assessing the effectiveness of CRM programs, a consumer first evaluates the offer based on the theoretical foundations regarding prosocial behavior. Cause importance will be the variable that explains most of the use of prosocial behavior. When cause importance is high, the cause drives all effects on attitude and intentions about CRM. However, when cause importance is low, there are certain conditions that should lead consumers to devote attention to the CRM offer and thus examine several aspects of the offer. Prosocial behavior schema explains the importance of cause importance and cause proximity, and it is under high elaboration that consumers' evaluation of persuasion tactics becomes more influential regarding congruency and participation effort. When consumers elaborate on the offer considering congruency and participation effort, their expectations of persuasion play a larger role.

### **The Cause Related Marketing Framework**

Figure 2.1 examines the relationships between the four independent variables (cause importance, cause proximity, cause congruence and participation effort) on two types of elaboration (the extent of elaboration and the valence of elaboration), two attitude variables and two intention variables. Hypotheses and explanations of the model follows.



**Figure 2.1 The Effects of Cause Importance, Cause Proximity, Congruency and Participation Effort on Consumers' Evaluation of Cause Related Marketing**

### Cause Importance

Personal relevance (also known as involvement) has been studied extensively in both psychology and marketing contexts. Krugman (1965) first defined the concept of involvement and stated that it varies by circumstances and individuals. Involvement is a personal connection or bridging experience for an individual. Since its introduction, there have been multiple definitions of the involvement construct. Personal relevance is connected to the individual as the primary component of ego involvement (Sheriff et al 1965) thus making it vital to their self-identity. Despite the proliferation of several definitions (see also Greenwald and Leavitt 1984; Houston and Rothschild 1977; Krugman 1965; Mitchell 1979) the most widely used definition is a simple, straightforward one. Personal relevance is the level of perceived personal importance and/or interest evoked by a stimulus within a specific situation (Antil 1984). Zaichkowsky (1985) added that personal relevance is based on inherent needs, values and interests.

Academic researchers generally manipulate personal relevance in two ways. Personal importance deals with how the stimulus impacts the consumer on an individual level. Several studies argue that subjects have stronger attitudes and greater elaboration toward a stimulus when it directly impacts them (Liberman and Chaiken 1996; Sorrentino et al 1988) or when the proximity of the stimulus impacts the consumer.

The variations of involvement manipulation become important in this research because, in essence, there are two agents that drive the extent of elaboration on the CRM offer. First, the concept of personal importance is manifested as cause importance, which is the support of a cause due to personal experience or social norms. According to Krugman's definition, personal experiences are vital to personal relevance. This personal relevance can be a result of past experiences with a cause (e.g., a relative has cancer) or part of their self-concept (e.g., environmentally conscious people are likely to find recycling programs more personally relevant). Second, cause proximity deals with the distance between the donation activity and the consumer thus affecting the impact of the donation. In this research, the levels of cause proximity are local and national. If donations support an overall cause on a local basis, it is more likely to impact the consumer more directly than if the donations are provided on a national basis.

Several studies have recognized the importance of the involvement concept within the CRM context but have treated it in various ways. Ellen, Mohr and Webb (2000) manipulated the donation situation as either an ongoing cause or a disaster, which utilizes the notion of personal relevance to determine consumers' assessments of a firm's CSR. They found that disaster situations were perceived as more important, because disasters were perceived as more personally involving. Other studies have controlled for involvement. Ellen, Mohr and Webb

(2000) did not mention a specific cause but rather asked subjects to imagine a cause they cared about. Strahilevitz and Myers (1998) varied the charity used as well as the price range of products and the magnitude of incentives from question to question but kept constant across the conditions to control for the effects of involvement. Menon and Kahn (working paper) did not assess involvement with the cause but used a cause agent (i.e., American Cancer Society) to represent the cause. In general, researchers have noted the importance of involvement and have controlled for it, used it as a dependent variable or manipulated some aspect of it.

Following research relating to the effects of involvement within a persuasion context, higher levels of cause importance should lead to greater levels of motivation and opportunity to think about a message and lower levels of involvement should lead to the examination of peripheral cues in order to make an evaluation (Petty and Cacioppo 1984). As consumers have greater levels of cause importance, the cause becomes more diagnostic and consumers become more motivated to devote more cognitive effort to evaluate the issue-relevant arguments that are presented, indicating a more central route to persuasion.

Within a CRM context, Berger, Cunningham and Kozinets (1996) tested three frameworks: Elaboration Likelihood Model (ELM), Heuristic Systematic Model (HSM) and Motivation Opportunity Ability model (MOA) and found that cause claims act as executional elements which enhance viewers' a priori levels of involvement in an ad and increase information processing and persuasion. Cause importance and cause proximity can be examples of these executional elements. Therefore greater levels of cause importance should lead to greater motivation and elaboration of the message. However, when cause importance is low, consumers will not devote attention to elaborating about the CRM program.



**H1: There will be a main effect of cause importance. When cause importance is high, the extent of elaboration regarding the CRM offer is greater than when cause importance is low.**

It should be noted that this research addresses two types of elaboration. The extent of elaboration is the amount or number of thoughts associated with the CRM offer and is expressed as high/low or greater than/less than comparison. It is calculated as the total number of arguments or thoughts that are generated by the consumer regarding the CRM offer. It is the proposed dependent variable for cause importance and cause proximity and the eventual moderator of congruency and participation effort. The valence of elaboration is the valence of the thoughts associated with the CRM offer, described as either as support arguments or counterarguments. It is the theoretical mechanism through which congruency and participation effort will affect attitudes and intentions later in the model.

### Cause Proximity

In this research, cause proximity deals with the distance between the donation activity and the consumer thus affecting the impact of the donation. If donations support an overall cause on a local basis, it is more likely to impact the consumer more directly than if the donations are provided on a national basis. Varadarajan and Menon (1988) identify three alternatives of cause proximity: national, regional or local. This research examines the local impact and national impact of causes.

Cause proximity has been studied in past research. A survey by Cone Roper (2000) found that 55% of consumers think that local causes are most important, followed by national (30%) causes and global (10%) causes. Smith and Alcorn (1991) found that consumers indicated that local causes were most important as well. Individuals are most concerned with issues that will impact their lives directly. This is consistent with elements of social exchange theory, which

argues that individuals attempt to maximize their self-interest. One of the variables studied in prosocial behavior literature concerns the physical distance between the donor and the recipient (Bar-Tal 1976; Staub 1978, 1979). In general, the physically closer the recipient to the potential donor, the more likely the potential donor will engage in some form of prosocial behavior. The same logic can apply to a CRM context where consumers should be more willing donate to a cause if it directly impacts their lives, which is usually on a local level. However, Ross, Patterson and Stutts (1992) found that local causes did not lead to a more positive evaluation than national causes as hypothesized. It should be noted that the authors examined the effects of cause proximity on attitude toward the firm and attitude toward the cause, but did not examine the effects on extent of elaboration of the CRM or the intention to participate in the CRM program.

It is proposed here that the effect of cause proximity on extent of elaboration of the CRM will be moderated by cause importance. Under high cause importance, cause proximity should not affect extent of elaboration – that is, the cause is the most importance element and not where the donations are going. Under conditions of low cause importance the effects of cause proximity become important. In this case, consumers are more likely to elaborate on local donations than on national donations because of the more direct impact of the donation. Therefore,

**H2: There will be an interaction between cause importance and cause proximity on the extent of elaboration. When cause importance is low, the extent of elaboration on the CRM offer will be greater when the campaign is local than when the campaign is national in proximity. When cause importance is high, there will be no difference in elaboration between the proximity conditions.**

Once cause importance and cause proximity have determined the extent that the consumer will elaborate on the CRM offer, this will then determine how the consumer examines the remaining structure of the offer, particularly the congruency between the cause and the firm and the participation effort required by the consumer to participate in the offer. A discussion of

each aspect of the offer follows. It is under these conditions that the schemer's schema may become more important to consumers examination of the offer.

### Congruence between the Corporation and the Cause

Congruency is defined in cause related marketing as the perceived link between the cause's needs and its constituents and the sponsoring firm's product line, brand image, brand positioning or target market (Ellen, Mohr and Webb 2000; Varadarajan and Menon 1988). There has been some debate as to whether a company should pursue a degree of congruency between itself and the cause or whether it should pursue incongruence. Congruency has been studied in the CRM context including congruency with the core business (Ellen, Mohr and Webb 2000), congruency between the consumer and the firm (Sen and Bhattacharya 2001) and congruency between the product and the cause agent (Menon and Kahn, working paper).

Some research has supported the case for congruence between the firm and the cause. For a company, it makes more sense and is more efficient to make donations of products that are congruent with its core business (Ellen, Mohr and Webb 2000). Consumers may view it as more typical or appropriate for a company to concern itself with products it makes or sells. Menon and Kahn (working paper) argue that the level of congruency is important to consumers' attitudes depending on the sponsorship format. Congruency is more important to cause promotions and incongruency is more effective for advocacy advertising. They argue that this difference can be attributed to whether the consumer focuses on the social issue (as in advocacy advertising) or the firm itself (as in CRM advertising). This congruency level within the CRM context also led to positive product ratings. Menon and Kahn (working paper) argue that within the CRM context, congruency leads to less elaboration about the appropriateness of the firm's motives. Instead it is viewed as a positive cue associated with the firm.

Friestad and Wright (1994) found that consumers use simple heuristics to judge the appropriateness of a company's sponsorship activities. They rely on the level of congruence or perceived fit between the firm and the cause to determine whether it is appropriate (Drumwright 1996; Haley 1996; Menon and Kahn, working paper). Haley (1996) found that consumers believed that corporations "ought to" sponsor social issues that have a logical connection with their corporate activities. Indeed, consumers are more likely to be less skeptical (Darby 1999; Grayson and Grier 1997; Gray 2000), and the campaign is more likely to be viewed as successful (Drumwright 1996) when the cause is compatible or "matches" the firm.

On the other hand, there is also support that incongruency is more effective in affecting consumers' attitudes. Ellen, Mohr and Webb (2000) found weak support that incongruence generates more positive attitudes toward the firm. In one retail context (building supplies), incongruency rated higher whereas in a grocery store format, there was no difference between congruency levels on attitudes. They argued that consumers were more familiar with the grocery store's participation in CRM campaigns and their various offers (food donations, school supplies etc). Therefore prior experience with marketing efforts by grocery stores may have affected their evaluations of congruency. In the building supply store condition, there may have been little experience with marketing efforts and consumers thought more about why the store was making the offer. Incongruency may be advisable when companies are just beginning to use CRM and have not built up consumer trust in their motives (Ellen, Mohr and Webb 2000).

One reason that these effects were found could be that Ellen, Mohr and Webb (2000) did not strictly adhere to the definition of CRM. The key role that revenue production plays makes CRM different than other philanthropic endeavors. The authors used the concept of commitment in their study, where the firm could match consumers' donations or not. In the definition

developed by Varadarajan and Menon (1988), the aspect of revenue production is what slants CRM towards marketing rather than corporate philanthropy and general giving. Given this evidence, there should be a main effect of congruency on consumers' attitudes toward the product and their intention to purchase the product. Therefore,

**H3a: There will be a main effect of congruency on the attitude toward the product, purchase intention and intention to participate in the CRM. Under conditions of high congruency, consumers' (1) attitude toward the product, (2) purchase intention and (3) intention to participate in the CRM campaign will be more positive compared to the incongruent condition.**

#### Effects of Extent of Elaboration

In addition to the effects of congruency on attitudes and intentions, extent of elaboration alone may also play a role in positively affecting attitudes toward the product and purchase and participation intentions. Menon and Kahn (working paper) manipulated elaboration to examine its impact on format and congruency. When subjects were encouraged to elaborate on the offer, consumers' evaluations of corporate social responsibility were higher. In addition, attitude toward the cause influenced interest and involvement with the brand (Berger, Cunningham and Kozinets 1998). In general, these results supported the effects of increased elaboration on attitudes and intentions. Bower and Landreth (2001) found that elaboration was needed in order to for consumers to even formulate opinions about the product. Research shows that when consumers are more involved in an issue or product, they weight argument quality more heavily than peripheral cues. Based on a preponderance of evidence that supports the positive effects of elaboration (e.g., Petty and Caccioppo 1984), The following effects are proposed.

**H3b: There will a main effect of extent of elaboration on the attitude toward the product, purchase intention and intention to participate in the CRM. Under conditions of high elaboration, consumers' (1) attitude toward the product, (2) purchase intention and (3) intention to participate in the CRM campaign will be more positive compared to the low elaboration condition.**

## Congruence and Extent of Elaboration

In addition to the individual effects of both congruency and extent of elaboration, these two together should also have an effect on attitudes and intentions. The extent of elaboration will play an important role in evaluating the inconsistencies regarding congruency. Bower and Landreth (2001) found that whether consumers even notice the matchup (or congruency) between objects and thus elicit information about either object assumes that subjects are somewhat involved. Therefore, only under higher elaboration consumers are likely to notice the congruency and use it as a persuasive argument. Menon and Kahn (working paper) found that ratings were significantly influenced by congruence – the ratings were higher for congruence than for incongruence when consumers are required to elaborate. In other words, extent of elaboration moderates the relationship between congruency and attitude toward the product.

In addition, the valence of the elaboration becomes an important mechanism through which congruency affects attitudes and intentions. Consumers will generate thoughts about the message as they evaluate the CRM offer including whether the alliance makes sense to them, the motive of the firm, the motive of the non-profit organization just to name a few. These thoughts will also play a role in consumers' attitudes and intentions toward the product.

Cognitive response theory (Wright 1973) posits that consumers generate support arguments and counterarguments in response to message related statements. Support arguments are based on congruency between the receiver's existing beliefs and the incoming messages (Wright 1973). If the consumer has positive message related thoughts about the CRM offer, these can be considered support arguments for the offer. Wright (1973) argues that this type of response is vital if advertising is to have a chance of being accepted by consumers.

In cause promotions, the benefits to the firm are visible as they are designed to increase sales by using the cause as a purchase incentive (Menon and Kahn, working paper). Recent research in social psychology presents evidence that individuals often believe that other's actions are motivated by self-interest (Miller and Ratner 1998). Consumers evaluate the CRM offer using the schemer's schema to judge the appropriateness of the tactic. Counter arguments are activated when incoming information is compared to existing beliefs and a discrepancy is noted (Wright 1973). These are based on negative message related thoughts about the firm and the CRM offer from the consumer.

As such, cause importance and cause proximity will drive the extent of elaboration about the CRM offer. In turn, the extent of elaboration and congruency will affect consumers' attitudes and intentions regarding the CRM campaign and the product. This extent of elaboration then moderates the influence of congruency and attitudes toward the product and intention to purchase the product. Congruency will be perceived more positively than incongruency under high levels of elaboration. The presence of more support arguments provides evidence of this effect. Essentially, under high elaboration on the CRM offer and as congruency increases, consumers' attitudes toward the product and their intentions or participate in the CRM program increases as well. Therefore,

**H3c: The extent of elaboration moderates the relationship between congruency and attitude toward the product, purchase intention and intention to participate in the CRM.**

**Under conditions of high elaboration consumers' (1) attitude toward the product, (2) intention to purchase the product and (3) intention to participate in the CRM will be more positive when congruency between the cause and the product is high than when congruency is low.**

**Under conditions of low elaboration there will be no effect of congruency.**

**H4: There will be more support arguments under high congruence than under low congruence.**

Participation Effort

Participation effort is defined in this research as the amount of effort required from the consumer to participate in the CRM program. This concept addresses an emerging managerial trend in CRM programs and a gap in the academic research stream. Marketers are developing CRM campaigns that require various levels of participation, essentially using concepts from sales promotions tactics such as coupons and rebates. For example, Yoplait is currently engaging in a campaign that requires consumers to mail in labels from empty yogurt containers. Yoplait then donates ten cents from each lid to breast cancer research. This program requires a heightened level of effort from the consumers. On the other hand, some campaigns simply ask the consumer to make the purchase requiring nothing more from the consumer. The company then makes the donation to the cause based on purchase. Currently there is no research that directly addresses the effect of participation effort requirements on consumers' attitudes toward the firm and their subsequent intention to participate in the campaign.

One study begins to address the issue of participation effort but from the firm level. Ellen, Mohr and Webb (2000) examined the effect of the firm's effort on consumers' attributions of CSR. The authors defined effort as the amount of energy put into a behavior. Using gift literature, they manipulated the level of effort as whether the firm gives money, indicating low levels of effort or products, indicating higher levels of effort. They hypothesized that donations requiring higher levels of effort were perceived more positively and found evidence to support this. Consumers feel more positive about higher levels of effort by the firm than lower levels of effort. This brings forth an interesting question: will they hold themselves to the same criteria as they hold firms?



The answer to this question may lie in how the promotion is perceived by the consumer. The concept of active and passive shoppers had been researched (Johnson and Pinnington 1998). Active shoppers are those who will watch out for offers waiting for key brands or price offers and who will switch stores to take account of the offer. This requires a good deal of effort on the part of the consumer. Passive shoppers show no inclination to change their behavior for a deal or promotion. This is probably due to the amount of effort required on the part of the consumer. Indeed, much of the behavioral research concerning sales promotions deals with the concept of consumers' deal proneness (Lichtenstein, Netemeyer and Burton 1995). This study identifies certain individual traits that lead to a consumers' quest for a good deal. However, it does not address what the consumer gets out of the search, which is not always monetary savings as previously believed (Blattberg and Neslin 1993).

Chandon, Wasink and Laurent (2000) developed a framework, which argues that sales promotion's effectiveness is determined by the utilitarian and hedonic benefits accrued by the consumer. The authors identified that consumers can use sales promotions to enhance their self-perception of being smart shoppers and provide an opportunity to reaffirm their personal values, which would be one reason that consumers respond to CRM campaigns in the first place. Schindler (1989) argued that there is a hedonic dimension to "smart shopper" feelings that is ego expressive. Indeed, the effort required from some CRM campaigns could be considered a hedonic benefit, which is appreciated for its own sake, without regard to its practical purposes (Hirschman and Holbrook 1982).

Assuming that CRM is a form of sales promotion in that it entices the consumer to purchase a product in order to donate to a favorite cause, how will consumers feel about the amount of effort that is required for them to participate? To answer this question, this research

examines the amount of effort required by the consumer, rather than the firm. Participation in CRM can be either passive or active. Passive participation is simply agreeing to purchase the product whereby the firm passes along the donation. This level requires low levels of effort on the part of the consumer. Active participation requires a higher level of effort on the part of the consumer. Consumers are required to mail something back to the company, for example, in order to make the donation. Based on the earlier discussion of the benefits accrued by consumers through the use of sales promotions, it should follow that consumers should have more positive feelings about the participating firm and about their intentions to purchase the product or participate in the CRM program if the condition is active compared to passive. Therefore,

**H5a: There is a main effect of participation effort on attitude toward the firm, purchase intention and intention to participate in the CRM.**

**Under conditions of active participation, consumers' (1) attitude toward the firm (2) purchase intention and (3) intention to participate in the CRM campaign will be more positive compared to the passive participation condition.**

#### Extent of Elaboration and Participation Effort

Extent of elaboration will not work in the same way that it does with congruency. Extent of elaboration will moderate the relationship between participation effort and attitude toward the firm, but not purchase intention or intention to participate in the campaign. Consumers are experiencing hedonic benefits from active participation and this should not change with increased elaboration. However, when consumers are encouraged to think about the CRM offer, there may be some differences regarding their attitude toward the firm.

Despite the fact that consumers are likely to derive hedonic benefits from the sales promotion, once they begin to elaborate on the CRM offer, consumer may question the firm's motives as to why it is requiring so much effort from the consumer in order to make the donation. Because participation effort is considered a marketing variable, the schemer's schema

will play an important role in consumers' evaluations of the appropriateness of the tactic. These attributions are based on the amount of work required by the consumer. This leads consumers to generalize as to the possible reasons behind that request. Under conditions of high elaboration, consumers' will have more negative evaluations of the firm under active participation than under passive participation. Therefore,

**H5b: The extent of elaboration moderates the relationship between participation effort and attitude toward the firm.**

**Under conditions of high elaboration, consumers' attitudes toward the firm will be more positive when the participation level is passive than when the participation level is active.**

**Under conditions of low elaboration on the CRM offer, there will be no effect of participation effort.**

As such, consumers are likely to generate more counterarguments when active participation is requested. Consumers may begin to question the firm's motives if too much effort is required of them. They may believe that the firm really does not want to donate to the cause since they are in essence relying heavily on the consumer and making it difficult to participate. Therefore,

**H6: There will be more counterarguments (e.g. negative arguments) when active participation is requested than when passive participation is requested.**

In summary, the structure of the CRM program is vital to consumers' attitudes toward the product and firm and their intentions to purchase and participate in the CRM campaign. It is proposed that cause importance alone will affect the amount of elaboration on the part of the consumer. However, cause proximity alone will have no effect and thus will only be important to

elaboration in combination with cause importance. This elaboration will serve as a springboard for the rest of the model.

Congruency alone should affect consumers' attitudes toward the product and their intention to purchase the product and participate in the CRM. The fact that consumers expend more effort thinking about the campaign should also have similar effects on these variables. And they should also work together to affect attitudes and intentions. Under conditions of high elaboration, high congruency should yield more positive attitudes and intentions. This is further supported by the fact that more support statements should be generated under congruency than under incongruency.

However, participation effort works a little differently in the model. Participation effort should affect consumers' attitudes toward the firm and their intentions to purchase and participate in the CRM. Due to the benefits derived by the consumer, active participation should yield more positive attitudes and intentions. However, when consumers are encouraged to elaborate about the offer, active participation should have a negative effect on attitude toward the firm. This is further supported by the fact that more counterarguments should be generated under active participation than under passive participation.

## CHAPTER 3: PRETESTS AND PILOT STUDIES

### Pilot Studies

Study one is a 2 (cause importance: high/low) x 2 (cause proximity: local/national) x 2 (congruency: high/low) between subjects design. Cause support is a measured factor and cause proximity and congruency are manipulated factors. Each factor has two levels. Congruency is based on the matchup between the cause and the products produced by the firm. Study two is a 2 (cause importance: high/low) x 2 (cause proximity: local/national) x 2 (participation effort: active/passive) between subjects design. Cause support is a measured factor and cause proximity and participation effort are manipulated factors. Each factor has two levels. Participation effort is based on the effort requested of the consumer in order to participate in the program.

To determine the appropriate manipulations for the main dissertation studies four pretests, were conducted. Two pilot studies were conducted to then assess the effectiveness of the manipulations and to ensure that the proposed effects were produced. Fictitious brands were chosen to control for brand loyalty effects and because other studies within the CRM context have used fictitious brands. A discussion of each of the three pretests and the two pilot studies follows.

### Pretest One – Selection of the Cause

Cause importance was the only measured independent variable. As such, the cause chosen for the study had to rate high on perceived importance to the subjects. Forty-two undergraduate business students were asked in an open-ended questionnaire to name several causes that they felt were important and list some reasons for inclusion on the list. Based on their responses, a list of causes was developed (see Appendix B - Pretests) that included both medical and social causes. Using the list, 33 undergraduate business students were asked to rate the

importance of these causes using a 7-point item (very unimportant to very important) scale.

Based on these results, cancer (Mean=6.75) was chosen as the cause that ranked most important to subjects. Other medical and social causes are listed below along with their means.

**Table 3.1: Pretest Results for Selection of Cause**

<b>Medical Causes</b>	<b>Mean</b>
Cancer research	6.7576
AIDS research	6.3636
Heart disease research	5.9091
<b>Social Causes</b>	<b>Mean</b>
Programs to fight child abuse	6.4242
Programs to help abused women	5.8485

Medical causes were chosen for the dissertation research because of the matchup with the product. Using a medical cause makes the matchup between the cause and the product more obvious and eliminates some of the gender effects that may exist with some social causes. In addition, in the open-ended questionnaire, many subjects stated that cancer affected a family member or friend, thus increasing the personal relevance of the cause. AIDS research was not chosen because of the potential stigma still associated with the disease. A copy of the pretests can be found in Appendix B- Pretests

### **Pretest Two (A)– Congruency Scales**

Initially, this pretest was conducted to determine the perceived congruency and incongruency between a product and the cause (e.g. general cancer) and to test the reliability of the measures. However, after running the study, it was decided that specific cancer types should be used for the matchup (e.g. skin cancer, bone cancer). This pretest does help to generate product categories used to determine the congruent and incongruent matches. Since it is not used except to test scale items, the original product results are not reported here.

Student subjects (N=37) were given either the four perceived congruent products or the four perceived incongruent products. Subjects read descriptions of the product and the cause and the amount of the donation. Subjects rated the product on two dimensions. According to the literature (Heckler and Childers 1992), congruency can be perceived on an expectancy dimension or a relevancy dimension. This research is primarily concerned with the relevancy dimension; however, both were tested. Expectancy was measured with three items on a 7-point semantic differential scale with the endpoints unpredictable/predictable, unexpected/expected and unanticipated/anticipated. Relevancy was measured with three items on a 7-point Likert scale (strongly disagree to strongly agree). These questions assessed fit, relevance and appropriateness. An additional item asked whether the subject felt that the cause and the product were a good match using a 7-point Likert scale (strongly disagree to strongly agree).

The results indicate the reliability of each of the scales for further use. The three items that measured expectancy ( $\alpha=.92$ ) and the four items that measured relevancy ( $\alpha=.95$ ) were taken from Garretson (unpublished dissertation) and Heckler and Childers (1992). In the end, this pretest was used for measurement assessment and to determine potential products.

### **Pretest Two (B) – Selection of Specific Cause Congruency Manipulation**

A second pretest was conducted that uses a specific cancer type rather than general cancer in order to help consumers perceive congruency and incongruency. After reviewing several types of cancer, bone cancer and skin cancer were chosen. These were determined by selecting cancers that subjects recognize and were not gender specific (e.g. breast cancer, prostate cancer). Skin cancer is a type that people recognize, especially younger subjects. Therefore it was chosen for the pilot studies, which used student subjects. Bone cancer is less well known, but could be more important for older subjects. Therefore it was chosen for the main

study, which used non-student subjects. Breast cancer was not considered, despite its prevalence, because of the number of real business that donate to breast cancer research. Lung cancer was not chosen because of its connection with cigarettes and smoking.

Undergraduate students (N=42) examined a list of 19 products, which were paired with skin cancer and then bone cancer. They were asked to rate the “fit” of the cancer and the product. Due to the number of products being examined, subjects were only asked whether the product is perceived as a “good fit” with the cause (e.g. skin cancer or bone cancer). Table 3.2 shows the means for the top congruency and top incongruency candidates.

**Table 3.2: Pretest (B) Results for Congruency**

<b>Skin Cancer</b>		<b>Bone Cancer</b>	
<i>Perceived as congruent (good fit)</i>	<b>Means</b>	<i>Perceived as congruent (good fit)</i>	<b>Means</b>
Sunblock	6.8605	Skim milk	6.0000
Body lotion	6.0455	Yogurt	5.7273
Makeup	5.5682	Cheddar cheese	5.3182
<i>Perceived as incongruent</i>		<i>Perceived as incongruent</i>	
Ice cream	1.9773	Makeup	1.9773
Cheddar Cheese	2.1136	Face Soap	2.1136
Bran flakes cereal	2.2500	Lip balm	2.1163
Soy peanut butter	2.2500	Body lotion	2.2045

Based on these results, body lotion (Mean=6.0455) was chosen as the congruent product and cheddar cheese (Mean=2.1136) was chosen as the incongruent product ( $t=30.587$ ,  $p$ -value=.000) for skin cancer. For bone cancer, skim milk (Mean=6.000) was chosen as the congruent product and face soap was chosen as the incongruent product (Mean=2.1136;  $t=11.827$ ,  $p$ -value=.000). The two pilot studies focused on skin cancer and used body lotion as the congruent product and cheddar cheese as the incongruent product. The main study focused on bone cancer and used skim milk as the congruent product and face soap as the incongruent product. A copy of the pretest can be found in Appendix B– Pretests.



### **Pretest Three – Selection of Participation Effort Manipulation**

The last pretest addressed the perception of the effort required by the consumer to participate in the cause related marketing campaign. Although only two levels are proposed, four levels were tested for differences. The level with the least effort requires the consumer to do nothing but purchase the product and the donation is passed along from the firm (passive 1). The next level (passive 2) requires the consumer to present a coupon in order for the donation to be passed along. However, the coupon is found in store displays, direct mail and newspapers. The third level (active 1) requires the consumer to mail in one (1) proof of purchase to the firm for the donation to be made. This is similar to the Yoplait campaign (for more information see [www.Yoplait.com](http://www.Yoplait.com)). The last level requires the consumer to mail in two (2) proofs of purchase for the firm to make the donation to the cause (active 2).

Student subjects (N=37) read statements about the requirements for participation. This pretest was collected along with the congruency manipulation pretest. However, the participation effort information was presented after the expectancy and relevancy measures were assessed. After reading the scenario, subjects rated the effort required with three items on a 7-point semantic differential scale with the endpoints little effort/a lot of effort, little work/a lot of work and takes little time/takes a lot of time. Participation effort descriptions were kept constant across product type conditions (breakfast foods both had a passive effort). Three item measures for participation effort ( $\alpha=.98$ ) were adapted from Ellen, Mohr and Webb (2000) which measures firm effort. Table 3.3 identifies the four levels and their means.

**Table 3.3: Pretest Results for Participation Effort**

<b>Passive 1:</b> Firm makes the donation once the consumer makes the purchase	1.41
<b>Passive 2:</b> Firm requires the consumer to present a coupon at the register that was found at a store display, in the newspaper or in the mail. The coupon is necessary for the company to make the donation.	3.24
<b>Active 1:</b> Consumer must mail in (1) proof of purchase to the firm in order for the donation to be made	5.30
<b>Active 2:</b> Consumer must mail in (2) proofs of purchase to the firm in order for the donation to be made.	6.8

An ANOVA was used to test for mean differences between subjects responding to each of the four variations of participation effort. There were significant differences across all four levels ( $F=630.178$ ,  $p\text{-value}=.000$ ) and all individual means were significantly different from each other at the .05 level. Therefore, for this research, the passive participation effort level used requires that consumers make the purchase and the firm then makes the donation based on the purchase (Mean=1.41). The active participation effort level used requires that the consumer mail in one (1) proof of purchase before the firm makes the donation to the cause (Mean=5.30). This was chosen as the active level because of its ecological validity and similarity to the Yoplait yogurt campaign.

#### **Pilot Study One – Cause Importance, Cause Proximity and Cause Congruence**

This study was a 2 (cause importance: high/low) x 2 (cause proximity: local/national) x 2 (cause congruency: congruent/incongruent) between subjects design. It essentially tests hypotheses 1-4. Cause importance was measured. Congruency was manipulated between high (congruent) and low (incongruent) and was based on the matchup between the cause and the firm's products. Cause proximity was manipulated as donations on a local basis and donations on a national basis. Student subjects completed pencil and paper tests to examine measures,

manipulation checks, and dependent variables. Dependent variables included the two types of elaboration on the CRM offer (extent of elaboration and valence), attitude toward the product, purchase intention and intention to participate in the CRM program.

Experimental stimuli were constructed as a comp of an advertisement that pictured the product on the right hand side of the page. Copy concerning the prevalence of skin cancer was included at the top of the advertisement. For the local condition, information was included regarding the prevalence of skin cancer in Louisiana. For the national condition, this information was left out. Copy concerning the product and the donation to skin cancer was included on the left hand side, next to the photo. For the local condition, the donations were given to the Coalition Against Skin Cancer Foundation in Louisiana and the funds went to the community. For the national condition, the donations were given to the national branch of the Coalition. For the congruent condition, subjects viewed a photograph of Supple skin lotion. For the incongruent condition, subjects viewed a photograph of Sunrise Cheddar Cheese. These manipulations and questionnaire can be seen in Appendix C – Pilot Study One.

Two hundred forty nine undergraduate marketing students participated in the study. Subjects' age ranged from 17 to 40 years old. The average subject age was 21.5. Fifty one percent were males and 49 percent were females. More than 90 percent were single and the rest were married (6%), engaged (2.8%) or divorced (.4%). Almost 80 percent were Caucasian, 11.6% were African American, 4% were Hispanic, 2.8% were Asian and the remainder were classified as "other." Ninety eight percent of the subjects did not or had not had skin cancer but 24.1% of them knew someone who did have skin cancer. Each subject received a folder that contained a consent form, the advertisement and a questionnaire booklet. Following consent and instructions, subjects were asked to review the advertisement. Then subjects listed all of their

thoughts concerning the advertisement. Last, subjects answered the questionnaire containing the variables of interest.

### Dependent Variables

Dependent variables were measured using items in the pretest as well as items from previous research. Attitude toward the product ( $\alpha=.945$ ) was measured using seven semantic differential items from Bower and Landreth (2001). Item loadings ranged from .87 to .92. Purchase intention ( $\alpha=.89$ ) was measured using four, 7-point Likert scale items from Bower and Landreth (2001). Item loadings ranged from .78 to .92. Intention to participate in the CRM campaign ( $\alpha=.89$ ) was measured using three, 7-point Likert scale items developed for the purpose of the dissertation. Item loadings ranged from .86 to .91. Extent of elaboration was defined as the number of relevant thoughts the subject made about the campaign. Subjects wrote down any thoughts they experienced while reading the ad. Two researchers coded the data. The number of thoughts originally ranged from 0 to 11 (Mean=2.77). The correlation between the coders was .99 so the results were averaged. After repeated analysis, extent of elaboration was limited to no more than six thoughts, thus making the new range 0 to 6. The average number of thoughts made by the subjects was 2.6 (standard deviation 1.33). For elaboration valence, the thoughts were coded as positive and negative by one coder. Only thoughts related to the ad campaign, rather than any product attributes were included in the analysis. They serve as single item dependent variables.

### Independent Variables

Measured independent variables used items adapted from previous research. Cause importance ( $\alpha=.94$ ) was measured using five semantic differential items (Mean=5.38) adapted from Bower and Landreth (2001) and Ellen, Mohr and Webb (2000). The scale was then divided

into two groups: low cause importance (1-5.99) and high cause importance (6-7). As a result, 127 subjects were classified as low cause importance and 102 were classified as high cause importance. Originally, three levels of cause importance were explored. However, very few subjects fell into the low cause importance category. Therefore, the low and moderate categories were combined to be the new low cause importance category. For H3 and H4, extent of elaboration was used as an independent variable. Using only the range of 0 to 6, extent of elaboration was divided into two groups representing low elaboration and high elaboration. One hundred eighteen subjects (48%) were classified as low elaboration (0-2) and 124 subjects (51%) were classified as high elaboration (2.5-6) (Mean=1.51). Cause proximity and cause congruency were both manipulated factors and are discussed in the next section.

#### Manipulation Checks

Manipulation checks were included in the questionnaire to determine if the subjects properly interpreted both the cause proximity manipulation and the cause congruency manipulation. For cause proximity, subjects were asked if the donations were benefiting skin cancer research on a local or national basis. Of the 249 subjects, 105 viewed the local condition and 144 viewed the national condition. In the local condition, 23 subjects (22%) failed the manipulation check and were not included in the remaining analysis. In the national condition, 14 subjects (10%) failed the manipulation check and were not included in the remaining analysis.

The second manipulation check assessed whether subjects viewed the product as congruent or incongruent. Congruency was measured using the relevancy scale adapted from Garretson (unpublished dissertation) using four semantic differential items ( $\alpha=.94$ ). The scale was then divided into two groups representing incongruent (1-4) and congruent (5-7). The mean for the incongruent condition was 3.5 and the mean for the congruent condition was 6.0 and there

were significant differences ( $F=229.219$ ;  $p\text{-value}=.000$ ) across conditions. One hundred and forty two subjects were exposed to the incongruent condition. Of those, 52 subjects (37%) failed the manipulation check for congruency and were excluded from further analysis. One hundred seven subjects were exposed to the congruent condition. Of those, only 10 subjects (9%) failed the manipulation check and were excluded from further analysis.

### Hypotheses Testing

To test H1 and H2, a 2 (cause importance: high/low) x 2 (cause proximity: local/national) ANOVA was run with extent of elaboration as the dependent variable. H1 stated that when cause importance is high, the extent of elaboration regarding the CRM offer would be greater than when the cause importance is low. As indicated in Table 3.4, the main effect of cause importance was not significant ( $F=.505$ ;  $p\text{-value}=.478$ ) thus failing to support H1. This indicates that cause importance alone does not affect how much a subject thinks about the advertisement, regardless of how importance the cause is to them.

H2 stated that there would be an interaction between cause importance and cause proximity on the extent of elaboration of the CRM offer. When there are low levels of cause importance, the extent of elaboration on the CRM will be greater when the campaign is local than when the campaign is national in proximity. Overall, H2 was supported since there was a significant interaction between cause importance and cause proximity ( $F=5.015$ ;  $p\text{-value}=.026$ ). Under low cause importance, local proximity (Mean=2.95) had a greater effect on elaboration than national proximity (Mean=2.31) ( $t=2.717$ ;  $p\text{-value}=.008$ ). Therefore when cause importance is low, subjects were more likely to elaborate about the advertisement when the donations were given to the local community rather than to the national headquarters. Under high cause importance, national proximity (Mean=2.86) began to become more effective at affecting

elaboration than local proximity (Mean=2.66) although this was not statistically significant ( $t=-.687$ ;  $p$ -value= .494). ANOVA results can be seen in Table 3.4. See Appendix B – Pilot Studies for figures of the interactions.

**Table 3.4: ANOVA Results**

Study1: The Effect of Cause Importance and Cause Proximity on Extent of Elaboration

Dependent Variable	ANOVA					
	Cause Proximity		Cause Importance		Cause Proximity x Cause Importance	
	F (df)	p-value	F (df)	p-value	F (df)	p-value
Extent of Elaboration	1.401 (1)	.238	.505 (1)	.478	5.015 (1)	.026

To test H3a-H3c, a 2 (cause congruency: congruent/incongruent) x 2 (extent of elaboration: low/high) MANOVA was performed. The dependent variables included attitude toward the product, purchase intention and intention to participate in the CRM campaign and all were significantly correlated (all  $p$ -values  $<.001$ ). Multivariate and univariate results of the analysis are included in Tables 3.5.

For the cause congruency condition, there was overall multivariate significance (Wilks'  $\lambda=.922$ ;  $p$ -value=.003) and this significance was attributable mainly to attitude toward the product ( $F=12.893$ ;  $p$ -value=.000; ) and partially to purchase intention ( $F=3.43$ ;  $p$ -value=.066). Intention to participate in the CRM campaign was not significant in this condition. For the extent of elaboration condition, there was overall multivariate significance (Wilks'  $\lambda=.903$ ;  $p$ -value=.000) and across all dependent variables (all  $p$ -values  $<.005$ ). The multivariate interaction between congruency and extent of elaboration was not significant (Wilks'  $\lambda=.989$ ;  $p$ -value=.603).

**Table 3.5: MANOVA Results**

Study 1: The Effect of Extent of Elaboration and Cause Congruency on Attitude toward the Product, Purchase Intention and Intention to Participate in the CRM campaign

Source	Multivariate Tests	p-value	Wilks $\Lambda$	ANOVA		
	F value Effect Size			F value	Effect Size	(p-value)
				Attitude toward the product	Purchase intention	Intention to participate in the CRM campaign
Cause Congruency	4.929 $\eta^2 = .078$	.003	.922	12.893 $\eta^2 = .068$ (.000)	3.431 $\eta^2 = .019$ (.066)	1.009 $\eta^2 = .006$ (.317)
Extent of Elaboration	6.206 $\eta^2 = .097$	.000	.903	15.361 $\eta^2 = .080$ (.000)	14.242 $\eta^2 = .075$ (.000)	8.178 $\eta^2 = .044$ (.005)
Cause Congruency x Extent of Elaboration	.620 $\eta^2 = .011$	.603	.989	.743 $\eta^2 = .004$ (.390)	.298 $\eta^2 = .002$ (.586)	.003 $\eta^2 = .000$ (.960)

H3a stated that there will be a main effect of congruency on the attitude toward the product, purchase intention and intention to participate in the CRM. Under conditions of high congruency, consumers' (1) attitude toward the product, (2) purchase intention and (3) intention to participate in the CRM campaign will be more positive compared to the incongruent condition. H3a is partially supported. There was a main effect of congruency (F-value=12.893; p-value=.000) on subjects' attitude toward the product, and purchase intention, but not on intention to participate in the CRM campaign. For attitude toward the product, congruent means (Mean=5.363) were higher than incongruent means (Mean=4.778) (t=3.909; p-value=.000). For purchase intention, congruent means (Mean=4.444) were higher than incongruent means (Mean=4.066) (t=2.276; p-value=.024). For intention to participate in the CRM, congruent means (Mean=4.448) were higher than incongruent means (Mean=4.157) (t=1.296; p-value=.197) but not statistically significant.



H3b stated that there will be a main effect of extent of elaboration on the attitude toward the product, purchase intention and intention to participate in the CRM. Under conditions of high elaboration, consumers' (1) attitude toward the product, (2) purchase intention and (3) intention to participate in the CRM campaign will be more positive compared to the low elaboration condition. H3b is fully supported. There was a main effect of elaboration ( $F$ -value=15.361;  $p$ -value=.000) on subjects' attitude toward the product, as well as purchase intention ( $F$ -value=14.242;  $p$ -value=.000) and intention to participate in the CRM campaign ( $F$ -value=8.178;  $p$ -value=.005). For attitude toward the product, high elaboration means (Mean=5.390) were higher than low elaboration means (Mean=4.751) ( $t$ =-4.486;  $p$ -value=.000). For purchase intention, high elaboration means (Mean=4.639) were higher than low elaboration means (Mean=3.870) ( $t$ =-3.794;  $p$ -value=.000). For intention to participate in the CRM, high elaboration means (Mean=4.583) were higher than low elaboration means (Mean=3.998) ( $t$ =-2.846;  $p$ -value=.005).

H3c stated that the extent of elaboration moderates the relationship between congruency and attitude toward the product. Under conditions of high elaboration consumers' (1) attitude toward the product, (2) purchase intention and (3) intention to participate in the CRM campaign will be more positive under the congruent condition compared to the incongruent condition. Under conditions of low elaboration, consumers will not perceive a difference in congruency levels compared to when elaboration is high. There was no significant interaction between extent of elaboration and congruency thus failing to support H3c.

H4 stated that there will be more support arguments under high congruence than under low congruence. A 2 (extent of elaboration: low/high) x 2 (cause congruency: congruent/incongruent) ANOVA was performed with support arguments as the dependent

variable. There was a significant main effect of congruence ( $F=13.646$ ;  $p\text{-value}=.000$ ) thus supporting H4. ANOVA results are included in Table 3.6. Under congruent condition, the means were higher (Mean=1.061) than under the incongruent condition (Mean=.590) ( $t=3.891$ ;  $p\text{-value}=.000$ ).

**Table 3.6: ANOVA Results**

Study 1: The Effect of Cause Congruency and Extent of Elaboration on Support Arguments

Dependent Variable	ANOVA					
	Cause Congruency		Extent of Elaboration		Cause Congruency x Extent of Elaboration	
	F (df)	p-value	F (df)	p-value	F (df)	p-value
Support Arguments	13.646 (1)	.000	18.523 (1)	.000	1.021 (1)	.314

#### Additional Analysis

Additional analysis examined the effects of cause importance and cause proximity on attitude toward the product, purchase intention and intention to participate in the CRM. A 2 (cause importance: high/low) x 2 (cause proximity: local/national) MANOVA was run with attitude toward the product, purchase intention and intention to participate in the CRM as the dependent variables. Table 3.7 illustrates the results of that analysis.

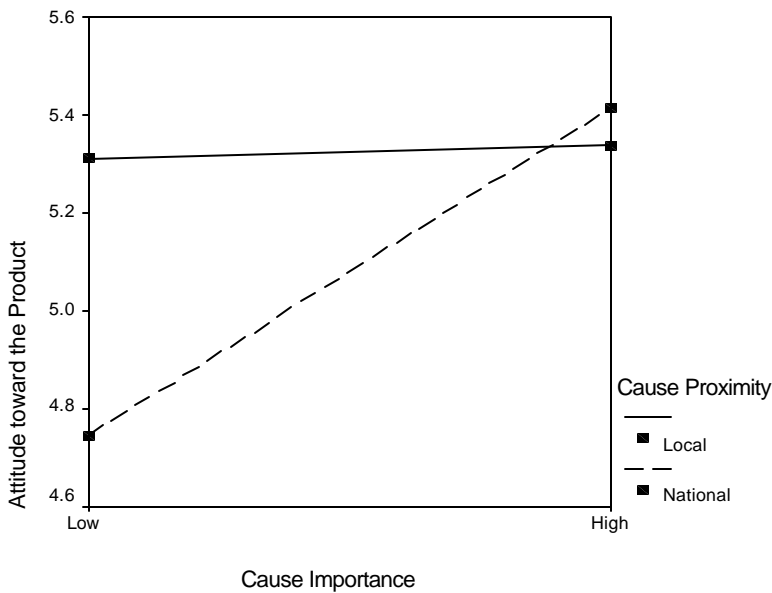
There was multivariate significance for cause importance (Wilks'  $\lambda=.876$ ;  $p\text{-value}=.000$ ), and for the interaction between cause importance and cause proximity (Wilks  $\lambda=.959$ ;  $p\text{-value}=.034$ ). In general, cause importance affected the ultimate dependent variables in the model either alone or in conjunction with cause proximity. Subjects in the high cause importance condition had higher attitudes toward the product (Mean High=5.377; Mean Low=5.030;  $t=-2.497$ ;  $p\text{-value}=.013$ ). Subjects in the high cause importance condition were more likely to purchase the product (Mean High=4.920; Mean Low=4.092;  $t=-4.953$ ;  $p\text{-value}=.000$ ) and were

more likely to participate in the CRM campaign (Mean High=5.070; Mean Low=4.083; t=-5.731; p-value=.000) which in this study is essentially the same since there was no variation in the amount of effort required from the consumer.

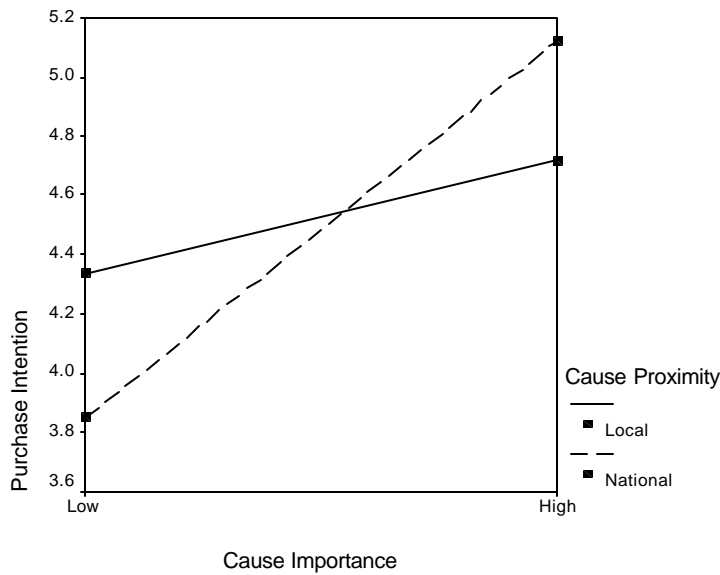
**Table 3.7: MANOVA Results**

Study 1 Additional analysis: The Effect of Cause Importance and Cause Proximity on Attitude toward the product, purchase intention and intention to participate in the CRM program

Source	Multi variate Tests	ANOVA				
	F value Effect Size	p-value	Wilks $\Lambda$	Attitude toward the product	Purchase intention	Intention to participate in the CRM campaign
Cause Importance	9.705 $\eta^2 = .124$	.000	.876	4.225 $\eta^2 = .020$ (.041)	17.670 $\eta^2 = .079$ (.000)	27.788 $\eta^2 = .118$ (.000)
Cause Proximity	1.715 $\eta^2 = .024$	.165	.976	2.100 $\eta^2 = .010$ (.149)	.045 $\eta^2 = .000$ (.832)	.946 $\eta^2 = .005$ (.332)
Cause Importance x Cause Proximity	2.943 $\eta^2 = .041$	.034	.959	3.642 $\eta^2 = .017$ (.058)	5.172 $\eta^2 = .024$ (.024)	1.010 $\eta^2 = .005$ (.316)



**Figure 3.2: The Interaction of Cause Importance and Cause Proximity on Attitude Toward the Product**



**Figure 3.3: The Interaction of Cause Importance and Cause Proximity on Purchase Intention**

Additionally, cause importance and cause proximity together affected attitude toward the product (F-value=3.642; p-value=.058) and purchase intention (F-value=5.172; p-value=.024) but not intention to participate in the CRM campaign (F-value=1.010; p-value=.316). Evidently, with both cause importance and cause proximity were considered together, subjects viewed a difference between purchase intention and intention to participate in the CRM campaign. For subjects with low cause importance, local donations (Mean=5.313) were more effective than national donations (Mean=4.747;  $t=2.663$ ; p-value=.009) at affecting subjects' attitude toward the product. For subjects with high cause importance, there was no significant difference between local donations (Mean=5.338) and national donations (Mean=5.416;  $t= -.298$ ; p-value=.766) at affecting subjects' attitude toward the product. This indicated that a campaign aimed at local causes would be beneficial regardless of whether cause importance is high or low and would be particularly beneficial at getting lower cause importance consumers involved. For subjects with low cause importance, local donations (Mean=4.337) were more effective than

national donations (Mean=3.847) at affecting purchase intentions ( $t=1.615$ ;  $p\text{-value}=.109$ ) but it was not statistically significant. For subjects with high cause importance, national donations (Mean=5.123) were more effective than local donations (Mean=4.717) at affecting purchase intentions ( $t=-1.507$ ;  $p\text{-value}=.136$ ), which was not statistically significant.

### Discussion of Pilot Study One Results and Suggestions

This study supported a majority of the hypotheses (specifically H2, H3a, H3b and H4). H1, the main effect of cause importance, was not supported. However, additional analysis illustrated the role of cause importance within the model. Cause importance affected attitudes and intentions in a positive manner. However, it also worked with cause proximity to affect the extent of elaboration as well as attitudes and intentions. Cause proximity alone has no effects in this study and must be used in conjunction with cause importance. This does help explain some of the mixed results regarding cause proximity in past research (see Ellen, Mohr and Webb 2000; Ross, Patterson and Stutts 1992). However, it should be noted that there was a problem with the local condition for cause proximity. More than 20 percent of subjects failed the local condition manipulation check so this manipulation needs to be strengthened.

The significant interaction between cause proximity and cause importance (H2) illustrated the importance of local donations for subjects with low cause importance. This is an important managerial implication since consumers are bombarded with messages, especially those dealing with non-profit causes lately. A company can use local donations to catch consumers' attention thus encouraging them to elaborate and in turn increase participation for consumers with low cause importance. And there was no real difference between local and national donations for consumers with high cause importance. Therefore, by focusing on the community, a company can increase general involvement with the campaign.

H3a and H3b were both supported. H3c was not supported. There should be a significant interaction between cause congruency and extent of elaboration. In other words, prior research has shown the importance of elaboration and advertising (Bower and Landreth 2001). Theoretically, elaboration should need to be present in order for subjects to notice the congruency. Therefore with stronger manipulations for congruency, this interaction should happen. There were problems with the congruency condition, specifically the incongruent condition. Almost a third of the subjects failed the manipulation check. Therefore this manipulation needs to be strengthened. A series of steps should strengthen the manipulation check.

In general, the grand means were rather low. Attitude toward the product (Mean=5.071) and purchase intention (Mean=4.255) could be low because of the perception of low product quality rather than other effects. Subjects viewed an ad comp, which was essentially an unfinished advertisement. Some of the open-ended comments indicate that there could be problems with the perception of low product quality, thus bringing these means down. Additionally, some comments stated that there was not enough product information and too much information on the cause and donations. For the main study, the ads should be more finished and more information should be included about the product.

The second pilot study added a fourth factor, participation effort to the model. Only the results for the last factor will be reported, since that is the added value of the second study.

### **Pilot Study Two – Cause Importance, Cause Proximity and Participation Effort**

This study was 2 (cause importance: high/low) x 2 (cause proximity: local/national) x 2 (participation effort: active/passive) between subjects design. Cause importance was measured. Participation effort was manipulated between active and passive levels. Cause proximity was

manipulated as donations on a local basis and donations on a national basis. Student subjects completed pencil and paper tests to examine measures, manipulation checks, and dependent variables. Dependent variables included the two types of elaboration on the CRM offer, attitude toward the firm, purchase intention and intention to participate in the CRM program.

Experimental stimuli were constructed as a comp of an advertisement that pictured the product on the right hand side of the page. Copy concerning the prevalence of skin cancer was included at the top of the advertisement. For the local condition, information was included regarding the prevalence of skin cancer in Louisiana. For the national condition, this information was left out. Copy concerning the product and the donation to skin cancer was included on the left hand side, next to the photo. For the local condition, the donations were given to the Coalition Against Skin Cancer Foundation in Louisiana and the funds went to the community. For the national condition, the donations were given the national branch of the Coalition. For the passive condition, subjects read a description of the effort, which stated that the consumer would not have to do anything other than purchase the product. For the active condition, subjects read a description of the effort, which stated that the consumer would have to mail in one (1) proof of purchase in order for the donation to be made. All subjects viewed the photo of Supple Skin lotion (the congruent condition in Pilot Study one). These manipulations and questionnaire can be seen in Appendix C – Pilot Study Two.

Three hundred undergraduate marketing students participated in the study. Subjects' age ranged from 19 to 41 years old. The average subject age was 21.8. Forty six percent were males and 53 percent were females. More than 91 percent were single and the rest were married (4%), engaged (3.3%) or divorced (.7%). Almost 86 percent were Caucasian, 6.3% were African American, 2.7% were Hispanic, 3.7% were Asian and the remainder were classified as "other."

Ninety eight percent of the subjects did not or had not had skin cancer but 23.7% of them knew someone who did have skin cancer. Each subject received a folder that contained a consent form, the advertisement and a questionnaire booklet. Following consent and instructions, subjects were asked to review the advertisement. Then subjects listed all of their thoughts concerning the advertisement. Last subjects answered the questionnaire containing the variables of interest.

### Dependent Variables

Dependent variables were measured using items in the pretest as well as items from previous research. Attitude toward the firm ( $\alpha=.958$ ) was measured using seven semantic differential items from Bower and Landreth (2001). Item loadings ranged from .76 to .87. Purchase intention ( $\alpha=.89$ ) was measured using four, 7-point Likert scale items from Bower and Landreth (2001). Item loadings ranged from .79 to .92. Intention to participate in the CRM campaign ( $\alpha=.85$ ) was measured using three, 7-point Likert scale items developed for the purpose of the dissertation. Item loadings ranged from .86 to .89. Extent of elaboration was defined as the number of relevant thoughts the subject made about the campaign. Two researchers coded the data. The number of thoughts originally ranged from 0 to 9 (Mean=2.67). The correlation between the coders was .97 so the results were averaged. After repeated analysis, extent of elaboration was limited to no more than 6 thoughts, thus making the new range 0 to 6. The average number of thoughts made by the subjects was 2.6 (standard deviation 1.30). For elaboration valence, the thoughts were coded as positive and negative by one coder. Only thoughts related to the ad campaign, rather than any product attributes were included in the analysis. They serve as single item dependent variables.



### Independent Variables

Measured independent variables used items adapted from previous research. Cause importance ( $\alpha=.94$ ) was measured using five semantic differential items (Mean=5.27) adapted from Bower and Landreth (2001) and Ellen, Mohr and Webb (2000). The scale was then divided into two groups: low cause importance (1-5.99) and high cause importance (6-7). As a result, 182 subjects were classified as low cause importance and 118 were classified as high cause importance. Originally, three levels of cause importance were explored. However, very few subjects fell into the low cause importance category. Therefore, the low and moderate categories were combined to be the new low cause importance category. For H5a-b and H6, extent of elaboration was used as an independent variable. Using only the range of 0 to 6, extent of elaboration was divided into two groups representing low elaboration and high elaboration. One hundred sixty four (56%) were classified as low elaboration (0-2) and 124 subjects (43%) were classified as high elaboration (2.5-6) (Mean=1.48).

### Manipulation Checks

Manipulation checks were included in the questionnaire to determine if the subjects properly interpreted both the cause proximity manipulation and the participation effort manipulation. For cause proximity, subjects were asked if the donations were benefiting skin cancer research on a local or national basis. Of the 300 subjects, 154 viewed the local condition and 147 viewed the national condition. In the local condition, 31 subjects (20%) failed the manipulation check and were not included in the remaining analysis. In the national condition 6 subjects (4%) failed the manipulation check and were not included in the remaining analysis.

The second manipulation check assessed whether subjects perceived the participation as passive or active. Participation effort was measured using three semantic differential items

( $\alpha=.96$ ). The scale was then divided into two groups based on the means of the pretest representing passive (1-2) and active (4-6). One hundred fifty subjects were exposed to the passive condition. Of those, 72 subjects (48%) failed this manipulation check for participation effort and were excluded from further analysis. One hundred fifty subjects were exposed to the active condition. Of those, 70 subjects (46%) failed this manipulation check and were excluded from further analysis. It should be noted that although this seems high, the entire scale was not used in the manipulation check.

### Hypotheses Testing

To test H5a-b, a 2 (participation effort: active/passive) x 2 (extent of elaboration: high/low) MANOVA was performed. The dependent variables included attitude toward the firm, purchase intention and intention to participate in the CRM campaign and all were significantly correlated (all p-values < .001). Multivariate and univariate results of the analysis are included in Table 3.8.

### **Table 3.8: MANOVA Results**

Study 2: The Effect of Extent of Elaboration and Participation Effort on Attitude toward the Firm, Purchase Intention and Intention to Participate in the CRM campaign

Source	Multivariate Tests	p-value	Wilks $\Lambda$	ANOVA		
	F value Effect Size			F value Effect Size (p-value)	Attitude toward the firm	Purchase intention
Participation Effort	3.029 $\eta^2 = .132$	.022	.868	1.638 $\eta^2 = .019$ (.204)	11.350 $\eta^2 = .120$ (.001)	7.940 $\eta^2 = .087$ (.006)
Extent of Elaboration	.335 $\eta^2 = .016$	.854	.984	.440 $\eta^2 = .005$ (.509)	.244 $\eta^2 = .003$ (.622)	.107 $\eta^2 = .001$ (.744)
Participation Effort x Extent of Elaboration	.176 $\eta^2 = .009$	.950	.991	.465 $\eta^2 = .006$ (.497)	.592 $\eta^2 = .007$ (.444)	.533 $\eta^2 = .009$ (.468)

For the participation condition, there was overall multivariate significance (Wilks'  $\lambda=.868$ ;  $p\text{-value}=.022$ ) which was attributable to purchase intention ( $F=11.350$ ;  $p\text{-value}=.001$ ) and intention to participate in the CRM ( $F=7.940$ ;  $p\text{-value}=.006$ ) . There were no significant multivariate effects for extent of elaboration or the interaction between participation effort and extent of elaboration.

H5a stated that there will be a main effect of participation effort on the attitude toward the firm, purchase intention and intention to participate in the CRM. Under conditions of active participation, consumers' (1) attitude toward the firm, (2) purchase intention and (3) intention to participate in the CRM campaign will be more positive compared to the passive condition. H5a supported. There was a main effect of participation effort ( $F\text{-value}=3.029$ ;  $p\text{-value}=.022$ ) on purchase intention and on intention to participate in the CRM campaign. For purchase intention, passive means (Mean=3.224) were lower than active means (Mean=4.286) ( $t=-2.986$ ;  $p\text{-value}=0.004$ ). For intention to participate in the CRM, passive means (Mean=3.233) were lower than active means (Mean=4.159) ( $t=-2.432$ ;  $p\text{-value}=.017$ ).

H5b stated that the extent of elaboration moderates the relationship between participation effort and attitude toward the firm. Under conditions of high elaboration consumers' attitude toward the firm will be more positive under the passive condition compared to the active condition. Under conditions of low elaboration, consumers will not perceive a difference in participation effort levels compared to when elaboration is high. There was no significant interaction between extent of elaboration and participation thus failing to support H5b.

H6 stated that there will be more counterarguments arguments under active participation than under passive participation. A 2 (extent of elaboration: low/high) x 2 (participation effort:

active/passive) ANOVA was performed with counter arguments as the dependent variable. There was a significant main effect of participation effort ( $F=14.429$ ;  $p\text{-value}=.000$ ) thus supporting H6. ANOVA results are included in Table 3.9. Under active condition, the means were higher (Mean=.848) than under the passive condition (Mean=.197) ( $t=-3.794$ ;  $p\text{-value}=.000$ ) thus supporting H6.

**Table 3.9: ANOVA Results**

Study 2: The Effect of Participation Effort and Extent of Elaboration on Counter Arguments

Dependent Variable	ANOVA					
	Participation Effort		Extent of Elaboration		Participation Effort x Extent of Elaboration	
	F (df)	p-value	F (df)	p-value	F (df)	p-value
Counter Arguments	14.429 (1)	.000	1.069 (1)	.304	.552 (1)	.459

#### Discussion of Pilot Study Two Results and Suggestions

This study supported the main effect of participation effort on purchase intentions and intention to participate in the CRM. Active participation effort yielded more positive results for attitude toward the firm and purchase and participation intentions than passive participation, thus offering support that perhaps consumers perceive the hedonic benefits of this promotion. There were no differences in attitude toward the firm depending on participation effort. This is an interesting managerial implication because consumers' attitudes about the firm are not affected by asking them to expend more effort. However, even when encouraged to elaborate, consumers did not see a difference concerning the firm whether they were in the passive condition or active condition.

Consumers made more counter arguments under the active condition compared to the passive condition. Therefore there is a pattern that suggests that perhaps consumers do not have

as positive view of the firm when asked to expend extra effort despite the fact that there was not a significant interaction between participation effort and extent of elaboration or a main effect of participation effort on attitude toward the firm.

As in Pilot study one, there was a significant amount of subjects who failed the manipulation checks, thus illustrating the need for stronger manipulations for participation effort. Two levels of participation effort were chosen based on the pretests. The passive condition was the choice that required the least amount of effort from the consumer. However, the active condition that was chosen yielded a mean of 5.30 and required a moderate amount of effort from the consumer. For the main study, the most active choice (requiring consumers to mail in two proofs of purchase in order for the donation to be made) could be chosen. It does provide ecological validity as well. Currently, Kellogg's is running a campaign along with American Airlines that requires the consumer to mail in multiple proofs of purchase as well as mail in a monetary donation (see [www.kelloggs.com](http://www.kelloggs.com) for more information). By using this more extreme example of active participation, this would provide stronger evidence for the primacy of active participation effort, thus offering further support that perhaps consumers do experience hedonic benefits from cause related marketing campaigns.

## CHAPTER 4: MAIN STUDY RESULTS

### Study Overview

The main study was a 2 (cause importance: high/low) x 3 (cause proximity: local/national/control) x 2 (cause congruency: congruent/incongruent) x 2 (participation effort: passive/active) between subjects design. The control condition was not used in this analysis. Cause importance was measured. Congruency was manipulated as high (congruent) or low (incongruent) and was based on the matchup between the cause and the firm's products. Cause proximity was manipulated by directing donations on a local basis and directing donations on a national basis. Participation effort was manipulated as passive or active and was based on the amount of effort required from the consumer. Non-student subjects completed pencil and paper tests that examined measures, manipulation checks, and dependent variables. Dependent variables included the two types of elaboration on the CRM offer--extent of elaboration and valence. A three-item scale was used as a measure of extent of elaboration. Coded open-ended data was used for elaboration valence. Additional dependent variables include attitude toward the product, attitude toward the firm, purchase intention and intention to participate in the CRM program.

Experimental stimuli were constructed as an advertisement. Under a headline of the product, the copy contained information on the product attributes on the right next to a photo of woman using the product on the left. A second photo of the product was placed under the copy on the product attributes. In addition, copy concerning the prevalence of bone cancer was included in a column on the left of the product photo. For the local condition, information was included regarding local donations to bone cancer research in the respondents' community. For the national condition, information was included regarding national donations to bone cancer

research. Unlike in the pilot studies, there was no explicit cause agent (such as American Cancer Society as an example) included in either case. Rather there was a simple statement indicating that donations benefit bone cancer research. For the congruent condition, subjects viewed a photograph of Farmer Brown's Skim Milk. For the incongruent condition, subjects viewed a photograph of VEDA Face and Body Soap. For the passive condition, subjects were told that the donations were made automatically at the register, without any further effort from the consumer. For the active condition, subjects were told that they had to mail in two (2) proofs of purchase in order for the donation to be made by the company. In addition, a web site was included to direct consumers where to mail proofs of purchase. This also differed from the pilot study.

Four hundred eighty nine subjects participated in the study. Subjects' ages ranged from 16 to 83 years old. The average subject age was 38.1. Fifty five percent were females and 45 percent were males. Thirteen percent had a high school education or less; 22% had some college; 45% had a college degree and 19% had an advanced degree. For occupation, most were employed full time or self employed (73%) with the remaining subjects working either in the home, part time or were retired. Twenty one percent earned less than \$30,000 as their household income; 10% earned \$30,000 to \$45,000; 14% earned \$45,000 to \$60,000; 12% earned \$60,000 to \$75,000; 23% earned \$75,000 to \$100,000 and 19% earned more than \$100,000 per year. In general, subjects felt that they were likely to get some type of cancer in their lifetime (Mean=4.50) and that it is likely that a significant other will get some type of cancer in their lifetime (Mean=5.74) thus implying a certain level of importance for cancer in general. Each subject received a folder that contained a consent form, the advertisement and a questionnaire booklet. Following consent and instructions, subjects were asked to review the advertisement.

Then subjects listed all of their thoughts concerning the advertisement. Last subjects answered the questionnaire containing the variables of interest.

### Dependent Variables

Dependent variables were measured using items in the pretest as well as items from previous research. Attitude toward the product ( $\alpha=.967$ ) was measured using seven semantic differential items from Bower and Landreth (2001). Item loadings ranged from .86 to .94 with endpoints that include like/dislike, effective/ineffective, good/bad, strong/weak, favorable/unfavorable, positive/negative and high quality/low quality. Attitude toward the firm ( $\alpha=.97$ ) was measured using six semantic differential items. Item loadings ranged from .90 to .95 and included endpoints such as like/dislike, good/bad, favorable/unfavorable, positive/negative, sincere/insincere and good corporate citizen/not a good corporate citizen. Purchase intention ( $\alpha=.90$ ) was measured using four, 7-point Likert scale items from Bower and Landreth (2001). Item loadings ranged from .87 to .92. Intention to participate in the CRM campaign ( $\alpha=.89$ ) was measured using three, 7-point Likert scale items developed for the purpose of the dissertation. Item loadings ranged from .84 to .93.

Extent of elaboration was defined as the number of relevant thoughts the subject made about the campaign. Subjects wrote down any thought they experienced while reading the ads. Because there were problems using open ended data in the pilot study, a three item scale ( $\alpha=.82$ ) to measure extent of elaboration was used for analysis. Item loadings ranged from .85 to .86 and assessed the extent of elaboration regarding the cause related marketing campaign. Elaboration valence was coded using open-ended data that was collected in the beginning of the study. For elaboration valence, the thoughts were coded as positive or negative by one coder. Only thoughts related to the advertising campaign, rather than product attributes were included in the analysis.



They serve as a single item dependent variable. The coded open ended elaboration and the measure of elaboration were significantly correlated thus justifying the use of both types of elaboration in the analysis.

### Independent Variables

Measured independent variables used items adapted from previous research. Cause importance ( $\alpha=.95$ ) was measured using five semantic differential items (Mean=5.35) adapted from Bower and Landreth (2001) and Ellen, Mohr and Webb (2000). Item loadings ranged from .86 to .95 and included endpoints such as important/not important, relevant/not relevant, means a lot to me/does not mean a lot to me, matters a great deal to me/does not matter a great deal to me and concerns me/does not concern me. The scale was then divided into two groups: low cause importance (1-5.80) and high cause importance (6-7). The main study demonstrated similar patterns as pilot study. Therefore, the same split is used. As a result, 276 subjects were classified in the low cause importance condition and 210 were classified in the high cause importance condition. For H3 and H4, extent of elaboration was used as an independent variable. The overall mean is 5.07 on a 1 to 7 scale. Low elaboration was coded as scale values of 1-5 and high elaboration was coded as scale values of 5.33-7. Two hundred forty one subjects were classified in the low elaboration condition and 247 were classified in the high elaboration condition. Cause proximity, cause congruency and participation effort were all manipulated factors and are discussed in the next section.

### Manipulation Checks

Manipulation checks were included in the questionnaire to determine if the subjects properly interpreted the cause proximity manipulation, the cause congruency manipulation and the participation effort manipulation. For cause proximity, subjects were asked if the donations

were benefiting bone cancer research on a local or national basis. Of the 489 subjects, 151 viewed the local condition, 160 viewed the national condition and 177 viewed a control condition. In the local condition, 13 subjects (8%) failed the manipulation check and were not included in the remaining analysis. In the national condition, 2 subjects (1%) failed the manipulation check and were not included in the remaining analysis.

The second manipulation check assessed whether subjects viewed the product as congruent or incongruent. Congruency was measured using the relevancy scale adapted from Garretson (unpublished dissertation) using four semantic differential items ( $\alpha=.95$ ). Endpoints included good fit/not a good fit, relevant/not relevant, appropriate/not appropriate and good match/not a good match. Two hundred and forty two subjects were exposed to the incongruent condition and 246 were exposed to the congruent condition. A t-test test showed that there was a significant difference between the congruent group (Mean=5.52) and incongruent group (Mean=3.28) on relevancy ( $F=317.519$ ,  $p\text{-value}=.000$ ) thus providing support that subjects perceived the manipulation correctly. Relevancy is the dimension that is used for further analysis.

The third manipulation check assessed whether subjects perceived the participation effort as passive or active. Participation effort was measured using three semantic differential items ( $\alpha=.96$ ). Item loadings ranged from .95 to .97 and included endpoints such as a lot of work/not a lot of work, a lot of time/not a lot of time, and a lot of effort/not a lot of effort. For this manipulation, consumers were asked to mail in two (2) proofs of purchase rather than one thus increasing the amount of effort required from the consumer compared to the pilot study. A website was provided for more information. These two changes would serve as a stronger case for active participation. Two hundred fifty seven subjects viewed the passive condition and 229

viewed the active condition. A t-test test showed that there was a significant difference between the passive group (Mean=1.91) and active group (Mean=4.4) on participation effort ( $F=333.103$ ,  $p\text{-value}=.000$ ) thus providing support that subjects perceived the manipulation correctly.

In addition two assumption checks were included in the study to ensure that subjects were processing information correctly. One question asked subjects to indicate the product that they viewed in the ad, whether it was facial soap or skim milk. All subjects answered correctly. In addition, one question asked subjects to indicate the cause that they viewed in the ad, whether it was breast cancer or bone cancer. All subjects answered correctly thus providing more support that subjects did process the advertisement.

### Hypotheses Testing

To test H1 and H2, a 2 (cause importance: high/low) x 2 (cause proximity: local/national) ANOVA was run with extent of elaboration (scale) as the dependent variable. H1 stated that when cause importance is high, the extent of elaboration regarding the CRM offer would be greater than when cause importance is low. As indicated in Table 4.1, the main effect of cause importance was significant ( $F=5.144$ ;  $p\text{-value}=.024$ ) thus supporting H1. This indicated that cause importance alone does affect how much a subject thinks about the advertisement. High cause importance (Mean=5.301) subjects elaborated more on the CRM campaign compared to low cause importance (Mean=4.945) subjects ( $t=-2.603$ ;  $p\text{-value}=.010$ ).

H2 stated that there would be an interaction between cause importance and cause proximity on the extent of elaboration of the CRM offer. When there are low levels of cause importance, the extent of elaboration on the CRM will be greater when the campaign is local than when the campaign is national in proximity. Overall, H2 was not supported since there is not a significant interaction between cause importance and cause proximity ( $F=.583$ ;  $p\text{-value}=.463$ ).

value=.574). According to these results, cause proximity had no effect, either alone or with cause importance, on the extent of elaboration about the CRM campaign. ANOVA results can be seen in Table 4.1. However, the means were in the hypothesized direction.

**Table 4.1: ANOVA Results**

The Effect of Cause Importance and Cause Proximity on Extent of Elaboration

Dependent Variable	ANOVA					
	Cause Proximity		Cause Importance		Cause Proximity x Cause Importance	
	F (df)	p-value	F (df)	p-value	F (df)	p-value
Extent of Elaboration	1.467 (1)	.227	5.144 (1)	.024	.316 (1)	.574

To test H3a-H3c, a 2 (cause congruency: congruent/incongruent) x 2 (extent of elaboration: low/high) MANOVA was performed. The dependent variables included attitude toward the product, purchase intention and intention to participate in the CRM campaign and all were significantly correlated (all p-values <.001). Multivariate and univariate results of the analysis are included in Tables 4.2.

The multivariate interaction between congruency and extent of elaboration was significant (Wilks'  $\lambda$ =.979; p-value=.028). This was attributed mainly to attitude toward the product (F=3.758, p-value=.053) and purchase intention (F=6.637; p-value=.010). Intention to participate in the CRM campaign was not significant for this interaction (F=2.086; p-value=.149). The multivariate main effect of cause congruency was significant (Wilks'  $\lambda$ =.948; p-value=.000) and this significance was attributable mainly to purchase intention (F=18.084; p-value=.000) and intention to participate in the CRM campaign (F=19.839, p-value=.000). Attitude toward the product was not significant for congruency. The multivariate main effect of

extent of elaboration was significant (Wilks'  $\lambda$ =.870; p-value=.000) and attributable to all dependent variables (all p-values=.000).

**Table 4.2: MANOVA Results**

The Effect of Extent of Elaboration and Cause Congruency on Attitude toward the Product, Purchase Intention and Intention to Participate in the CRM campaign

Source	Multivariate Tests	ANOVA				
	F value Effect Size	p-value	Wilks $\Lambda$	Attitude toward the product	Purchase intention	Intention to participate in the CRM campaign
Cause Congruency	7.665 $\eta^2 = .052$	.000	.948	1.110 $\eta^2 = .003$ (.293)	18.084 $\eta^2 = .041$ (.000)	19.898 $\eta^2 = .045$ (.000)
Extent of Elaboration	20.993 $\eta^2 = .130$	.000	.870	33.650 $\eta^2 = .074$ (.000)	59.284 $\eta^2 = .123$ (.000)	38.555 $\eta^2 = .083$ (.000)
Cause Congruency x Extent of Elaboration	3.071 $\eta^2 = .021$	.028	.979	3.758 $\eta^2 = .009$ (.053)	6.637 $\eta^2 = .015$ (.010)	2.086 $\eta^2 = .005$ (.149)

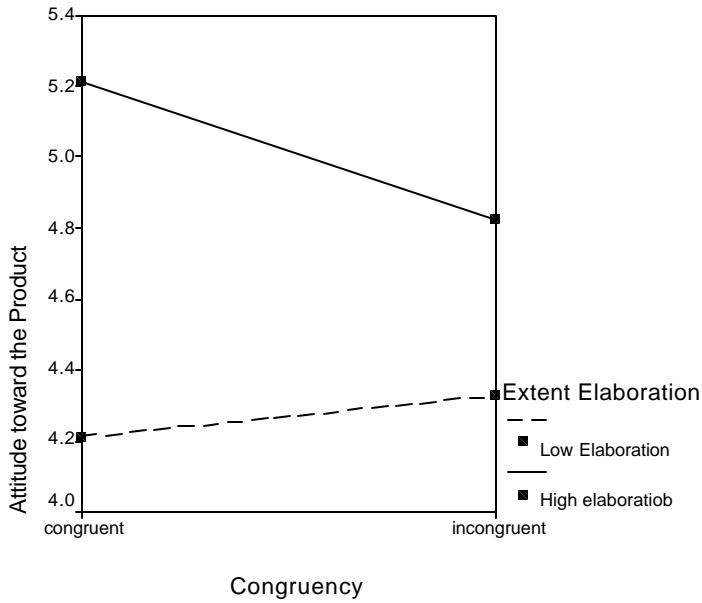
H3a stated that there will be a main effect of congruency on the attitude toward the product, purchase intention and intention to participate in the CRM. Under conditions of high congruency, consumers' (1) attitude toward the product, (2) purchase intention and (3) intention to participate in the CRM campaign will be more positive compared to the incongruent condition. H3a was partially supported. There was a main effect of congruency on purchase intention (F=18.084; p-value=.000) and intention to participate in the CRM campaign (F=19.839; p-value=.000) but not attitude toward the product. For purchase intention, congruent means (Mean=4.016) were higher than incongruent means (Mean=3.410) (t=4.664; p-value=.000). For intention to participate in the CRM, congruent means (Mean=4.068) were higher than incongruent means (Mean=3.380) (t=4.802; p-value=.000). For attitude toward the

product, although not statistically significant, the means were in the hypothesized direction, which is consistent with the results in the pilot study. Congruent means (Mean=4.713) were higher than incongruent means (Mean=4.577) for attitude toward the product ( $t=1.392$ ;  $p\text{-value}=.165$ ).

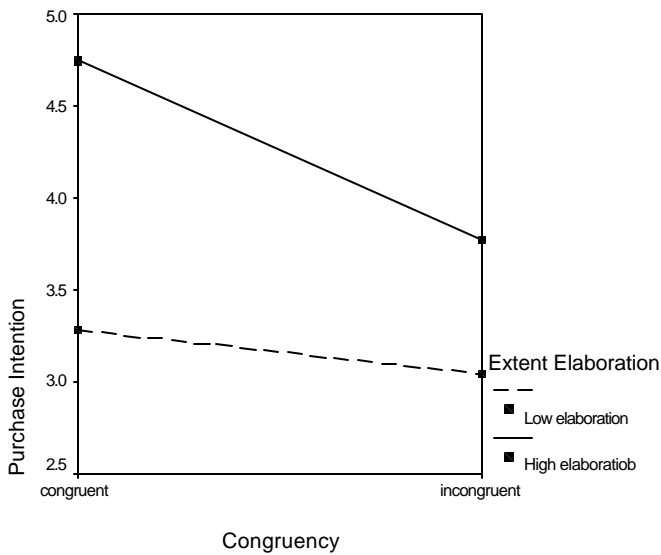
H3b stated that there will a main effect of extent of elaboration on the attitude toward the product, purchase intention and intention to participate in the CRM. Under conditions of high elaboration, consumers' (1) attitude toward the product, (2) purchase intention and (3) intention to participate in the CRM campaign will be more positive compared to the low elaboration condition. H3b was fully supported. There was a main effect of elaboration on subjects' attitude toward the product ( $F\text{-value}=33.650$ ;  $p\text{-value}=.000$ ), as well as purchase intention ( $F\text{-value}=59.284$ ;  $p\text{-value}=.000$ ) and intention to participate in the CRM campaign ( $F\text{-value}=38.555$ ;  $p\text{-value}=.000$ ). For attitude toward the product, the means in the high elaboration condition (Mean=5.020) were higher than the means in the low elaboration condition (Mean=4.270) ( $t=-5.917$ ;  $p\text{-value}=.000$ ). For purchase intention, the means in the high elaboration condition (Mean=4.262) were higher than the means in the low elaboration condition (Mean=3.165) ( $t=-8.129$ ;  $p\text{-value}=.000$ ). For intention to participate in the CRM, the means in the high elaboration condition (Mean=4.204) were higher than the means in the low elaboration condition (Mean=3.245) ( $t=-6.7$ ;  $p\text{-value}=.000$ ).

H3c stated that the extent of elaboration moderates the relationship between congruency and attitude toward the product. Under conditions of high elaboration consumers' (1) attitude toward the product, (2) purchase intention and (3) intention to participate in the CRM campaign will be more positive under the congruent condition compared to the incongruent condition. Under conditions of low elaboration, consumers will not perceive a difference in the dependent

variables across congruency levels. There was a significant multivariate interaction between extent of elaboration and congruency (Wilks  $\lambda$ =.979; p-value=.028). There was a significant interaction on attitude toward the product (F=3.758; p-value=.053; also see Figure 4.1) and purchase intention (F=6.637; p-value=.010; also see Figure 4.2) but not on intention to participate in the CRM campaign (F=2.086; p-value=.149). Under conditions of high elaboration, congruent means (Mean=5.213) were higher than incongruent means (Mean=4.826) (t=1.993; p-value=.047) on attitude toward the product. Under conditions of low elaboration, there was no difference between congruent means (Mean=4.213) and incongruent means (Mean=4.327) (t=-.671; p-value=.503) on attitude toward the product. Under conditions of high elaboration, congruent means (Mean=4.749) were higher than incongruent means (Mean=3.776) (t=4.7; p-value=.000) for purchase intention. Under conditions of low elaboration, there was no difference between congruent means (Mean=3.284) and incongruent means (Mean=3.045) (t=1.447; p-value=.149) for intention to participate in the CRM. This indicated that a certain level of elaboration must be present in order for the consumer to notice the congruency and affect attitude toward the product and the intention to purchase the product. These results generally support H3c.



**Figure 4.1: The Interaction of Congruency and Extent of Elaboration on Attitude Toward the Product.**



**Figure 4.2: The Interaction of Congruency and Extent of Elaboration on Purchase Intention**

H4 stated that there would be more support arguments under high congruence than under low congruence. A 2 (extent of elaboration: low/high) x 2 (cause congruency: congruent/incongruent) ANOVA was performed with support arguments as the dependent

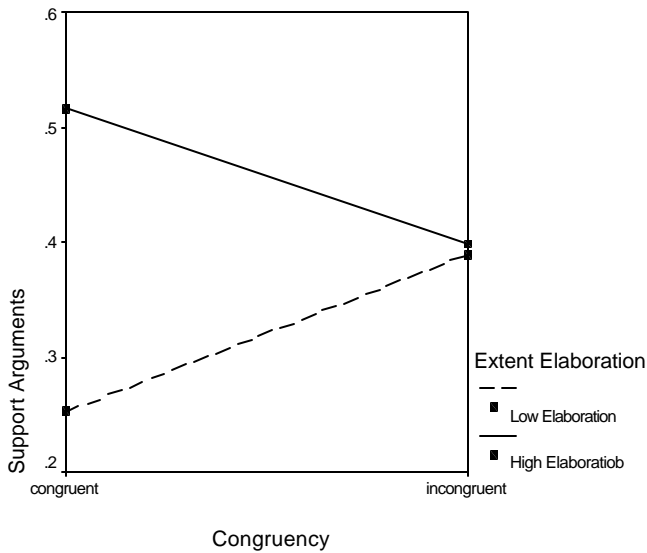


variable. There was not a significant main effect of congruence ( $F=.026$ ;  $p\text{-value}=.872$ ) thus failing to support H4. However, there was a significant interaction between extent of elaboration and congruency ( $F=4.696$ ;  $p\text{-value}=.031$ ). Under conditions of high elaboration, congruent means (Mean=.516) were higher than incongruent means (Means=.252) ( $t=-3.318$ ;  $p\text{-value}=.000$ ) for support arguments. Under conditions of low elaboration, there was no difference between congruent means (Mean=.398) and incongruent means (Mean=.389) ( $t=-.100$ ;  $p\text{-value}=.921$ ) for support arguments. This indicated that a certain degree of elaboration must be present before the consumer actually generated support arguments for the CRM campaign. ANOVA results are included in Table 4.3 and interaction figure in Figure 4.3.

**Table 4.3: ANOVA Results**

The Effect of Cause Congruency and Extent of Elaboration on Support Arguments

Dependent Variable	ANOVA					
	Cause Congruency		Extent of Elaboration		Cause Congruency x Extent of Elaboration	
	F (df)	p-value	F (df)	p-value	F (df)	p-value
Support Arguments	.026 (1)	.872	5.356 (1)	.021	4.696 (1)	.031



**Figure 4.3: The Interaction of Congruency and Extent of Elaboration on Support Arguments**

#### Additional Analysis

Additional analysis examined the effects of cause importance and cause proximity on attitude toward the product, purchase intention and intention to participate in the CRM. A 2 (cause importance: high/low) x 2 (cause proximity: local/national) MANOVA was run with attitude toward the product, purchase intention and intention to participate in the CRM as the dependent variables. Table 4.4 illustrates the results of that analysis.

There was multivariate significance for cause importance (Wilks'  $\lambda=.890$ ;  $p\text{-value}=.000$ ). In general, cause importance affects the attitude toward the product, purchase intention and intention to participate in the CRM. Subjects in the high cause importance condition had higher attitudes toward the product (Mean High=4.903; Mean Low=4.395;  $t=-4.496$ ;  $p\text{-value}=.000$ ). Subjects in the high cause importance condition were more likely to purchase the product (Mean High=4.321; Mean Low=3.391;  $t=-6.407$ ;  $p\text{-value}=.000$ ) and were more likely to participate in the CRM campaign (Mean High=4.40; Mean Low=3.303;  $t=-7.212$ ;  $p\text{-value}=.000$ ) which in this study is essentially the same since there was no variation in the amount of effort required from the consumer.

**Table 4.4: MANOVA Results**

Additional analysis: The Effect of Cause Importance and Cause Proximity on Attitude toward the product, purchase intention and intention to participate in the CRM program

Source	Multivariate Tests	p-value	Wilks $\Lambda$	ANOVA		
	F value Effect Size			F value	Effect Size	(p-value)
				Attitude toward the product	Purchase intention	Intention to participate in the CRM campaign
Cause Importance	11.861 $\eta^2 = .110$	.000	.890	9.143 $\eta^2 = .030$ (.003)	26.242 $\eta^2 = .083$ (.000)	35.763 $\eta^2 = .109$ (.000)
Cause Proximity	.378 $\eta^2 = .004$	.769	.996	.146 $\eta^2 = .001$ (.703)	.057 $\eta^2 = .000$ (.811)	.506 $\eta^2 = .002$ (.478)
Cause Importance x Cause Proximity	1.037 $\eta^2 = .011$	.377	.989	1.147 $\eta^2 = .004$ (.285)	.169 $\eta^2 = .001$ (.681)	1.091 $\eta^2 = .004$ (.297)

### Hypotheses Testing

To test H5a-b, a 2 (participation effort: active/passive) x 2 (extent of elaboration: high/low) MANOVA was performed. The dependent variables include attitude toward the firm, purchase intention and intention to participate in the CRM campaign and all were significantly correlated (all p-values < .001). Multivariate and univariate results of the analysis are included in Table 4.5.

For the participation condition, there was overall multivariate significance (Wilks'  $\lambda = .979$ ; p-value = .025) which was attributable to intention to participate in the CRM (F = 4.334; p-value = .025). There was significant multivariate effects for extent of elaboration (Wilks'  $\lambda = .866$ ; p-value = .000) which was attributable to attitude toward the firm (F = 66.804; p-value = .000), purchase intention (F = 22.908; p-value = .000) and intention to participate in the CRM campaign

( $F=45.755$ ;  $p\text{-value}=.000$ ). There was not a significant interaction between participation effort and extent of elaboration.

**Table 4.5: MANOVA Results**

The Effect of Extent of Elaboration and Participation Effort on Attitude toward the Firm, Purchase Intention and Intention to Participate in the CRM campaign

Source	Multivariate Tests	p-value	Wilks $\Lambda$	ANOVA		
	F value Effect Size			F value	Effect Size	(p-value)
Participation Effort	3.148 $\eta^2 = .021$	.025	.979	Attitude toward the firm .768 $\eta^2 = .002$ (.381)	Purchase intention .048 $\eta^2 = .000$ (.826)	Intention to participate in the CRM campaign 4.334 $\eta^2 = .010$ (.038)
Extent of Elaboration	22.322 $\eta^2 = .134$	.000	.866	66.804 $\eta^2 = .113$ (.000)	22.908 $\eta^2 = .050$ (.000)	45.755 $\eta^2 = .095$ (.000)
Participation Effort x Extent of Elaboration	.320 $\eta^2 = .002$	.811	.998	.894 $\eta^2 = .002$ (.345)	.157 $\eta^2 = .000$ (.692)	.528 $\eta^2 = .001$ (.468)

H5a stated that there will be a main effect of participation effort on the attitude toward the firm, purchase intention and intention to participate in the CRM. Under conditions of active participation, consumers' (1) attitude toward the firm, (2) purchase intention and (3) intention to participate in the CRM campaign will be more positive compared to the passive condition. H5a is partially supported. There was a main effect of participation effort on intention to participate in the CRM campaign ( $F=4.334$ ;  $p\text{-value}=.038$ ). For intention to participate in the CRM campaign, passive means (Mean=3.879) were higher than active means (Mean=3.554) ( $t=2.079$ ;  $p\text{-value}=.038$ ).

H5b stated that the extent of elaboration moderates the relationship between participation effort and attitude toward the firm. Under conditions of high elaboration consumers' attitude

toward the firm will be more positive under the passive condition compared to the active condition. Under conditions of low elaboration, consumers will not perceive a difference in participation effort levels compared to when elaboration is high. There was no significant interaction between extent of elaboration and participation thus failing to support H5b.

H6 stated that there would be more counterarguments arguments under active participation than under passive participation. A 2 (extent of elaboration: low/high) x 2 (participation effort: active/passive) ANOVA was performed with counter arguments as the dependent variable. There was a significant main effect of participation effort ( $F=19.766$ ;  $p\text{-value}=.000$ ) thus supporting H6. ANOVA results are included in Table 4.6. Under active condition, the means were higher (Mean=.649) than under the passive condition (Mean=.348) ( $t=-4.459$ ;  $p\text{-value}=.000$ ) thus supporting H6.

**Table 4.6: ANOVA Results**

The Effect of Participation Effort and Extent of Elaboration on Counter Arguments

Dependent Variable	ANOVA					
	Participation Effort		Extent of Elaboration		Participation Effort x Extent of Elaboration	
	F (df)	p-value	F (df)	p-value	F (df)	p-value
Counter Arguments	19.766 (1)	.000	.578 (1)	.448	.729 (1)	.394

Discussion of Main Study Results

The main study did provide support for a majority of the hypotheses (H1, H3a-c, H5a and H6). H1, the main effect of cause importance on extent of elaboration was supported in this study. High cause importance did lead to a greater extent of elaboration. Additionally, cause importance affected attitude toward the product, purchase intention and intention to participate in the CRM campaign. However, there was no significant effect of the cause proximity and cause

importance on extent of elaboration thus failing to support H2. There was no difference whether the donation was made locally or nationally in this study, although the means were in the hypothesized direction.

H3a-c was generally supported in this study. H3a and H3b stated there would be a significant main effect of congruency and extent of elaboration on attitude toward the product, purchase intention and intention to participate in the CRM campaign. Overall, these were supported for many of the measures. It is important to note that there was no significant main effect of congruency on attitude toward the product. This may be because the subject must think about the campaign in order to form an opinion regarding the product. Indeed, H3c stated that there would be an interaction between extent of elaboration and congruency on the same dependent measures. Under conditions of high elaboration, congruency would yield more positive results on attitudes and intentions. This hypothesis was supported for attitude toward the product and purchase intention. This finding supports the positive effect of congruency between the cause and the firm's products, but also highlights the fact that there must be a certain level of elaboration present in order for subjects to truly notice the congruency, thus supporting prior research (Bower and Landreth 2001). Indeed, there was a significant interaction effect on attitude toward the product as well as purchase intention.

H4 stated there would be more support arguments under the congruency condition. However, this study found that congruency alone was not enough to encourage consumers to generate support arguments. There was a significant interaction between congruency and extent of elaboration on consumers' support arguments. This further justifies the importance of congruency and extent of elaboration together.

H5a stated there would be a main effect of participation effort on attitude toward the firm, purchase intention and intention to participate in the CRM campaign. Active participation was supposed to yield more positive results for attitude toward the firm, purchase intention and intention to participate in the CRM. Although significant, the passive condition yielded more positive results. This was supported for the intention measures, but not for the attitude measure. This is interesting because by making the requirement from the consumer even more effortful, their attitudes toward active participation became more negative. H5b stated there would be a significant interaction between extent of elaboration and participation effort. However, there was no support for this hypothesis.

H6 stated that consumers would generate more counterarguments under the active conditions compared to the passive condition. This hypothesis was supported. Consumers do not have a positive view of a firm who requires a great deal of effort from consumers in order to participate in the CRM campaign.

In general, the manipulations were perceived as intended. However, in this study three major changes were made to the study compared to the pilot studies. First, the pilot studies stated a specific fictitious cause agent (National or Louisiana Coalition Against Skin Cancer) that reinforced the cause proximity condition. In this study, that cause agent was eliminated. This could have affected the results for cause importance and cause proximity because the donation destination was less specific in the main study. Subjects may have made certain attributions about the donations because of the cause agent. Second, pilot study two stated that consumers had to mail back one (1) proof of purchase for the donation to be made and no mailing information was included. In this study, the consumer was required to mail in two (2) proofs of purchase for the donation. In addition, a website was provided for more information. This could

have increased the consumers' perception of the effort required in addition to the added proof of purchase. Last, the pilot study used only coded open-ended data to represent the dependent measures and a median split of that data for the independent variables. Because of the problems inherent in qualitative data, a three-item scale was included in this study and served as the dependent variable. A median split of the scale also served as the independent variable. This could also affect all of the results for all six primary hypotheses.



## CHAPTER 5: CONCLUSIONS AND IMPLICATIONS

### Conceptual Implications

A primary goal of this research was to develop a conceptual framework to identify how consumers perceive and process cause related marketing campaigns given certain variables. This is an important area for managers and academics to understand how consumers perceive these campaigns in order to develop the most effective ones given corporate goals. Results showed that integrating the prosocial behavior theories (including social exchange theory, equity theory and symbolic interactionism) with the persuasion knowledge model provided a useful model depending on the cause importance, cause proximity, congruency between the cause and the firm's products and the participation required from the consumer to participate to predict the attitudes and intentions of consumers. Prior reviews (Cohen and Chakravarti 1990) have identified the importance of combining several behavioral theories to understand complex consumer behavior. This dissertation research represents one attempt to accomplish this goal.

### Conclusions

Taken together, the two pilot studies and the main study provide interesting insight into understanding cause related marketing campaigns and how consumers interpret them. However, the pilot studies are used primarily as measurement and manipulation checks. As such the conclusions will be based primarily on the main study results, with brief explanations of the differences between the two studies. The main study is centered on three primary questions.

**Research Question 1: “How does cause importance and cause proximity work in order to affect the extent of elaboration as well as consumers’ attitudes toward the product, the firm, their intentions to purchase the advertised product and their subsequent intention to participate in the CRM campaign?”**

Cause importance was expected to affect the extent of elaboration alone and within an interaction with cause proximity. The results support the effects of cause importance on the extent of elaboration. In addition, the main study results support the effect of cause importance on the attitude and intention variables. Non-student subjects were older (average age 38) and were more likely to have a more sophisticated opinion of cancer generally and bone cancer specifically, especially since it tends to affect older people. Indeed, the non-student subjects felt that they were likely to get some form of cancer or have a significant other who would contract some type of cancer in their lifetime thus increasing the personal relevance for bone cancer. This effect could have lead to subjects expending more effort to elaborate on the CRM and could have lead to support for attitudes and intentions as well.

The pilot study results showed that there was not a main effect of cause importance on extent of elaboration but there was a significant main effect on attitudes and intentions. This lack of significance could have occurred because the student subjects in the pilot studies may not have a fully formed opinion of cancer generally and skin cancer specifically; therefore its presence in the advertisement did not increase elaboration about the CRM offer. However, social desirability effects could have affected the results for attitudes and intentions. Very few people are likely to admit that cancer is not at all important to them.

These results taken together provide support for the role of cause importance in affecting elaboration, attitudes and intentions thus highlighting the need for managers to choose a cause that is important to its target audience. This study was one the first to use a measure of cause importance or personal relevance as an independent variable. In the past, it has been used as a dependent variable or controlled for (Ellen, Mohr and Webb 2000; Menon and Kahn, working paper). This strengthens the importance of involvement within a CRM context.

The second area that research question one addresses is the effect of cause proximity on extent of elaboration. This research hypothesized a significant interaction between cause importance and cause proximity. Local donations were expected to make low cause importance subjects think more about the CRM campaign. Past research has provided mixed support for cause proximity. However, the main study did not show that significant interaction. It did, however, further support the notion that cause proximity alone does not affect attitudes and intentions. The results remain mixed due to findings in the pilot study.

The pilot study results showed that cause importance and cause proximity worked together to affect the extent of elaboration. When cause importance was low, managers can use local donations to increase elaboration, attitude toward the product and intention to purchase a product. This also provided evidence that cause proximity alone would not be an effective structural variable to affect attitudes and intentions. Again, this highlights the importance of choosing a cause that is important to the target audience.

One reason that this discrepancy occurred is that while the pilot study assessed two levels-local donations and national donations, there were problems with the manipulation checks, which could have affected the results. More importantly, the pilot study stated a specific cause agent where the money would be donated. This cause agent was either the National Coalition Against Skin Cancer or the Louisiana Coalition Against Skin Cancer. Although fictitious, these cause agents did provide more concrete information as to where the money would go and could have served as credible peripheral cues. The main study did not include an explicit cause agent and instead simply stated that the money would stay in “your” community or go to national research. In the open ended portion of the main study, some subjects questioned what the money would be used for and how they would know if the money actually went to the place that was

stated (probably due to the media coverage of Red Cross donations following September 11). This lack of a peripheral cue could have inadvertently decreased the credibility of the donation thus suppressing any differences that could have occurred in the main study.

Although there is still mixed support, this research does support the notion that local donations can be more effective at generating more thoughts about the campaign and more positive attitudes and intentions within the CRM context as long as there are explicit cues (such as the stated cause agent). This follows research regarding donations in the prosocial behavior literature (Bar-Tal 1976). It also provides evidence that cause proximity alone does not work and must be considered in conjunction with cause importance. This does help to understand results that do not support the primacy of local donations (Ross, Patterson and Stutts 1992). This is important because companies must consider carefully potential partners for their cause related marketing endeavors. Local donations, it seems, can help engage low cause importance target audience members to participate in a campaign they ordinarily would not.

**Question 2: “Considering the mixed support for both congruency and incongruency concepts in marketing, which condition will yield more positive attitudes and intentions within a cause related marketing context?”**

Congruency was expected to affect attitudes and intentions when considered along with extent of elaboration. Main effects of congruence and extent of elaboration and an interaction between the two was expected to affect attitudes and intentions. Congruency is a concept that has been researched in several contexts in the marketing literature. In this research, congruency is defined as the perceived link between a cause’s needs and its constituents and the sponsoring firm’s product line (Ellen, Mohr and Webb 2000). Some research supports the case for congruency (see Drumwright 1996; Haley 1996; Menon and Kahn, working paper) within the

CRM context. Other research supports the case for incongruency (see Ellen, Mohr and Webb 2000).

In the main study, congruency alone led to more positive intentions to purchase the product and more positive intentions to participate in the CRM campaign, but not for attitude toward the product. Perhaps the consumer needed to elaborate more in order to notice the congruency enough to affect their attitude toward the product. A significant interaction between congruency and extent of elaboration highlights that need for cognitive effort. In this study, the significant interaction indicated that consumers needed to think about the cause related marketing campaign in order to increase the positive attitudes toward the product. Indeed, this is important as many firms embark on CRM campaigns that have little to do with their own products. Marketing managers need to give more consideration to their partners in these CRM alliances.

The study also assessed whether consumers would generate more support arguments under congruency conditions. Main study results found that a certain degree of elaboration needed to be present in order for consumer to generate support arguments. This findings parallels the notion that consumers needed to think about the cause related campaign in order to generate positive attitudes toward the product.

**Question 3: “Does the amount of effort required from the consumer to participate in the CRM campaign affect how they feel about the firm and whether they will purchase and participate or not?”**

Recall that there is an expected main effect of participation on intention variables as well as an interaction between participation effort and extent of elaboration on attitude toward the firm. Various campaigns have surfaced in the marketplace that requires increased effort on the part of the consumer (e.g. Yoplait Save the Lids; Kellogg’s and American Airlines Race for the

Cure). The pilot study and the main study each manipulated a different level of effort on the part of the consumer. Each study yielded different, but interesting results. Active participation was hypothesized to yield positive results for attitudes and intentions due to the hedonic benefits often gained from shopping (see Chandon, Wasink and Laurent 2000). However, when evaluated along with extent of elaboration, passive participation should yield more positive attitudes toward the firm due to a more detailed scrutiny of the firm's motives.

In the pilot study, consumers were asked to mail in one (1) proof of purchase for the product in order to donate to the cause. The pilot study found that active consumers did have more positive purchase intentions and intention to participate in the CRM. However, these results were not found for attitude toward the firm. This is interesting because despite the fact that the firm is requiring more effort from the consumer, it does not adversely affect their attitudes toward the firm. Additionally, the pilot study found that even with increased elaboration about the campaign, this still did not yield negative attitudes about the firm. However, there were more counterarguments under active participation than passive participation.

But would this effect of active participation hold if more effort were required from the consumer? In the main study, consumers were asked to mail in two (2) proofs of purchase for the product in order to donate to the cause. A website was also included for more information. In this study, there was no difference between passive and active participation conditions for attitudes and purchase intentions and a slight difference for intention to participate in the CRM. In this case, however, passive consumers had more positive intentions to participate in the CRM, which seems to indicate that there is a line that divides this notion of participation requirement. Again, as in the pilot study, there were more counterarguments under active participation than passive participation.

These results begin to evaluate the concept of participation effort. This is the first attempt to examine the effects of varying the effort required from the consumer. These results indicate that there is a segment in the marketplace that derives certain benefits from active participation. The question remains whether this “active consumer” adjusts their attitudes and intentions based on this effort. And where is the line that implies that the company is asking too much from the consumer? In general, each of the variables studied in this dissertation offer interesting implication both from a managerial as well as a conceptual and theoretical view.

### **Limitations**

As with any experiment, there are several limitations to this research. First, the sample is a convenience sample for both the pilot studies as well as the main study. This makes it difficult to generalize to a larger audience. Second, there was a lack of experimental control for both pilot studies as well as the main study. For the pilot studies, the study was conducted in the classroom during regular class time. One class was asked to complete the study following an exam. In this case, some cognitive effort may have been sacrificed. For the main study, half of the sample was collected using students who brought the folders to a non-student to complete. Although there are safeguards in place, it is difficult to assess the degree to which this sample is indeed a non-student sample. Additionally, these subjects were not subjected to full instructions in person by the researcher, which may have sacrificed some clarity.

Third, manipulations can be strengthened. For the cause proximity manipulation, there needs to be a specific cause agent determined to make this more effective. Ads need to be more creative and look more realistic. Fourth, the products used were convenience products for the most part; further studies may need to include products that require higher levels of involvement in order to assess the true nature of these cause related marketing campaigns. This could have

affected the elaboration. Fifth, instructions need to be clearer, especially for non-student samples. Some subjects did not answer all of the questions, especially the questions with a semantic differential scale.

And last, the two studies did use different measures of elaboration. The pilot studies used only coded open-ended data. Because of the problems inherent in coding qualitative data, the main study also included a three-item scale for extent of elaboration. There was a significant correlation between the two measures and the open-ended data for the main study did provide similar patterns of results compared to the scaled version. However, there were far fewer thoughts regarding the CRM campaign for the main study compared to the pilot studies. Many of the thoughts pertained to product quality and product attributes in the main study. This could be due to the data collection procedures. The pilot studies were conducted in a classroom setting with students, thus potentially providing a forced amount of elaboration. The main study was not conducted in a formal setting, thus decreasing the overall thoughts for that study.

### **Managerial Implications and Future Research**

This research offers some interesting managerial implications for marketing managers who are developing cause related marketing programs. Additionally, this research also begins to open the arena for other variables of interest and how these variables may affect cause importance, cause proximity, congruency and participation effort. As a result, Tables 5.1-5.3 outlines several managerial implications from this research based on marketing areas and managerial goals.



**Table 5.1: Managerial Implications for Donations: Where Should the Money Be Focused?**

<b>Managerial Goal</b>	<b>Recommendations</b>	<b>Future Research Areas</b>
Maximize attitude toward the product	Donate to a cause that is important to the target audience	Further research on other types of causes including social causes  Further research on conditions of extreme importance (9/11 tragedy)
Maximize purchase intentions	Donate to a cause that is important to the target audience	Further research on other types of causes including social causes  Further research on the structure of donations (e.g. time limits, ceiling donations)
Maximize intentions to participate in the CRM campaign	Donate to a cause that is important to the target audience	Further research on other types of causes including social causes  Further research credibility of cause agents
Maximize attitudes and participation from low cause importance customers	Donate locally; specify a credible cause agent  Donate to a cause that is important to the target audience	Further research on various level of cause proximity included a control condition and where some money is local and some money is national  Further research on the right percentages for the mixed proximity condition
Maximize attitudes and participation from high cause importance customers	Donate locally or nationally; specify a credible cause agent  Donate to a cause that is important to the target audience	Further research on how much these customers are willing to do for the cause since it is important to them.  Further research to identify various levels of importance including advocate for the cause.

Table 5.1 outlines some of the issues that managers should consider regarding where to direct the donations for a cause related marketing campaign. Determining where to donate the money should be clearer given this research. In order to maximize attitudes and intentions from both high and low cause importance consumers, the safest option is to donate locally. In addition, it is important to be as specific as possible regarding the cause agent that is receiving the

donation. This seems to act as a credible peripheral cue for consumers. Further research needs to explore the various dimensions of credibility regarding cause agents (Ohanian 1990) and determine their influence within a CRM context. Further research also needs to address whether there is some combination of both local and national donations that may prove successful (e.g. Kellogg's Run for the Cure campaign).

This research also highlights the importance of choosing a cause that a firm's constituents care about. This alone may increase attitudes toward the product as well as purchase intentions and intentions to participate in the CRM campaign. There may be certain consumers, especially in the high cause importance group, who react differently towards a CRM campaign. For example, further research may identify advocates for the cause and examine the lengths that this group will go to for the cause. Further research needs to examine other types of causes (e.g. social causes) as well as donations under extreme conditions (such as the Red Cross donations following the 9/11 tragedy). Consumer attitudes and intentions may differ under such extreme conditions. On one hand, consumers may be even more willing to donate given the tragic nature of the event (see Ellen, Mohr and Webb 2000). On the other hand, consumer may believe that firms are taking advantage of the tragic events for monetary and market share gain.

Last, further research needs to examine the donation structure of CRM campaigns including time limits (Yoplait only donates to breast cancer research for three months), donations structures (whether there is a ceiling donation and how that affects consumers perceptions) and donation amounts (whether consumers perceive the donation amount as significant or not and how that affects their behavior).

**Table 5.2: Managerial Implications for Partners: How Should the Alliances Be Structured?**

<b>Managerial Goal</b>	<b>Recommendations</b>	<b>Future Research Areas</b>
Maximize attitude toward the product	Choose a cause that is congruent with the firm's products only if the firm can encourage the consumer to think about the campaign	Further research on other types of congruency (i.e. brand, target audience).  Further research on conditions of extreme importance (9/11 tragedy)
Maximize purchase intentions	Choose a cause that is congruent with the firm's products.	Further research on other types of causes including social causes  Further research on the structure of donations (e.g. time limits, ceiling donations)
Maximize intentions to participate in the CRM campaign	Choose a cause that is congruent with the firm's products.	Further research on other types of causes including social causes  Further research on the structure of donations (e.g. time limits, ceiling donations)

Table 5.2 outlines some of the issues that managers need to consider when choosing partners in a cause related marketing campaign. This research serves to highlight the importance of choosing congruent partners, something that is not always addressed in the marketplace (e.g. breast cancer research and Ford Motor Company). Consistent with forthcoming research, this research supports congruency for CRM advertisements (Menon and Kahn working paper). Further research is needed to examine the different types of congruency (e.g. target market, brand image) to determine if these react in the same manner. In addition, congruency needs further examination in light of tragic events. For example, multiple companies made both straight donations as well as CRM campaign donations to the Red Cross following the 9/11 tragedy. An interesting question would be whether the importance of congruency holds under these circumstances?

In addition, many of the same issues regarding donation structure could be examined in light of differing types of congruency. Donation structure, time limits and amount of the donation may also play a role in consumers' attitudes and intentions. Likewise, this research has only addressed monetary gifts. An important area of research regarding congruency would be the donations of some other asset (e.g. products) to a cause (for example, Microsoft giving computers to schools for every Windows edition purchased).

Table 5.3 addresses some of the issues for consideration when designing the amount of consumer effort required in order to participate in the CRM campaign.

**Table 5.3: Managerial Implications for Participation: How Much Effort is Too Much and How Much Effort is Most Effective?**

<b>Managerial Goal</b>	<b>Recommendations</b>	<b>Future Research Areas</b>
Maximize attitude toward the firm	Choose either passive or active participation effort  Choose passive to decrease any negative arguments	Further research on the relationship of elaboration and participation effort (if any) on attitude toward the firm
Maximize purchase intentions	Choose active with some level of effort (e.g. the one proof of purchase)  Avoid too much effort requirement	Further research on the limits of active participation  Further research on actual behavior
Maximize intentions to participate in the CRM campaign	Choose active with some level of effort (e.g. the one proof of purchase)  Avoid too much effort requirement	Further research on the limits of active participation  Further research on actual behavior
Target a specific group of consumers	Choose active participation as long as the effort not perceived as too much work	Further research on who these active consumers are and how they react differently in the marketplace  Further research to determine the exact line where there is not enough effort and where there is too much effort

Much of the primary contribution of this research lies in this area of participation effort since it has not been examined in current research. Contrary to simple intuition, implying that consumers hold corporations to a different standard of participation (Ellen, Mohr and Webb 2000), there is a group of consumers out there who enjoy active participation. Further research needs to examine what drives this active participation (cause importance or hedonic benefits) and examine these consumers in a smart shopper context. Psychographic information was collected in the main study for further examination of this group. More research is needed to identify the exact lines of consumer effort; in other words how much effort is too much? There are some campaigns in the marketplace right now that require a great deal of effort from the consumer. For example, Kellogg's is running a campaign that requires five (5) proofs of purchase and a minimum \$10 donation to the Race for the Cure in order to participate. However, consumers receive 100 frequent flyer miles from American Airlines. Is this too much effort? Does the fact that consumers are getting something extrinsic in return justify consumer effort?

There is mixed support regarding the effect of participation effort on attitude toward the firm. There needs to be more research that examines this relationship and whether extent of elaboration plays a role in this at all. Additionally, the firm's motive may come into play when using active participation. Further research needs to examine the effects of firm motive on attitude toward the firm.

Last, participation effort is best studied using actual behavior rather than simple intentions. This research shows the effects of active participation on intention variables. An interesting question would be whether this translates into actual behavior? How many people actually redeem those proofs of purchase and what will be the best "rewards" for participation? Additionally, there may be some degree of social interaction that influences participation effort.

For example, one local sorority keeps a plastic bucket at the sorority house to collect Yoplait's yogurt lids and they are then sent to the company together once several have been collected.

In conclusion, the dissertation offers interesting insight into the development of cause related marketing campaigns. This is particularly important since they have become quite prevalent in the marketplace despite the relative sparseness of academic attention. Indeed, these four variables, cause importance, cause proximity, congruency and participation effort play an important role in consumers attitudes toward the product and firm and their intentions to purchase the advertised product and participate in the CRM campaign. There are also several interesting areas for future research that will further aid marketing managers to develop the most effective CRM campaign given their corporate goals.

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**APPENDIX A:  
A REVIEW OF CAUSE RELATED MARKETING**

<b>Study Subject (DEPENDENT VARIABLES)</b>	<b>Authors</b>	<b>Findings</b>
Attitude toward the firm	Berger, Cunningham and Kozinets (1996) Ross, Patterson and Stutts (1992)  Creyer and Ross (1996)	Found that CRM led to favorable attitude toward the firm  Negative affect was minimized when a firm involved in unethical behavior used CRM
Attitude toward the product involved	Berger, Cunningham and Kozinets (1996)	Found that CRM led to favorable attitude toward the product involved
Attitude toward the non-profit	Ross, Patterson and Stutts (1992)	Found that CRM led to favorable attitude toward the non-profit
Brand switching	Smith and Alcorn (1991)	Consumers were more likely to switch brands to support socially responsible companies
Retailer switching	Smith and Alcorn (1991)	Consumers were more likely to switch retailers to support socially responsible companies
<b>Study Subject (INDEPENDENT VARIABLES)</b>	<b>Authors</b>	<b>Findings</b>
Moderating role of product type	Strahilevitz and Myers (1998)	Found that consumers had more favorable attitudes of CRM when the product was frivolous rather than utilitarian.

Moderating role of donation size	Dahl and Lavack (1995)  Holmes and Kilbane (1993)	Found that the size of the donation a firm makes to the non-profit makes a difference to consumers  Found that donation size made no difference to consumers
Moderating role of gender	Ross, Patterson and Stutts (1992)	Found that women were more favorable toward CRM than men
Role of perceived firm motivation	Barone, Miyazaki and Taylor (2000)	Found that CRM influenced brand choice depending on the perceived motivation underlying the program
Moderating role of consumer type	Webb and Mohr (1998)	Identified four consumer types and proposed that these types could moderate consumers' feelings toward CRM
Moderating role of proximity of cause	Ross, Patterson and Stutts (1992)	Found no effect for cause proximity
Role of congruence	Menon and Kahn (forthcoming)	Found that congruence is more important for CRM than for advocacy ads; the effects of CSR are mediated by consumers' judged appropriateness of the sponsor's activity

**APPENDIX B: PRETESTS  
SELECTION OF THE CAUSE  
SUMMARY OF RESULTS**

*Below are several causes that often engage in fundraising programs. Please rate how you feel about the importance of these causes. For each cause below, circle the one number that most closely reflects your own personal opinion towards the cause (1=extremely unimportant and 7=extremely important).*

	<b>Mean</b>
Cancer research	<b>6.7576</b>
HIV/AIDS research	<b>6.3636</b>
Programs to fight child abuse	<b>6.4242</b>
Programs to fight alcohol abuse	5.3939
Children social issues (enrichment, schools etc.)	5.6061
General childhood diseases	5.8788
Building homes for the needy	5.1212
Protection of wildlife and endangered species	4.8750
Programs for abused women/women's shelter	<b>5.8485</b>
Programs to help homeless people	5.2121
Programs to fight drinking and driving	5.4545
Programs for suicide prevention	5.2121
Scholarships for college students in need	5.6970
Recycling programs	4.9697
Religious based programs	4.6667
Alzheimer's disease research	5.7273
Heart disease research	<b>5.9091</b>
Muscular dystrophy research	5.6061
Environmental protection programs	5.1212
Programs for organ donation	5.5152
Programs for blood donation	5.5455
Arts programs (exhibits, public broadcasting, symphony)	3.9394
Special Olympics	4.7879
Diabetes research	5.6061
Soup kitchens for the needy	5.000
Boys and Girls Clubs	4.4848
Down syndrome research	5.3333
Programs to benefit the local police and fire departments	4.6364
Parkinson's disease research	5.3939
Veteran's programs	5.2121
Disaster relief programs	5.5152
International adoptions	4.8182
Programs to feed the hungry	<b>5.7576</b>
Endowments to colleges and schools	5.000





**APPENDIX B – PRETESTS**  
**PRETEST ONE: SELECTION OF CAUSE**

*Below are several causes that often engage in fundraising programs. Please rate how you feel about the importance of these causes. For each cause below, circle the one number that most closely reflects your own personal opinion towards the cause (1=extremely unimportant and 7=extremely important).*

	<b>Extremely Unimportant</b>							<b>Extremely Important</b>
Cancer research	1	2	3	4	5	6	7	
HIV/AIDS research	1	2	3	4	5	6	7	
Programs to fight child abuse	1	2	3	4	5	6	7	
Programs to fight alcohol abuse	1	2	3	4	5	6	7	
Children social issues (enrichment, schools etc.)	1	2	3	4	5	6	7	
General childhood diseases	1	2	3	4	5	6	7	
Building homes for the needy	1	2	3	4	5	6	7	
Protection of wildlife and endangered species	1	2	3	4	5	6	7	
Programs for abused women/women’s shelter	1	2	3	4	5	6	7	
Programs to help homeless people	1	2	3	4	5	6	7	
Programs to fight drinking and driving	1	2	3	4	5	6	7	
Programs for suicide prevention	1	2	3	4	5	6	7	
Scholarships for college students in need	1	2	3	4	5	6	7	
Recycling programs	1	2	3	4	5	6	7	
Religious based programs	1	2	3	4	5	6	7	
Alzheimer’s disease research	1	2	3	4	5	6	7	
Heart disease research	1	2	3	4	5	6	7	
Muscular dystrophy research	1	2	3	4	5	6	7	
Environmental protection programs	1	2	3	4	5	6	7	
Programs for organ donation	1	2	3	4	5	6	7	
Programs for blood donation	1	2	3	4	5	6	7	
Arts programs (exhibits, public broadcasting, symphony)	1	2	3	4	5	6	7	
Special Olympics	1	2	3	4	5	6	7	
Diabetes research	1	2	3	4	5	6	7	
Soup kitchens for the needy	1	2	3	4	5	6	7	
Boys and Girls Clubs	1	2	3	4	5	6	7	
Down syndrome research	1	2	3	4	5	6	7	
Programs to benefit the local police and fire departments	1	2	3	4	5	6	7	
Parkinson’s disease research	1	2	3	4	5	6	7	
Veteran’s programs	1	2	3	4	5	6	7	
Disaster relief programs	1	2	3	4	5	6	7	
International adoptions	1	2	3	4	5	6	7	
Programs to feed the hungry	1	2	3	4	5	6	7	
Endowments to colleges and schools								

Are there any other causes not listed that you feel are important?

Gender: \_\_\_\_\_ male                      \_\_\_\_\_ female                      Age: \_\_\_\_\_

**APPENDIX B-PRETESTS**

**PRETESTS TWO (A) AND THREE: CONGRUENCY AND PARTICIPATION EFFORT**

Review the following information about each of the products and its promotion. Answer the following questions regarding the promotion.

**‘Sunrise Bran flakes’ is made from 100% whole grains, which has been shown to lower cholesterol and reduce the risk of some types of cancer. It is fortified with 12 essential vitamins and minerals. ‘Sunrise Bran flakes’ is currently running a new promotion aimed at adults. In this promotion, ‘Sunrise Bran flakes’ is giving 50 cents from every box of cereal that consumers purchase to cancer research.**

<b>The promotion involving Sunrise Bran flakes donating money to cancer research for every box that the consumer purchases is:</b>								
Unpredictable	1	2	3	4	5	6	7	Predictable
Unexpected	1	2	3	4	5	6	7	Expected
Unanticipated	1	2	3	4	5	6	7	Anticipated

<b>The idea that a bran flakes cereal donates to cancer research is a <i>very good fit</i>.</b>								
Strongly disagree	1	2	3	4	5	6	7	Strongly agree
<b>I think that cancer research donations are <i>relevant</i> for bran flakes.</b>								
Strongly disagree	1	2	3	4	5	6	7	Strongly agree
<b>I think that cancer research donations are <i>appropriate</i> for bran flakes.</b>								
Strongly disagree	1	2	3	4	5	6	7	Strongly agree
<b>I think that Sunrise Bran flakes donating to cancer research is a <i>good match</i> between the product and the cause.</b>								
Strongly disagree	1	2	3	4	5	6	7	Strongly agree

‘Sunrise Bran Flakes’ will make the donation once the consumer makes the purchase at the register.

<b>Therefore, on the part of the consumer, the donation takes:</b>								
Little effort	1	2	3	4	5	6	7	A lot of effort
Little work	1	2	3	4	5	6	7	A lot of work
Takes little time	1	2	3	4	5	6	7	Takes a lot of

## **Other Options for Congruency:**

### **Congruent:**

‘Sunrise Frozen Pancakes’ is fortified with 12 essential vitamins and minerals. ‘Sunrise Frozen Pancakes’ is currently running a new promotion aimed at adults. In this promotion, ‘Sunrise Frozen Pancakes’ is giving 50 cents from every box of pancakes that consumers purchase to cancer research.

### **Congruent:**

‘Supple’ skin lotion is an advanced moisturizing lotion that is fortified with Vitamin E. It adds vital moisture for dry skin and protects against the harmful rays of the sun. In this promotion, ‘Supple’ skin lotion is giving 25 cents from each bottle of lotion purchased to skin cancer research.

### **Congruent:**

‘Good Morning Orange Juice’ is a new orange juice that is fortified with essential vitamins and minerals. This product is targeted towards adults as a healthy drink. ‘Good Morning Orange Juice’ is giving 20 cents for each container of orange juice purchased to cancer research.

### **Incongruent:**

‘Brite’ toothpaste is a cavity fighting toothpaste that contains a tooth whitener. It recommended by dentists. In this promotion, ‘Brite’ toothpaste is giving 25 cents from each container of lotion purchased to skin cancer research.

### **Incongruent:**

‘Happy Oatmeal Cookies’ is a new oatmeal cookie that is fortified with essential vitamins and minerals. This product is targeted towards adults as a healthy snack. ‘Happy Oatmeal Cookies’ is giving 10 cents for each bag of cookies purchased to cancer research.

### **Incongruent:**

‘Happy Chocolate Candy’ is a new chocolate candy that is fortified with essential vitamins and minerals. This product is targeted towards adults as a healthy snack. ‘Happy Chocolate Candy’ is giving 10 cents for each bag of candy purchased to cancer research.

### **Incongruent:**

‘Sunburst Soda’ is a new soft drink that is fortified with essential vitamins and minerals. It has a berry flavor and contains 20% fruit juice. ‘Sunburst Soda’ is giving 20 cents for each 2-liter bottle of soda purchased to cancer research.

## **Other Options for Participation Effort:**

### **Participation effort (passive 1):**

'Sunrise Frozen Pancakes' will make the donation once the consumer makes the purchase at the register.

### **Participation effort (passive 2):**

'Supple' skin lotion requires that the consumer present a coupon at the register that was found at a store display, in the newspaper or in the mail. The coupon is necessary for the company to make the donation.

### **Participation Effort (Active 1):**

Happy Oatmeal Cookies requires that the consumer mail in one (1) proof of purchase from the cookie bag to the company in order for the company to make the donation.

### **Participation Effort (Active 2):**

Good Morning Orange Juice requires that the consumer mail in the (2) proofs of purchase from the cookie bag to the company in order for the company to make the donation stated above.

**APPENDIX B – PRETESTS**  
**PRETEST TWO (B) – SELECTION OF SPECIFIC CAUSE CONGRUENCY**  
**MANIPULATION**

Instructions: Review the scenario and read the questions very carefully. Then circle the number that corresponds closest to your opinion.

Firms sometimes develop a promotional campaign where they donate a portion of their sales to a cause. Below are several products and a corresponding cause that they are considering donating to. Please read the question and rate each pair.

**The idea that the product would donate to this type of cancer is a *very good fit*.**

	Strongly Disagree			Strongly Agree			
	1	2	3	4	5	6	7
Body lotion & skin cancer	1	2	3	4	5	6	7
Makeup & skin cancer	1	2	3	4	5	6	7
Facial soap & skin cancer	1	2	3	4	5	6	7
Body soap & skin cancer	1	2	3	4	5	6	7
Sun block & skin cancer	1	2	3	4	5	6	7
Lip balm & skin cancer	1	2	3	4	5	6	7
Wheat bread & skin cancer	1	2	3	4	5	6	7
Breakfast bars & skin cancer	1	2	3	4	5	6	7
Granola bars & skin cancer	1	2	3	4	5	6	7
Yogurt & skin cancer	1	2	3	4	5	6	7
Soy peanut butter & skin cancer	1	2	3	4	5	6	7
Bran flakes cereal & skin cancer	1	2	3	4	5	6	7
Brown rice & skin cancer	1	2	3	4	5	6	7
Skim milk & skin cancer	1	2	3	4	5	6	7
Yogurt & skin cancer	1	2	3	4	5	6	7
Cheddar cheese & skin cancer	1	2	3	4	5	6	7
Ice Cream & skin cancer	1	2	3	4	5	6	7
Orange juice & skin cancer	1	2	3	4	5	6	7
Frozen mixed vegetables & skin cancer	1	2	3	4	5	6	7
Body lotion & bone cancer	1	2	3	4	5	6	7
Makeup & bone cancer	1	2	3	4	5	6	7
Facial soap & bone cancer	1	2	3	4	5	6	7
Body soap & bone cancer	1	2	3	4	5	6	7
Sun block & bone cancer	1	2	3	4	5	6	7
Lip balm & bone cancer	1	2	3	4	5	6	7
Wheat bread & bone cancer	1	2	3	4	5	6	7
Breakfast bars & bone cancer	1	2	3	4	5	6	7
Granola bars & bone cancer	1	2	3	4	5	6	7
Yogurt & bone cancer	1	2	3	4	5	6	7
Soy peanut butter & bone cancer	1	2	3	4	5	6	7
Bran flakes cereal & bone cancer	1	2	3	4	5	6	7

Brown rice & bone cancer	1	2	3	4	5	6	7
Skim milk & bone cancer	1	2	3	4	5	6	7
Yogurt & bone cancer	1	2	3	4	5	6	7
Cheddar cheese & bone cancer	1	2	3	4	5	6	7
Ice Cream & bone cancer	1	2	3	4	5	6	7
Orange juice & bone cancer	1	2	3	4	5	6	7
Frozen mixed vegetables & bone cancer	1	2	3	4	5	6	7

**I think that cancer research (to the stated specific cancer) donations are relevant for this product.**

	Strongly Disagree			Strongly Agree			
Body lotion & skin cancer	1	2	3	4	5	6	7
Makeup & skin cancer	1	2	3	4	5	6	7
Facial soap & skin cancer	1	2	3	4	5	6	7
Body soap & skin cancer	1	2	3	4	5	6	7
Sun block & skin cancer	1	2	3	4	5	6	7
Lip balm & skin cancer	1	2	3	4	5	6	7
Wheat bread & skin cancer	1	2	3	4	5	6	7
Breakfast bars & skin cancer	1	2	3	4	5	6	7
Granola bars & skin cancer	1	2	3	4	5	6	7
Yogurt & skin cancer	1	2	3	4	5	6	7
Soy peanut butter & skin cancer	1	2	3	4	5	6	7
Bran flakes cereal & skin cancer	1	2	3	4	5	6	7
Brown rice & skin cancer	1	2	3	4	5	6	7
Skim milk & skin cancer	1	2	3	4	5	6	7
Yogurt & skin cancer	1	2	3	4	5	6	7
Cheddar cheese & skin cancer	1	2	3	4	5	6	7
Ice Cream & skin cancer	1	2	3	4	5	6	7
Orange juice & skin cancer	1	2	3	4	5	6	7
Frozen mixed vegetables & skin cancer	1	2	3	4	5	6	7
Body lotion & bone cancer	1	2	3	4	5	6	7
Makeup & bone cancer	1	2	3	4	5	6	7
Facial soap & bone cancer	1	2	3	4	5	6	7
Body soap & bone cancer	1	2	3	4	5	6	7
Sun block & bone cancer	1	2	3	4	5	6	7
Lip balm & bone cancer	1	2	3	4	5	6	7
Wheat bread & bone cancer	1	2	3	4	5	6	7
Breakfast bars & bone cancer	1	2	3	4	5	6	7
Granola bars & bone cancer	1	2	3	4	5	6	7
Yogurt & bone cancer	1	2	3	4	5	6	7
Soy peanut butter & bone cancer	1	2	3	4	5	6	7
Bran flakes cereal & bone cancer	1	2	3	4	5	6	7
Brown rice & bone cancer	1	2	3	4	5	6	7
Skim milk & bone cancer	1	2	3	4	5	6	7
Yogurt & bone cancer	1	2	3	4	5	6	7

Cheddar cheese & bone cancer	1	2	3	4	5	6	7
Ice Cream & bone cancer	1	2	3	4	5	6	7
Orange juice & bone cancer	1	2	3	4	5	6	7
Frozen mixed vegetables & stomach cancer	1	2	3	4	5	6	7



**APPENDIX C – PILOT STUDIES 1 AND 2**  
**ADVERTISING STUDY INSTRUCTIONS**  
**PILOT STUDY 1 LC**

**Supple Body Lotion** is considering developing a cause related marketing campaign (where a firm donates a portion of their sales to a non-profit organization) for their 2002 promotion. And they need your help. Please review the ad concept – it is not a finished product, only a concept. Read the ad very carefully and answer the questions that follow. In doing so, circle the number that most closely relates to your opinion regarding the question.

*After reading the ad, list all of the thoughts that come to your mind.*

**Read the questions and answer the following questions.**

1. What are your evaluations of the product **Supple Body Lotion**?

Dislike	1	2	3	4	5	6	7	Like
Ineffective	1	2	3	4	5	6	7	Effective
Bad	1	2	3	4	5	6	7	Good
Weak	1	2	3	4	5	6	7	Strong
Unfavorable	1	2	3	4	5	6	7	Favorable
Negative	1	2	3	4	5	6	7	Positive
Low quality	1	2	3	4	5	6	7	High quality

2. What are your evaluations of the **company** that makes Supple Body Lotion?

Dislike	1	2	3	4	5	6	7	Like
Bad	1	2	3	4	5	6	7	Good
Unfavorable	1	2	3	4	5	6	7	Favorable
Negative	1	2	3	4	5	6	7	Positive
Insincere	1	2	3	4	5	6	7	Sincere
Bad corporate citizen	1	2	3	4	5	6	7	Good corporate citizen

3. I am eager to learn more about this product because of this ad.

Strongly disagree	1	2	3	4	5	6	7	Strongly agree
-------------------	---	---	---	---	---	---	---	----------------

4. I would be willing to pay a higher price for Supple Body Lotion than for other brands of body lotion.

Strongly disagree	1	2	3	4	5	6	7	Strongly agree
-------------------	---	---	---	---	---	---	---	----------------

5. It is likely that I will participate in this campaign by purchasing the product.

Strongly disagree	1	2	3	4	5	6	7	Strongly agree
-------------------	---	---	---	---	---	---	---	----------------

6. I believe that through this donation Supple Body Lotion endorses the Coalition Against Skin Cancer of Louisiana.

Strongly disagree	1	2	3	4	5	6	7	Strongly agree
-------------------	---	---	---	---	---	---	---	----------------

7. I am willing to do whatever is necessary to fight skin cancer.

Strongly disagree	1	2	3	4	5	6	7	Strongly agree
-------------------	---	---	---	---	---	---	---	----------------

8. The promotion involving Supple Body Lotion donating money to skin cancer research for every bottle that the consumer purchases is:

Unpredictable	1	2	3	4	5	6	7	Predictable
Unexpected	1	2	3	4	5	6	7	Expected
Unanticipated	1	2	3	4	5	6	7	Anticipated

9. I would regularly volunteer to fight against skin cancer.

Strongly disagree	1	2	3	4	5	6	7	Strongly agree
-------------------	---	---	---	---	---	---	---	----------------

10. This product is likely to have a high SPF factor.

Strongly disagree	1	2	3	4	5	6	7	Strongly agree
-------------------	---	---	---	---	---	---	---	----------------

11. Supple Body Lotion is likely to reduce the risk of skin disease and skin cancer.  
 Strongly disagree    1    2    3    4    5    6    7    Strongly agree

12. Supple Body Lotion is unlikely to have artificial ingredients or harmful chemicals.  
 Strongly disagree    1    2    3    4    5    6    7    Strongly agree

13. The donation to skin cancer serves as a “seal of approval” for Supple Body Lotion.  
 Strongly disagree    1    2    3    4    5    6    7    Strongly agree

14. I plan to participate in this campaign to fight skin cancer.  
 Strongly disagree    1    2    3    4    5    6    7    Strongly agree

15. The company making Supple Body Lotion is socially responsible.  
 Strongly disagree    1    2    3    4    5    6    7    Strongly agree

16. It is likely that I will purchase this product.  
 Strongly disagree    1    2    3    4    5    6    7    Strongly disagree

17. What are your evaluations of the **campaign** that Supple Body Lotion is considering to fight skin cancer?

Dislike	1	2	3	4	5	6	7	Like
Bad	1	2	3	4	5	6	7	Good
Negative	1	2	3	4	5	6	7	Positive

18. The idea that a body lotion firm donates to skin cancer research is a very good fit.  
 Strongly disagree    1    2    3    4    5    6    7    Strongly agree

19. I think that skin cancer research donations are relevant for Supple Body Lotion.  
 Strongly disagree    1    2    3    4    5    6    7    Strongly agree

20. I believe that other people will participate in this promotion to fight skin cancer.  
 Strongly disagree    1    2    3    4    5    6    7    Strongly agree

21. With regard to skin cancer research donations, I believe that Supple Body Lotion is:

Inexperienced	1	2	3	4	5	6	7	Experienced
Unknowledgeable	1	2	3	4	5	6	7	Knowledgeable
Unskilled	1	2	3	4	5	6	7	Skilled
Not an expert	1	2	3	4	5	6	7	An expert
Undependable	1	2	3	4	5	6	7	Dependable
Dishonest	1	2	3	4	5	6	7	Honest
Unreliable	1	2	3	4	5	6	7	Reliable
Insincere	1	2	3	4	5	6	7	Sincere
Untrustworthy	1	2	3	4	5	6	7	Trustworthy
Unqualified	1	2	3	4	5	6	7	Qualified

22. I intend to donate money to skin cancer research in addition to participating in this campaign.  
 Strongly disagree    1    2    3    4    5    6    7    Strongly agree



38. This promotion makes me have a high opinion of Supple Body Lotion.  
Strongly disagree    1    2    3    4    5    6    7    Strongly agree

39. This promotion benefits Supple Body Lotion more than skin cancer research organizations.  
Strongly disagree    1    2    3    4    5    6    7    Strongly agree

40. I plan on buying this Supple Body Lotion.  
Strongly disagree    1    2    3    4    5    6    7    Strongly agree

41. The firm is only involved in this cause to increase their sales.  
Strongly disagree    1    2    3    4    5    6    7    Strongly agree

42. I think that most people will participate in this campaign to help fight skin cancer.  
Strongly disagree    1    2    3    4    5    6    7    Strongly agree

43. On the part of the consumer, this campaign requires:  
Little effort            1    2    3    4    5    6    7            A lot of effort

44. What are your evaluations of the **Coalition Against Skin Cancer of Louisiana**?  
Dislike            1    2    3    4    5    6    7            Like  
Bad                1    2    3    4    5    6    7            Good  
Negative         1    2    3    4    5    6    7            Positive

**Please provide the following information about yourself.**

Age: \_\_\_\_\_

Martial status: \_\_\_ single    \_\_\_ engaged    \_\_\_ married    \_\_\_ divorced

Gender: \_\_\_ female    \_\_\_ male

Race: \_\_\_ African American    \_\_\_ Asian    \_\_\_ Hispanic    \_\_\_ White  
      \_\_\_ Other

Do you have skin cancer? \_\_\_ yes \_\_\_ no

Does someone close to you have skin cancer? \_\_\_ yes \_\_\_ no

**Thank you for your participation in this study**

**ADVERTISING STUDY INSTRUCTIONS**  
**PILOT STUDY 2 LP/A**

**Supple Body Lotion** is considering developing a cause related marketing campaign (where a firm donates a portion of their sales to a non-profit organization) for their 2002 promotion. And they need your help. Please review the ad concept – it is not a finished product, only a concept. Read the ad very carefully and answer the questions that follow. In doing so, circle the number that most closely relates to your opinion regarding the question.

*After reading the ad, list all of the thoughts that come to your mind.*

**Read the questions and answer the following questions.**

1. What are your evaluations of the product **Supple Body Lotion**?

Dislike	1	2	3	4	5	6	7	Like
Ineffective	1	2	3	4	5	6	7	Effective
Bad	1	2	3	4	5	6	7	Good
Weak	1	2	3	4	5	6	7	Strong
Unfavorable	1	2	3	4	5	6	7	Favorable
Negative	1	2	3	4	5	6	7	Positive
Low quality	1	2	3	4	5	6	7	High quality

2. What are your evaluations of the **company** that makes Supple Body Lotion?

Dislike	1	2	3	4	5	6	7	Like
Bad	1	2	3	4	5	6	7	Good
Unfavorable	1	2	3	4	5	6	7	Favorable
Negative	1	2	3	4	5	6	7	Positive
Insincere	1	2	3	4	5	6	7	Sincere
Bad corporate citizen	1	2	3	4	5	6	7	Good corporate citizen

3. I am eager to learn more about this product because of this ad.

Strongly disagree	1	2	3	4	5	6	7	Strongly agree
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4. I would be willing to pay a higher price for Supple Body Lotion than for other brands of body lotion.

Strongly disagree	1	2	3	4	5	6	7	Strongly agree
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5. It is likely that I will participate in this campaign by purchasing the product.

Strongly disagree	1	2	3	4	5	6	7	Strongly agree
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6. I believe that through this donation Supple Body Lotion endorses the Coalition Against Skin Cancer of Louisiana.

Strongly disagree	1	2	3	4	5	6	7	Strongly agree
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7. I am willing to do whatever is necessary to fight skin cancer.

Strongly disagree	1	2	3	4	5	6	7	Strongly agree
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8. I would regularly volunteer to fight against skin cancer.

Strongly disagree	1	2	3	4	5	6	7	Strongly agree
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9. This product is likely to have a high SPF factor.

Strongly disagree	1	2	3	4	5	6	7	Strongly agree
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10. Supple Body Lotion is likely to reduce the risk of skin disease and skin cancer.

Strongly disagree	1	2	3	4	5	6	7	Strongly agree
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11. Supple Body Lotion is unlikely to have artificial ingredients or harmful chemicals.

Strongly disagree	1	2	3	4	5	6	7	Strongly agree
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12. The donation to skin cancer serves as a “seal of approval” for Supple Body Lotion.  
 Strongly disagree    1    2    3    4    5    6    7    Strongly agree

13. I plan to participate in this campaign to fight skin cancer.  
 Strongly disagree    1    2    3    4    5    6    7    Strongly agree

14. The company making Supple Body Lotion is socially responsible.  
 Strongly disagree    1    2    3    4    5    6    7    Strongly agree

15. It is likely that I will purchase this product.  
 Strongly disagree    1    2    3    4    5    6    7    Strongly disagree

16. What are your evaluations of the **campaign** that Supple Body Lotion is considering to fight skin cancer?

Dislike	1	2	3	4	5	6	7	Like
Bad	1	2	3	4	5	6	7	Good
Negative	1	2	3	4	5	6	7	Positive

17. The idea that a body lotion firm donates to skin cancer research is a very good fit.  
 Strongly disagree    1    2    3    4    5    6    7    Strongly agree

18. I believe that other people will participate in this promotion to fight skin cancer.  
 Strongly disagree    1    2    3    4    5    6    7    Strongly agree

19. With regard to skin cancer research donations, I believe that Supple Body Lotion is:

Inexperienced	1	2	3	4	5	6	7	Experienced
Unknowledgeable	1	2	3	4	5	6	7	Knowledgeable
Unskilled	1	2	3	4	5	6	7	Skilled
Not an expert	1	2	3	4	5	6	7	An expert
Undependable	1	2	3	4	5	6	7	Dependable
Dishonest	1	2	3	4	5	6	7	Honest
Unreliable	1	2	3	4	5	6	7	Reliable
Insincere	1	2	3	4	5	6	7	Sincere
Untrustworthy	1	2	3	4	5	6	7	Trustworthy
Unqualified	1	2	3	4	5	6	7	Qualified

20. I intend to donate money to skin cancer research in addition to participating in this campaign.  
 Strongly disagree    1    2    3    4    5    6    7    Strongly agree

21. I thought a great deal about this promotion when evaluating the ad.  
 Strongly disagree    1    2    3    4    5    6    7    Strongly agree

22. I think that most people will think that this campaign is a good idea.  
 Strongly disagree    1    2    3    4    5    6    7    Strongly agree

23. The firm that makes Supple Body Lotion is a good corporate citizen.  
 Strongly disagree    1    2    3    4    5    6    7    Strongly agree





41. The firm is only involved in this cause to increase their sales.  
Strongly disagree    1    2    3    4    5    6    7    Strongly agree

42. I think that most people will participate in this campaign to help fight skin cancer.  
Strongly disagree    1    2    3    4    5    6    7    Strongly agree

43. On the part of the consumer, this campaign requires:  
Little effort            1    2    3    4    5    6    7            A lot of effort  
Little work             1    2    3    4    5    6    7            A lot of work  
Takes little time      1    2    3    4    5    6    7            Takes a lot of  
time

44. What are your evaluations of the **Coalition Against Skin Cancer of Louisiana**?  
Dislike                1    2    3    4    5    6    7            Like  
Bad                    1    2    3    4    5    6    7            Good  
Negative              1    2    3    4    5    6    7            Positive

**Please provide the following information about yourself.**

Age: \_\_\_\_\_

Marital status: \_\_\_ single    \_\_\_ engaged    \_\_\_ married    \_\_\_ divorced

Gender: \_\_\_ female    \_\_\_ male

Race: \_\_\_ African American    \_\_\_ Asian    \_\_\_ Hispanic    \_\_\_ White  
      \_\_\_ Other

Do you have skin cancer? \_\_\_ yes \_\_\_ no

Does someone close to you have skin cancer? \_\_\_ yes \_\_\_ no

**Thank you for your participation in this study**

## VITA

Stacy Landreth, a native of Lafayette Louisiana, earned a Bachelor of Arts in Journalism from the University of Southwestern Louisiana in 1994, a Masters of Science in Marketing from Louisiana State University in 1997 and a Doctor of Philosophy in Business Administration (Marketing) from Louisiana State University in 2002. Before entering graduate school, Landreth worked in several advertising agencies in Louisiana specializing in healthcare and tourism marketing. Beginning in Fall 2002, Landreth will join the faculty of Villanova University in Philadelphia as an Assistant Professor of Marketing. Landreth's current research interests include consumers' evaluation of cause related marketing, the public policy implications of marketing, source effects within an advertising context and consumers' response to message framing.