

Trending – Interactions between Marketing and Society (Optimization of Consumer Responses to Cause-Related Marketing)

Bachelor's Thesis



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List of Abbreviations

CRM Cause-Related Marketing

CSR Corporate Social Responsibility

NPO Non-Profit Organization

WTP Willingness to Pay

Abstract

Due to its substantial impact on consumer responses, Cause-Related Marketing (CRM) is widely utilized in practice and extensively researched in academic literature. Therefore, this thesis intends to provide a consolidated overview of extant research related to the optimization of consumer responses to CRM. First, the distinctive characteristics of CRM- and the mechanisms behind its most important (attitudinal and behavioral) consumer response types are explained. Furthermore, a dedicated section provides guidance to assess the suitability of CRM for both the campaign's objectives and its target group. Assuming that a company considers CRM as a suitable instrument, this thesis develops a structured overview on how to design each dimension of the marketing mix in order to optimize consumer responses to CRM. Notably, in view of the distinctive characteristics of CRM, this thesis examines the optimization of the donation- and partnership strategy, thereby extending the traditional marketing mix by two additional dimensions. Finally, the presented literature findings are critically evaluated, their overarching managerial implications are summarized, and limitations as well as directions for future research are identified.

1 Introduction

Cause-Related Marketing (CRM) first gained visibility in 1983 when American Express made donations for every credit card transaction and each new card issued in order to support the restoration of the Statue of Liberty. In subsequent years, CRM has experienced a remarkable increase in relevance, with annual corporate spending on such campaigns rising from 816 million USD in 2002 to more than 2.14 billion USD in 2018 (IEG 2018). As a result, CRM is nowadays utilized across various industries (Koschate-Fischer, Stefan, and Hoyer 2012, p. 910), with Amazon, Starbucks, Coca-Cola, and Patagonia representing just a fraction of countless companies that have implemented CRM campaigns in their marketing strategy.

This extensive utilization of CRM is driven by its potential to positively impact consumer responses (e.g., Andrews et al. 2014, p. 2; Schamp et al. 2023a, p. 192; Strahilevitz 1999, p. 216) and customer profitability (Ballings, McCullough, and Bharadwaj 2018, p. 248). For example, the aforementioned American Express campaign, which lasted only one quarter, increased both the usage of existing credit cards by 28% and the number of new cardholders by 45% (Stewart, Dalakas, and Wardley 2022, p. 469). However, this positive impact on consumer responses is contingent on an appropriate implementation of the respective CRM campaign (e.g., Barone, Miyazaki, and Taylor 2000, p. 258; Koschate-Fischer, Stefan, and Hoyer 2012, p. 911). In fact, a poorly conducted campaign can even result in negative consumer responses (Schamp et al. 2023a, p. 189). To illustrate, KFC once experienced a consumer boycott in connection with their “End breast cancer” campaign, whereas the company Yoplait conducted a similar campaign, which resulted in positive consumer responses (Schamp et al. 2023a, p. 189). Hence, considering these divergent outcomes, companies need to have a thorough understanding of how to implement CRM in order to maximize consumer responses.

Therefore, this thesis will conduct a review of extant academic literature related to the maximization of CRM's impact on consumer responses. Specifically, the primary purpose of this thesis is to provide a structured, consolidated and comprehensive overview for managers of for-profit organizations on how to optimize CRM for consumer responses. It is not the purpose of this thesis to examine the optimization of CRM for social impact or other performance indicators that are not directly related to consumer responses, such as employee motivation (Drumwright 1996) or shareholder value (Woodroof et al. 2019).

This thesis is structured as follows: First, the theoretical foundations of CRM are presented (section 2), including a definition as well as an explanation of the most relevant consumer responses and their main drivers. Second, after providing an orientation for managers to assess the expedience of CRM (section 3.1), this thesis develops a systematic overview on how to optimize CRM campaigns based on the findings of extant literature (section 3.2). Finally, this thesis discusses the presented findings by critically evaluating them, summarizing their main managerial implications, and identifying areas for further research (section 4).

2 Theoretical Foundations of Cause-Related Marketing

The following chapter examines the theoretical foundations of CRM which serve as the basis for the subsequent literature review. After discussing the unique characteristics of CRM (section 2.1), consumer responses relevant for an optimization of CRM are presented (section 2.2), with the final section elaborating on the underlying mechanisms and conceptual drivers for these consumer responses (section 2.3).

2.1. Cause-Related Marketing

CRM is characterized by distinct features that clearly distinguish it from other forms of corporate social responsibility (CSR) in general, as well as corporate sponsorship activities in

particular. After the aforementioned American Express campaign, Varadarajan and Menon (1988) were the first to provide a clear definition of CRM, identifying its transaction-based nature as the distinctive characteristic. Specifically, they define CRM as “an offer from the firm to contribute a specified amount to a designated cause when customers engage in revenue-providing exchanges” (Varadarajan and Menon 1988, p. 60), thus emphasizing the necessity of a monetary donation that is contingent on consumer participation. Furthermore, the authors point out the cooperation with a non-profit organization (NPO) in the donation process as another characteristic of CRM (Varadarajan and Menon 1988, p. 61), which is corroborated by more recent literature (e.g., Chang and Chu 2020, p. 203; Zdravkovic, Magnusson, and Stanley, 2010, p. 152). To illustrate, Rittersport's support for schools in Africa through the donation of 1.4 cents to UNICEF for every chocolate bar sold (Schamp et al. 2023b, p. 2) is a campaign that accurately reflects this definition of CRM.

This initial, transaction-based definition is widely adopted in extant academic literature (e.g., Ballings, McCullough, and Bharadwaj 2018, p. 235; Müller, Fries, and Gedenk 2014, p. 178), thereby serving as the foundation for the following discussion.

2.2. Consumer Responses to Cause-Related Marketing

The consumer responses most frequently researched in literature and most significantly affected by CRM are of attitudinal and behavioral nature. While attitudinal responses reflect consumers' overall favorable or unfavorable evaluation of both the brand and the campaign, including outcomes such as brand reputation, behavioral responses measure actual or intended consumer behavior, such as brand choice, purchase intention, and willingness to pay. Thus, attitudinal responses are intended to strategically enhance long-term brand perception, whereas behavioral outcomes are often described as the tactical dimension of CRM (Müller, Fries, and Gedenk 2014, p. 178). Although attitudinal consumer responses to CRM are on average considerably higher than behavioral responses, both outcomes are significant (Schamp et al. 2023a, p. 207)

and ultimately drive the demand for a company's offerings. Hence, both response types are of vital importance for every manager and subject of the following elaborations.

2.3. Fundamental Drivers for Consumer Responses

In order to accurately evaluate concrete recommendations for the marketing mix, it is essential to understand the mechanisms behind- and fundamental drivers for these consumer responses.

While the positive effect of CRM on *attitudinal* responses is primarily attributable to favorable consumer perceptions of the company's voluntary commitment to a charitable cause (Müller, Fries, and Gedenk 2014, p. 188), literature is less clear about the mechanisms behind CRM's positive impact on *behavioral* consumer responses: there are several explanatory approaches presented in extant literature, ranging from consumers' perceived obligation to contribute to society (Arora and Henderson 2007, p. 520) to the desire to signal moral values to others (Koschate-Fischer, Stefan, and Hoyer 2012, p. 922). However, the explanation most frequently adopted by scholars is the evocation of a "warm-glow" through CRM-related purchases, which is defined as the positive feeling about oneself after engaging in prosocial behavior (Chang and Chu 2020, p. 218). Nevertheless, all these different explanations for CRM's positive impact on behavioral consumer responses are based on the underlying assumption that consumers gain some form of additional utility from purchases associated with CRM (Strahilevitz and Myers 1998, p. 435), triggered by the experience of positive emotions (Strahilevitz 1999, p. 216).

These mechanisms behind consumers' positive reactions to CRM result in three fundamental drivers that companies can leverage in order to enhance consumer responses, ranked in order of importance: consumers' (1) emotional attachment to the donation target, (2) inferences about the sincerity of the corporate commitment to the cause, and (3) perceptions of the company's transparency about the campaign (Schamp et al. 2023a, p. 192). On the one hand, the concept of (1) *emotional attachment* is described as consumers' perception to make a

valuable contribution to a cause they can personally relate to (Schamp et al. 2023a, p. 192), making it a consumer-oriented driver for CRM outcomes. On the other hand, companies need to send (2) *sincerity* signals (i.e., information to support perceptions of altruistic corporate motives) and ensure (3) high levels of *transparency* (i.e., the availability and simplicity of information about the campaign) in order to minimize concerns about an exploitation of the cause by the company. These concerns might arise from the donations' contingency on sales and consumers' awareness of the firm's economic interests (Barone, Miyazaki, and Taylor 2000). A notable example that illustrates the importance of these consumer response drivers is the emergence of an initiative that has specialized in encouraging consumers to critically review CRM campaigns conducted during the Breast Cancer Awareness Month October (Folse, Niedrich, and Grau 2010, p. 295), underlining widespread skepticism about corporate motives.

These fundamental drivers for consumer responses to CRM serve as the foundation for several empirical findings related to the practical optimization of the marketing mix.

3 Literature Findings

This third chapter examines the findings of extant literature related to the optimization of consumer responses to CRM. First, the chapter provides an orientation for managers to assess the expediency of optimizing their marketing mix for CRM in the first place (section 3.1). Second, a structured overview is developed that summarizes and discusses the literature findings on the optimization of CRM for each dimension of the marketing mix (section 3.2).

3.1. Expediency of Optimizing the Marketing Mix for Cause-Related Marketing

As outlined in the introduction (section 1), a proper implementation of CRM campaigns can significantly influence their success. However, from a pure business perspective, there might be situations where CRM does not fit the specific corporate context, making an optimization of

the marketing mix less pertinent in the first place. In particular, two factors should be considered before striving for an optimization of the marketing mix: the corporate objectives as well as the target group of the respective campaign.

Regarding the former, Varadarajan and Menon (1988, p. 67) emphasize the importance of assessing CRM's relative effectiveness compared to alternative marketing instruments that are available to achieve corporate objectives. Notably, extant literature indicates that there are more promising methods to enhance consumers' short-term behavior or long-term attitudes. Specifically, if a campaign is solely aimed at driving *behavioral* consumer responses, scholars identify discount promotions as the superior instrument (Schamp et al. 2023a, p. 199; Schamp et al. 2023b, p. 15). Furthermore, if a campaign's primary objective is to elicit *attitudinal* consumer responses, literature finds that corporate philanthropy is more effective than CRM (Chen and Huang 2016, p. 877; Schamp et al. 2023a, p. 201). To illustrate, one example of philanthropic corporate engagement, defined as the contribution to a charitable cause without the anticipation of a benefit (Shaw and Post 1993), is Google's donation of 6.8 million USD to fund free transit for San Francisco's working-class children (Chen and Huang 2016, p. 869). However, when a campaign's objective is to increase *both* attitudinal and behavioral consumer responses, CRM is a suitable choice (see section 2.2), also in comparison to other marketing instruments (Arora and Henderson 2007, p. 528; Schamp et al. 2023a, p. 199).

The second factor that is essential to consider before optimizing the marketing mix for CRM is the characteristics of the target group. Scholars generally agree on the substantial impact of consumer predispositions on the potential of CRM, mainly in terms of attitudinal responses (Schamp et al. 2023a, p. 206). Specifically, extant literature suggests that consumers who possess interdependent self-construals (i.e., the propensity to identify oneself with groups) respond more favorably to CRM campaigns than consumers with independent self-construals (Chen and Huang 2016, p. 877; Fan et al. 2020, p. 355; Winterich and Barone 2011, p. 855).

Furthermore, scholars point out the superiority of collectivistic cultures for CRM (Schamp et al. 2023a, p. 206), the advantages of addressing consumers that prioritize community welfare (Aghakhani, Carvalho, and Cunningham 2020, p. 563), and the importance of consumers' desire to experience a warm-glow feeling (Koschate-Fischer, Stefan, and Hoyer 2012, p. 910). Hence, these findings highlight the importance of conducting market research prior to the implementation of large and expensive CRM campaigns in order to assess the potential of CRM for the respective target audience (Koschate-Fischer, Stefan, and Hoyer 2012, p. 923).

3.2. Implications of Cause-Related Marketing for the Marketing Mix

The following subchapters analyze the findings of extant literature on the optimization of consumer responses to CRM, categorized according to the dimensions of the marketing mix. In view of the distinctive definition of CRM (see section 2.1), which emphasizes the necessity of a transaction-based donation to a sponsored charity partner, this thesis extends the traditional marketing mix by the “donation” and “partnership” dimensions in order to provide a comprehensive overview for optimizing consumer responses to CRM.

3.2.1. Product. The “product” dimension of the marketing mix is frequently researched in extant literature. The insights of this research are related primarily to the *selection* of the product that is associated with CRM. In particular, two product characteristics are considered relevant for the product selection: the product's absolute price level and the product type.

Product type. With regard to the product type, scholars distinguish between two categories of products that companies incorporate into their CRM campaigns: hedonic and utilitarian products. While hedonic products fulfill sensual pleasures, such as the desire for fast food, utilitarian products serve a functional purpose (Strahilevitz and Myers 1998, p. 436; Strahilevitz 1999, p. 219 - 220), such as enhancing productivity or cleanliness.

The empirical literature on the product type decision is mixed. On the one hand, Strahilevitz and Myers (1998, p. 443) find that CRM is more effective when conducted with hedonic products. Specifically, the authors assert that the positive warm-glow feeling triggered by CRM (see section 2.3) offsets consumption guilt that is caused by the purchase of hedonic products (Strahilevitz and Myers 1998, p. 444), which is corroborated by more recent literature (Chang and Chu 2020, p. 217; Winterich and Barone 2011, p. 867). On the other hand, contrasting research indicates that promoting utilitarian products leads to more favorable outcomes (Fan et al. 2020, p. 356). These inconsistent literature findings are addressed by an extensive meta-analysis conducted by Schamp et al. (2023a, p. 206).¹ The authors find that hedonic products elicit more favorable behavioral consumer responses and observe no significant effect of the product type on attitudinal consumer responses. Nevertheless, despite this average superiority of hedonic products, it is important to note that there are numerous companies promoting utilitarian products in their CRM campaigns, indicating that the product type decision is more nuanced. To illustrate, Polaroid, P&G, and Cottonelle toilet paper are practical examples of companies that utilized CRM in spite of their utilitarian product portfolio. This might be explained by the importance of certain moderators identified by extant literature. Specifically, Strahilevitz (1999, p. 215) posits that hedonic products are only superior when combined with high donations, indicating that consumers value the aforementioned, increased emotional benefit created by the combination of hedonic purchases and their own charitable behavior (Strahilevitz and Myers 1998, p. 444) only when these purchases come with high costs. Furthermore, Chang (2008, p. 1105) identifies the framing of the donation (see section 3.2.2) as another moderator of the product type's impact on consumer responses, stating that

¹ The meta-analysis of Schamp et al. (2023a) represents a more accurate reflection of extant literature than the meta-analysis conducted by Fan et al. (2020) because it is based exclusively on high-quality studies that tested their results by using a control group without CRM (Schamp et al. 2023a, p. 190).

the promotion of hedonic products is only beneficial if the amount donated per transaction is framed as an absolute dollar value.

Absolute price level. Concerning the absolute price level of the product associated with CRM (which is not necessarily dependent on the product type decision), scholars find that CRM is more effective for product categories with low absolute price levels (Chang 2008, p. 1106; Popkowski Leszczyc et al. 2015, p. 12). The findings of Barone, Miyazaki, and Taylor (2000, p. 258) indicate that this effect is driven by the dominance of the product price as a decisive product attribute in the case of high absolute prices. Specifically, high price levels divert consumers' attention away from CRM, making the emotional benefit created by CRM-related purchases (see section 2.3) a less important factor for the purchase decision. Hence, if possible, companies should conduct CRM in product categories with low price levels in order to support the relevance of CRM for consumers.

In consideration of these literature findings, which focus on the optimization of *behavioral* consumer responses to CRM, future research could explore methods to enhance *attitudinal* CRM outcomes through decisions in the “product” dimension of the marketing mix.

3.2.2. Donation. Since the company's donation to a charity is an important element of CRM (see section 2.1), the optimization of the donation strategy is one of the most frequently studied areas in extant CRM literature. The findings emerging from this research can be categorized into four decision areas: the donation magnitude, the framing of this magnitude, the implementation of donation requirements, and the donation frame for overall donations.

Donation magnitude. One of the most frequently researched decision areas of the donation strategy is related to the amount that is donated per transaction (i.e., the donation magnitude). In practice, there is a huge diversity of donation magnitudes implemented in CRM campaigns. For instance, the company Ramy once conducted a CRM campaign, which promised to donate 90% from the sales of its skin care products (Chang 2008, p. 1090), while

P&G contributed only 1% of the sales price of associated products to support the fight against tetanus (Müller, Fries, and Gedenk 2014, p. 178).

In accordance with this variance in donation sizes observed in practice, academic literature disagrees on the effect of the donation magnitude on consumer responses. While some scholars find a positive effect of a higher donation magnitude (Folse, Niedrich, and Grau 2010, p. 305; Koschate-Fischer, Stefan, and Hoyer 2012, p. 921), others observe insignificance (Strahilevitz 1999, p. 215) or even a negative effect on consumer responses (Chang 2008, p. 1106; Müller, Fries, and Gedenk 2014, p. 188). On the one hand, those scholars observing a positive impact of a higher donation magnitude attributes this effect to positive sincerity signals (see section 2.3). On the other hand, Müller, Fries, and Gedenk (2014, p. 188), who observe a negative impact, posit that higher monetary donations result in inferior attitudinal responses due to unfavorable perceptions about the campaign's effectiveness. In addition, the authors claim that a higher donation magnitude that actually leads to financial trade-offs for consumers diminishes the warm-glow feeling created by CRM-related purchases (see section 2.3) and thus also negatively impacts behavioral consumer responses. Additionally, the latter observation is supported by the findings of Barone, Miyazaki, and Taylor (2000, p. 258), who highlight the relevance of financial trade-offs for behavioral responses to CRM campaigns.

These inconsistent literature findings are analyzed by two meta-analyses that quantify the results of extant studies and thus allow for more reliable conclusions regarding the actual impact of the donation magnitude. Specifically, both Fan et al. (2020, p. 355) and Schamp et al. (2023a, p. 205) observe a positive effect of a higher donation magnitude on consumer responses to CRM. Especially, Schamp et al. (2023a, p. 205) find that the donation magnitude has a considerably higher effect on attitudinal than on behavioral consumer responses.

Despite these clarifying observations, it is important to note that companies should further investigate the influence of moderators for the effectiveness of a higher donation

magnitude in their specific business context since the donation magnitude considerably influences a campaign's profitability (Koschate-Fischer, Stefan, and Hoyer 2012, p. 910 - 911). Specifically, Koschate-Fischer, Stefan, and Hoyer (2012, p. 921 - 923) indicate that the donation magnitude's effectiveness depends on consumers' attitude toward helping others, their desire for a warm-glow feeling, their affinity with the supported cause, and possibly on the conceptual fit between the company and the cause (see section 3.2.4).

Donation framing. Scholars identify two general options that companies can utilize to frame this donation magnitude (i.e., to portray the donation size to consumers). Companies can either communicate the absolute amount donated per transaction, or frame the donation as a percentage of either the sales price or the profits.

While percentage framing may be a valid strategy to conceal a low donation magnitude (thus being relevant for cost considerations), research indicates that absolute donation framing is superior in terms of consumer response optimization. Specifically, Chang (2008, p. 1105) proposes that percentage framing increases the information processing complexity for consumers, as it requires an additional mathematical step to calculate the actual donation amount. Furthermore, Olsen, Pracejus, and Brown (2003, p. 170) find that percentage framing results in consumer confusion. Consequently, referring to the fundamental drivers for consumer responses (see section 2.3), these insights indicate that an absolute donation framing increases the perceived transparency of CRM campaigns and thus leads to superior outcomes. This line of reasoning is further supported by the meta-analysis conducted by Schamp et al. (2023a, p. 205), which finds that absolute donation framing on average leads to superior (attitudinal and behavioral) consumer responses.

Consequently, these literature findings indicate that managers should implement absolute donation framing in their CRM campaign in order to maximize consumer responses. Nevertheless, companies operating on a low budget should further evaluate whether the

enhanced transparency perceptions actually outweigh the cost savings that could be achieved by the concealment of a lower donation through percentage framing.

Donation requirements. Another less frequently researched area of the donation strategy is the decision on the establishment of donation requirements. The only type of donation requirement whose impact on consumer responses is researched in extant literature relates to the minimum *quantity* of purchases necessary to trigger the company's donation to the charitable cause (Folse, Niedrich, and Grau 2010, p. 296). Although most companies choose to implement a single purchase quantity requirement (i.e., they donate for every purchase conducted by consumers), there are CRM campaigns requiring more than one purchase per transaction (Folse, Niedrich, and Grau 2010, p. 296). For example, Unilever recently conducted a “You Buy, we donate” campaign, where customers had to buy two Unilever products in order to trigger a donation to the respective cause (Unilever 2018).

The research conducted by Folse, Niedrich, and Grau (2010) explains this low utilization of multiple purchase quantity requirements. Specifically, the authors find that requiring a higher purchase quantity negatively impacts consumer responses and can even deteriorate the positive effects created by a higher donation magnitude. They posit that an increase in the required purchase quantity not only sends a negative sincerity signal (see section 2.3; Folse, Niedrich, and Grau 2010, p. 305), but also leads to a quick decrease in offer elaboration because consumers immediately classify the transaction as a negative economic exchange (Folse, Niedrich, and Grau 2010, p. 306). Furthermore, the authors observe that requiring a proof-of-purchase from consumers (e.g., emails) to verify their participation in the CRM campaign further exacerbates these negative effects.

Hence, the findings of Folse, Niedrich, and Grau (2010) indicate that high minimum purchase quantities send negative sincerity signals, thereby deteriorating consumer responses to CRM. Nevertheless, managers need to assess whether the reduced costs justify these adverse

effects on consumer responses. Therefore, future research should focus on the *profitability* of implementing donation requirements in CRM campaigns. Additionally, it would be valuable to investigate other donation requirements (e.g., minimum purchase volumes) to identify those cost reduction methods that have the smallest detrimental impact on consumer responses.

Donation frame. While the first three dimensions of the donation strategy related to the donation per transaction, companies also need to decide on the implementation of a frame (i.e., lower or upper limits) for the *overall* donations raised by the campaign. On the one hand, lower limits serve as a guaranteed contribution to the cause regardless of the generated sales, thus primarily being considered as an instrument to send sincerity signals. On the other hand, upper donation limits constitute the campaign's target amount, beyond which no additional donations will be made. Hence, given that upper limits restrict the company's liability to the cause, they are mainly relevant for cost considerations (Tsiros and Irmak 2020, p. 756).

Interestingly, the findings of Tsiros and Irmak (2020) contradict the initial assumption that a higher minimum donation amount positively influences consumers' perceptions of the company's sincerity and thus leads to more favorable outcomes. Instead, the authors suggest that lower minimum donation amounts result in superior consumer responses, despite the superiority of higher minimum donations for the charitable cause (Tsiros and Irmak 2020, p. 757). The authors attribute this observation to consumers' desire to have a valuable impact (Tsiros and Irmak 2020, p. 758), thereby referring to the concept of emotional attachment (see section 2.3). Furthermore, Tsiros and Irmak (2020, p. 768) indicate that omitting upper donation limits is beneficial for consumer responses, given that ceilings to the overall contribution act as a negative sincerity signal. Hence, according to Tsiros and Irmak (2020), companies seeking to maximize consumer responses to CRM should implement a low minimum- and no maximum amount for their total donations.

Although donation frames are of high practical relevance, with Bank of America, Dell, and KFC being prominent adopters, Tsiros and Irmak (2020) are the only scholars specifically investigating their optimization for consumer responses. Hence, due to the limited number of studies, the recommendations provided are not corroborated by any relevant meta-analysis (Fan et al. 2020; Schamp et al. 2023a). Nevertheless, the authors' findings are based on a field study and several laboratory experiments conducted with hundreds of participants, thus providing a valuable foundation for future investigations.

3.2.3. Price. These donations associated with consumers' transactions constitute additional costs for companies utilizing CRM. Therefore, it is important to note that the "price" dimension of the marketing mix may be used as an instrument to control these costs created by CRM. However, as stated in the introduction (section 1), the focus of this thesis is on the maximization of consumer responses to CRM. The related academic literature primarily investigates the potential of price promotions to enhance the impact of CRM on behavioral consumer responses.

While scholars generally agree that combining CRM with price discounts positively influences its impact on behavioral consumer responses (Andrews et al. 2014, p. 15; Schamp et al. 2023b, p. 16), there is less consensus about the underlying reasons.

On the one hand, Schamp et al. (2023b, p. 2) posit that price discounts augment the impact of CRM on behavioral responses because they can increase consumers' initial consideration of a product. The authors contend that the consideration of a product for reasons other than CRM is essential for the recognition of CRM in the first place, given that consumers do not actively search for CRM-related products in actual purchase situations. Consequently, Schamp et al. (2023b, p. 16) consider price promotions as an appropriate instrument to increase the impact of CRM, especially if a company is operating in unfavorable market conditions indicating a low consideration likelihood. In such unfavorable market conditions (characterized by low brand awareness, a lack of relative price advantage, and intense competition), the

authors find that the combination of CRM with price discounts can double the effect of CRM on behavioral consumer responses, provided that these promotions lead to a price positioning below the category average (Schamp et al. 2023b, p. 3).

On the other hand, Andrews et al. (2014) suggest that the positive effect of combining price promotions with CRM is driven by an amplification of consumers' warm-glow feeling (see section 2.3). Specifically, the authors posit that consumers perceive the supported campaign as more altruistic when a company sacrifices revenues for a cause, resulting in more favorable behavioral responses (Andrews et al. 2014, p. 15). However, since this effect is found to be non-linear, the authors observe the positive impact of price promotions on CRM's effectiveness only in the case of moderate discounts ranging between 10% and 30%. In fact, they find that deep discounts of 50% or more can potentially have a negative effect on behavioral consumer responses (Andrews et al. 2014, p. 15).

These literature insights do not fundamentally contradict each other, considering that Schamp et al. (2023b) outline the positive impact of price discounts on the recognition of CRM, while Andrews et al. (2014) emphasize their beneficial effect subsequent to CRM's recognition. Nevertheless, they require future research. Specifically, it might be interesting to investigate the effect of those price discounts that need to be deep (50% or more) in order to ensure consumers' consideration in the first place. Despite such open questions and the paucity of studies specifically addressing the optimization of the "price" dimension in CRM, the presented findings are based on several large-scale field experiments, thus providing a solid indication for the positive impact of price promotions on the effectiveness of CRM.

3.2.4. Partnership. Donating directly to a charity is one of the main characteristics of CRM (see section 2.1). Consequently, considerations related to the optimization of the partnership with the NPO are frequently researched in extant literature. In particular, this research is primarily focused on the decision, *which* donation target (i.e., which particular NPO and which

general cause) to support in the first place in order to maximize consumer responses to CRM. With regard to this decision, scholars discuss two fundamental approaches that companies can utilize in their partnership strategy: predetermining the donation target or providing consumers the freedom to select the donation target.

Predetermining the donation target. Regarding the former approach, existing literature identifies three main areas companies need to consider when selecting the NPO partner in order to maximize consumer responses to CRM.

The most frequently researched area which has a significant impact on consumer responses is the degree of fit between the for-profit company and the supported cause. Although there is no universally adopted definition in literature, the concept of fit can generally be described as consumers' perceived congruence between the for-profit company and the sponsored NPO partner. This broad definition encompasses both conceptual congruence and perceptual congruence (Kuo and Rice 2015, p. 86).

Most literature related to the company-cause fit focuses on the concept of *conceptual* congruence, defined as the degree to which a company's conceptual attributes (such as the brand image, brand values, and product offerings) match with those of the charitable cause (Kuo and Rice 2015, p. 78 - 79). For example, Bärenmarke's CRM campaign that supported the protection of bears in the alps (Schamp et al. 2023b, p. 2) is likely to enhance consumer perceptions of conceptual congruence due to the relatedness of the supported cause and the company's products. Literature indicates that such high levels of conceptual fit substantially improve consumer responses to CRM (Rifon et al. 2004, p. 38; Schamp et al. 2023a, p. 205; Zdravkovic, Magnusson, and Stanley 2010, p. 158), especially for brands which are unfamiliar to consumers (Fan et al., 2020, p. 357). Furthermore, scholars suggest that this positive impact of conceptual congruence is attributable to enhanced consumer perceptions of sincere corporate commitment to the cause (Rifon et al. 2004, p. 38; Schamp et al. 2023a, p. 205).

Although the concept of *perceptual* congruence is less frequently researched in extant literature, it has a major potential impact on consumer responses to CRM (Kuo and Rice 2015, p. 86). Perceptual congruence is specified as the compatibility of visible attributes, such as color, size, and shape, between the company and the charitable cause (Kuo and Rice 2015, p. 79; Zdravkovic, Magnusson, and Stanley 2010, p. 154). To illustrate, the CRM partnership between Coca Cola and the “Product Red” campaign (which is dedicated to the fight against AIDS) raised millions of dollars for the donation target, despite a lack of conceptual congruence between Coca Cola’s offerings and AIDS. (Kuo and Rice 2015, p. 79). Consequently, in contrast to conceptual congruence, the positive effects of perceptual congruence are unlikely to be driven by signals of sincere commitment. Instead, Kuo and Rice (2015, p. 86) suggest that perceptual congruence facilitates information processing for consumers, thereby contributing to an initial impression of a good company-cause fit. Hence, the authors posit that companies should consider perceptual congruence primarily in purchase contexts where the elaboration of consumers with the company-cause fit is low. To illustrate, the practical example of Coca Cola as well as the academic findings of Schamp et al. (2023b) indicate that the FMCG sector might be such a context of low elaboration. However, considering the potential impact of this finding on the partnership choice, it is important to note that research related to the concept of perceptual congruence requires further academic validation. For instance, the insights provided by Kuo and Rice (2015) are not yet supported by large-scale field studies that would justify to base the selection of the NPO on the elaboration likeliness.

While a high level of congruence between the cause and the *company* is essential, extant literature also emphasizes the importance of considering the cause affinity of *consumers* (i.e., the degree of consumers’ personal connection with the cause) when establishing a partnership in CRM. For instance, scholars find that high levels of emotional attachment to the donation target positively influence consumer responses to CRM (Arora and Henderson 2007, p. 515;

Schamp et al. 2023a, p. 209;). Moreover, Winterich and Barone (2011, p. 866) emphasize the importance of consumers' identification with the featured NPO partner, which is found to have a significant impact on participation intentions. Extant research identifies two specific strategies that companies can utilize in order to enhance the cause affinity of consumers: supporting humanitarian causes (Fan et al. 2020, p. 357), defined as causes that address human issues, and ensuring geographic proximity of the cause to the campaign's target group (Schamp et al. 2023a, p. 205). To illustrate, the CRM campaign conducted by British Telecom, which contributed 1.5 GBP to the Royal National Institute for Blind People for each telephone that was sold or rented (Chang 2008, p. 1090), is a practical example consistent with the recommendations provided by academic research.

Finally, next to this alignment of the donation target with the company as well as the target group, Winterich and Barone (2011, p. 863) find that characteristics of the specific NPO partner also influence consumer responses. Specifically, the authors posit that interdependent consumers (see section 3.1) are more likely to participate in CRM when the featured charity is efficient. However, it should be noted that this observation is based on a field experiment where consumers were explicitly informed about the NPO's efficiency. Hence, this factor may be less relevant in contexts of low elaboration, given that examining the NPO partner's efficiency requires a considerable effort on the part of the consumer.

Notably, literature concerned with the predetermination of the sponsored NPO is mainly focused on the *selection* of the NPO partner. Therefore, future research could explore the impact of other partnership areas on consumer responses. For example, Varadarajan and Menon (1988, p. 63) point to the importance of deciding on the proximity of the relationship with the charity partner, while Aghakhani, Carvalho, and Cunningham (2020) indicate the relevance of a careful partnership management.

Enabling selection of the NPO. In the second fundamental partnership approach, often referred to as “CRM with choice”, consumers are allowed to select the cause that is supported by a campaign (Robinson, Irmak, and Jayachandran 2012, p. 126). To illustrate, the Japanese automotive company Subaru once donated 250 USD for each vehicle sold to one of five charities chosen by consumers (Kull and Heath 2016, p. 80).

Literature is in agreement that the provision of such an option for consumers can positively influence the outcomes of CRM. Specifically, scholars find that CRM with choice has a profound impact on attitudinal consumer responses (Kull and Heath 2016, p. 88 - 89; Schamp et al. 2023a, p. 205), while Robinson, Irmak, and Jayachandran (2012, p. 136) even observe a positive impact on behavioral responses. Moreover, scholars attribute this positive impact of CRM with choice to consumers’ perception of a greater personal role in the contribution process (Kull and Heath 2016, p. 89; Robinson, Irmak, and Jayachandran 2012, p. 136). Hence, by emphasizing the desire of consumers to make a valuable contribution to the cause, scholars highlight the concept of emotional attachment (see section 2.3).

This insight has important implications for the optimization of CRM with choice. For example, Robinson, Irmak, and Jayachandran (2012, p. 135) use this line of reasoning and posit that offering choice options (i.e., causes) that are perceived to have a low fit with the company amplifies the positive outcomes of CRM with choice due to consumers’ increased perception of their personal contribution. Moreover, Kull and Heath (2016, p. 89) assert that the provision of an unlimited range of options for consumers enhances the positive impact of CRM with choice due to a greater flexibility in determining the donation target, which increases consumers’ emotional attachment. To illustrate, one of the few companies approaching unlimited choice is Amazon, which offers transaction-based donations for purchases conducted on the AmazonSmile platform. For all purchases included in this program, the company has established a search function that allows consumers to select from almost a million charities to

support (Kull and Heath 2016, p. 80). Nevertheless, it is important to note that the benefits of this approach require further academic validation, given that the respective studies are conducted primarily with participants of a young age. Due to less expertise in the nonprofit sector, older individuals may be more overwhelmed by the task of independently determining a charity partner rather than benefiting from higher levels of emotional attachment.

Furthermore, it is important to note that extant literature identifies four moderators that significantly influence the impact of CRM with choice on consumers' emotional attachment. Specifically, scholars assert that the positive impact of CRM with choice is more pronounced with a more collectivistic target group (Robinson, Irmak, and Jayachandran 2012, p. 135) and a higher donation magnitude (Fan et al. 2020, p. 356). Moreover, the positive impact of emotional attachment is found to be diminished by a negative brand image (Kull and Heath 2016, p. 89) as well as the disclosure of a low goal proximity (Robinson, Irmak, and Jayachandran 2012, p. 137), which is defined as the campaign's proximity to the overall donation target.

Comparison of approaches. Despite this abundance of moderators and a scarcity of literature that directly compares an ideally predefined donation target (i.e., high levels of company-cause fit, consumers' cause affinity, and NPO efficiency) with a campaign that optimally executes CRM with choice, the findings of Schamp et al. (2023a, p. 205) may serve as an orientation to select a suitable approach. Specifically, the authors observe that a high company-cause fit (whose research is primarily associated with the predetermination of a donation target) positively influences both attitudinal and behavioral consumer responses. In contrast, CRM with choice is found to have a greater positive impact on attitudinal consumer responses but no significant effect on behavioral outcomes. Consequently, the findings of Schamp et al. (2023a, p. 205) indicate that the selection of an optimal partnership approach is significantly influenced by the corporate objectives.

3.2.5. Place. There is a paucity of literature that directly relates to the optimization of CRM through decisions in the “place” dimension of the marketing mix. Nevertheless, insights from other dimensions offer valuable implications for the enhancement of placement strategies. These insights are primarily focused on the optimization of behavioral CRM outcomes within offline-channel distribution and can be categorized into two concrete recommendations.

First, Schamp et al. (2023b, p. 15) suggest that CRM-related products in highly competitive retail environments should be placed in distinct locations, such as separate shelves, in order to increase the likelihood of consumer consideration. The authors posit that such initial consideration of a product is necessary for the recognition of CRM in the first place (see section 3.2.3).

Second, existing literature also addresses the optimization of placement strategies *subsequent* to the recognition of CRM. For instance, Koschate-Fischer, Stefan, and Hoyer (2012, p. 922) find that in public purchase situations, such as festivals, consumers are focused on generating social prestige. Furthermore, scholars indicate that experiencing feelings of either guilt or pleasure can increase behavioral consumer responses to CRM. Specifically, Strahilevitz and Myers (1998, p. 444) find that experiencing feelings of guilt can increase consumers’ likelihood to engage in CRM (see section 3.2.1), while Cavanaugh, Bettman, and Luce (2015, p. 657) posit that positive emotions encourage prosocial behavior. However, it is important to note that this impact of emotions on CRM outcomes is not specifically researched for the purchase environment at the point of sale. For instance, the findings of Strahilevitz and Myers (1998) are focused on the product type.

3.2.6. Promotion. Decisions in the “promotion” dimension of the marketing mix have a major potential impact on consumer responses (Schamp et al. 2023a, p. 206), while at the same time being comparatively independent of the organizational context (Lagomarsino and Lemarié 2022, p. 229). Consequently, promotional decisions are particularly relevant for marketing

managers and frequently researched in extant literature. This research provides insights on the improvement of CRM's initial recognition and the subsequent amplification of its effectiveness.

Regarding the former, Schamp et al. (2023b, p. 15) posit that CRM should be presented prominently in the purchase environment. Specifically, the authors suggest the employment of additional displays to enhance the visibility of CRM. In addition, their findings indicate that a prominent depiction of CRM on the product packaging may increase its recognition likelihood (Schamp et al. 2023b, p. 1).

Following the recognition of CRM, companies can use promotional strategies to leverage the fundamental drivers for consumer responses: consumers' perceived transparency, emotional attachment, and inferred corporate sincerity (see section 2.3).

Regarding the former, companies can increase the perceived *transparency* by providing consumers with relevant details about the campaign. In particular, Schamp et al. (2023a, p. 205) highlight the importance of disclosing the donation size as well as the featured NPO partner to improve behavioral consumer responses to CRM. However, some previously elaborated literature findings indicate that transparency that goes beyond these fundamental details is only beneficial if the provided information does not reduce consumers' emotional attachment or sincerity perceptions. Specifically, Tsiros and Irmak (2020, p. 758) assert that communicating a campaign's donation frame only leads to more favorable consumer responses if the respective frame increases consumers' emotional attachment (see section 3.2.2). Furthermore, Robinson, Irmak, and Jayachandran (2012, p. 137) find that informing consumers about a low goal proximity to the donation target negatively affects behavioral responses due to reduced levels of emotional attachment (see section 3.2.4).

In line with these findings, Schamp et al. (2023a, p. 209) emphasize the importance of influencing consumers' *emotional attachment* through promotional messages in CRM. Specifically, the authors find that motivational framing (i.e., highlighting the reasons for

supporting a cause) leads to more favorable outcomes than process-oriented framing (i.e., how the donations will be used), especially in terms of attitudinal consumer responses (Schamp et al. 2023a, p. 206). Furthermore, the authors posit that conveying positive messages that emphasize a campaign's benefits (e.g., "plant trees, save earth") rather than prevention-oriented messages (e.g., "stop deforestation") has a strong positive impact on attitudinal consumer responses (Schamp et al. 2023a, p. 205 - 206).

Furthermore, research focusing on *sincerity signals* created by promotional activities emphasizes the importance of a strong visual presence of the donation target. For example, Schamp et al. (2023a, p. 205) posit that pictorial representations of the NPO serve as a positive sincerity signal, while visual elements of the brand negatively affect consumer responses. Moreover, this finding is corroborated by Zdravkovic, Magnusson, and Stanley (2010, p. 154), who define the cause visibility in a campaign's promotional activities as one driver for the perceived company-cause fit. In addition, Stewart, Dalakas, and Wardley (2022, p. 479) even suggest to communicate CRM through the NPO, with only incidental references to the company's involvement, such as "we thank brand XYZ". However, it is important to note that this insight is based on a single online study. Hence, considering that such a prominent NPO presence might lead to lower attribution of CRM activities to the for-profit company, this strategy requires further academic validation. Moreover, alongside the importance of visual cues, the findings of Lagomarsino and Lemarié (2022, p. 227) indicate that verbal cues can also serve as sincerity signals in promotional messages. Specifically, the authors posit that consumers who are skeptical of corporate motives have higher perceptions of sincerity when the company claims that it "hopes" to make rather than it "can" make a difference.

The CRM campaigns of KFC and Yoplait (introduced in section 1) serve as a good illustration for these findings. Although both companies partnered with the same breast cancer foundation and targeted the same geographic market, Yoplait's campaign was far more

successful, which might be attributable to differences in communication. Specifically, Yoplait highlighted the supported cause rather than the own brand and used positive promotional messages (“save lives”), whereas KFC emphasized its offerings and accentuated the elimination of negative elements (“end breast cancer”) in its communication (Schamp et al. 2023a, p. 190).

4 Discussion

This chapter summarizes the most important managerial implications of the presented literature findings (section 4.1) and provides an overarching critical evaluation of extant research (section 4.2). Finally, the limitations of this thesis are outlined and possible directions for future investigations are identified (section 4.3).

4.1. Managerial Implications

The literature findings presented in the previous chapters offer valuable overarching implications for managers aiming to optimize consumer responses to CRM. Most importantly, companies should consider their specific corporate context to assess both the suitability of CRM and the impact of certain moderators (e.g., on the donation magnitude or the implementation of CRM with choice). Furthermore, it is essential to ensure consumers’ initial recognition of CRM (e.g., through a visible placement), which is necessary to influence consumer responses in the first place. Moreover, managers should consider all consumer response drivers (see section 2.3) in a CRM campaign. To illustrate, a campaign that is already conveying strong sincerity signals (e.g., through a higher donation magnitude) should prioritize consumers’ affinity to the cause (which contributes to emotional attachment) over the company-cause fit (which would reinforce sincerity signals) when selecting the donation target.

4.2. Critical Evaluation

Nevertheless, these findings require careful consideration for two main reasons. First, the focus of extant research does not correspond to the importance of the respective dimensions. For instance, the company-cause fit has only a moderate impact on attitudinal consumer responses and is less important for behavioral responses than promotional activities. However, it is one of the most frequently studied areas in CRM literature (Schamp et al. 2023a, p. 206 - 209). Second, the findings predominantly rely on laboratory studies, testing the influence of one specific criterion in situations of high consumer elaboration. These studies not only result in consumer responses that potentially differ from actual purchase situations, but also contribute to inconsistent literature findings due to varying laboratory settings. However, it is important to note that scholars increasingly address these issues, with a growing number of field studies that validate laboratory results as well as meta-analyses that synthesize the inconsistent data.

4.3. Limitations and Future Research

This thesis provides an overview of literature findings related to the optimization of consumer responses to CRM, which entails two main limitations. First, it does only consider those aspects that are discussed in literature. For example, extant research has failed to develop recommendations on the optimal *duration* of CRM campaigns, although practical examples indicate its relevance. For example, the company Mars defined internal guidelines for CRM campaigns that suggest a medium or long-term time horizon (Varadarajan and Menon 1988, p. 63 - 64). Thus, further investigations in these regards will benefit academic research. Second, the findings discussed in this literature review are based on studies that are subject to several limitations (as outlined in section 4.2). Hence, to validate and complement the presented findings, further investigations should focus on eliminating these limitations by 1) an increased utilization of field experiments, and 2) a more balanced research focus that corresponds with the actual effect sizes of the respective CRM instruments.

Literature Review Table

Author/s (Year) [Journal]	Research Focus	Method / Analysis	Sample	Main Findings
Aghakhani, Carvalho, and Cunningham (2020) [<i>International Journal of Advertising</i>]	Investigation of the effects of partnership termination on both behavioral and attitudinal consumer responses to CRM	<p>Two laboratory experiments</p> <ul style="list-style-type: none"> • <u>1</u>: Measured the effects of partnership termination on brand perception and purchase intention and investigated impact of a switch of NPO partners • <u>2</u>: Investigation of the impact of the decision source and decision motivation as well as the effects of consumers' communal norms using a 2x2 design and the same measures as in study 1 	<p>Both experiments were conducted with adult consumers from the U.S. that were recruited via MTurk:</p> <ul style="list-style-type: none"> • <u>1</u>: 292 consumers (48.6% female; Mage = 35.6 years) • <u>2</u>: 167 adult consumers in the U.S. (59.3% female; Mage = 35.25 years) 	<ul style="list-style-type: none"> • A termination by the for-profit company in CRM negatively impacts both consumer response types. • In particular, consumers with higher communal norms (i.e., values that prioritize community welfare) have more positive perceptions of CRM campaigns and are more affected by how terminations are handled • Companies can mitigate (but not eliminate) the negative effect of termination by switching the partnership. In this case, altruistic reasons (e.g., switching to cause that needs more support) are preferred over operational reasons (e.g., switching due to strategic issues). In addition, altruistic switching should be decided by the company alone, and operational switching should be mutually decided in order to minimize negative effects of termination

<p>Andrews et al. (2014) <i>[Journal of Marketing]</i></p>	<p>Examination of both the CRM's effect on behavioral responses and the moderating role of price discounts on this effect</p>	<p>3 studies:</p> <ul style="list-style-type: none"> • <u>1</u>: Field Experiment with SMS promotion of discounted IMAX movie tickets associated with a charitable cause. Purchase likelihood was measured • <u>2</u>: Field Experiment with SMS promotion with a 2 x 3 design (CM and price discount conditions) • <u>3</u>: Laboratory Experiment where participants rated feelings on charity-linked deals. Warm-glow feelings were analyzed via a mediation analysis 	<ul style="list-style-type: none"> • <u>1</u>: 11,794 mobile users from a large wireless provider in a western Chinese city • <u>2</u>: 5,828 mobile users from the same city and the same provider as in Study 1 • <u>3</u>: 426 participants 	<ul style="list-style-type: none"> • CRM can significantly increase behavioral consumer responses • This impact of CM on purchases is moderated by price discounts in an inverted U-shape, meaning that moderate discounts (rather than deep or no discounts) trigger the highest CRM effectiveness • This can be explained by consumers' warm-glow feelings created by CRM. Specifically, moderate discounts signal to consumers that the firm is also acting altruistically by forgoing the opportunity to sell at full price and thereby sacrificing more revenues
<p>Arora and Henderson (2007) <i>[Marketing Science]</i></p>	<p>Comparison of CRM with traditional promotional strategies and investigation of how to increase the effectiveness of CRM</p>	<p>3 online laboratory experiments:</p> <ul style="list-style-type: none"> • <u>1</u>: Participants completed a conjoint choice task, with a varying presence/absence of CRM • <u>2</u>: Participants completed a conjoint choice task, indicating preferences for different promotional strategies. They were randomly assigned to nine conditions, differing in brand familiarity, payoff 	<ul style="list-style-type: none"> • <u>1</u>: 131 students from a university in the U.S. • <u>2</u>: 1650 web panelists (nationwide scope) • <u>3</u>: 489 web panelists 	<ul style="list-style-type: none"> • CRM is an effective promotional strategy, especially for lesser-known brands and low donation sizes (compared to equivalent, traditional price promotions) • Moreover, CRM's effectiveness is heterogeneous. It depends on consumers' affinity to the donation target, consumers' personal motivations to help others, and demographic markers. Therefore, a segmentation of the target group can be useful to enhance the effectiveness of CRM

		<p>destination and effort for the consumer</p> <ul style="list-style-type: none"> • 3: Participants completed a conjoint choice task with credit card offers varying by brand, interest rate, payback percentage, and payback destination <p>The combined data from the 3 studies were analyzed via a hierarchical Bayes model (to consider heterogeneity of CRM's effects)</p>		
<p>Ballings, McCullough, and Bharadwaj (2018) <i>[Journal of the Academy of Marketing Science]</i></p>	<p>Investigation of CRM's impact on customer profitability</p>	<p>One study that utilizes a pseudo-natural experiment. It uses actual data of Yoplait's CRM campaign, but focuses the analysis on a particular dataset due to the widespread implementation of the campaign</p>	<p>Usage of a panel dataset that contained data from 7257 households and covered purchase incidences over 11 years (from 2001 to 2011)</p>	<ul style="list-style-type: none"> • CRM has a positive impact on a company's profits and serves as an offensive strategy that attracts new customers (from competitors) • Price reductions have no significant effect on CRM's impact on customer profitability

<p>Barone, Miyazaki, and Taylor (2000) [<i>Journal of the Academy of Marketing Science</i>]</p>	<p>Examination of the effects of CRM on consumer choice, and the extent to which trade-offs and perceived sincerity about company motives influence this choice</p>	<p>4 laboratory experiments:</p> <ul style="list-style-type: none"> • <u>1a</u>: Participants chose between products from 2 companies with varying company motivations and product quality. • <u>1b</u>: Similar to 1a, but with manipulated price instead of quality • <u>2a</u>: Participants chose between PCs with different performance attributes and company motivations • <u>2b</u>: Similar to 2a, but with manipulated price instead of performance attributes 	<p>All studies were conducted with students from a U.S. university:</p> <ul style="list-style-type: none"> • <u>1a</u>: 165 students • <u>1b</u>: 157 students • <u>2a</u>: 162 students • <u>2b</u>: 167 students 	<ul style="list-style-type: none"> • CRM's influence on choice is dependent on 1) consumers' perceived motivation for the company's CRM activities and 2) whether consumers must trade off company sponsorship of causes for lower performance or higher price • Accordingly, consumers, when it comes to CRM, base their choices primarily on compensatory decision-making strategies involving trade-offs rather than non-compensatory strategies
<p>Cavanaugh, Bettman, and Luce (2015) [<i>Journal of Marketing Research</i>]</p>	<p>Examination of the impact of positive emotions on prosocial behavior</p>	<p>4 laboratory experiments</p> <ul style="list-style-type: none"> • <u>1 & 2</u>: participants engaged in an emotion induction exercise, followed by a consumer choice survey • <u>3</u>: Participants read an emotional appeal and were asked to make donation decisions. • <u>4</u>: Participants viewed one of five emotion-inducing and then allocated donations between 	<ul style="list-style-type: none"> • <u>1</u>: 82 participants • <u>2</u>: 74 participants • <u>3</u>: 82 participants • <u>4</u>: 206 participants 	<ul style="list-style-type: none"> • Positive emotions (i.e., love, hope, pride, compassion) generally amplify prosocial behavior toward close entities • However, only the feeling of love induces prosocial behavior towards international organizations and distant others, regardless of relatedness

		domestic and international relief funds.		
Chang (2008) <i>[Psychology & Marketing]</i>	Examination of potential influences associated with donation framing, product price, product type, and donation magnitude on the effectiveness of CRM	Laboratory experiment conducted at four large universities in Taiwan where participants were shown ads for products associated with CRM, varying in product type, price, donation framing, and donation magnitude	n = 947 part-time undergraduate students from various disciplines (495 males and 452 females; Mage = 31.02 years)	<ul style="list-style-type: none"> For CRM campaigns, low-priced products (with low donation magnitudes) are more promising than high-priced products (with high donation magnitudes) The donation magnitude should be matched with the right framing of the offered bundles. Specifically, for low-priced products, donation amount frame in absolute dollar value is more effective than donation amount frame as a percentage of sales price Hedonic products are only beneficial for CRM effectiveness if absolute dollar framing is used
Chang and Chu (2020) <i>[Journal of the Academy of Marketing Science]</i>	Investigation of the effects of both mere exposure of consumers to CRM and an actual purchase of a CRM product on the likelihood of subsequent self-indulgent behavior	4 studies: <ul style="list-style-type: none"> <u>1</u>: Laboratory Experiment conducted at a university in Taiwan, where participants chose between indulgent and non-indulgent cookies <u>2</u>: Online study conducted through mySurvey in Taiwan, where participants chose between cookies across six conditions 	All 4 studies conducted with participants from Taiwan <ul style="list-style-type: none"> 1: 136 adults (including 67 females) aged between 19 and 48 years 2: 638 adults (including 342 females) aged between 18 and 	<ul style="list-style-type: none"> CRM activities have an impact on consumers' subsequent behavior. Mere exposure to CRM diminishes the likelihood of subsequent self-indulgence, while actually purchasing CRM product licenses such behavior. Product type as a moderator: This licensing effect for subsequent self-indulgence after a CRM purchase is stronger when CRM is associated with a hedonic (as opposed to utilitarian) purchase. This is because the positive emotions that arise from the purchase

		<ul style="list-style-type: none"> • <u>3</u>: Field Experiment conducted in a shopping mall in Taiwan, where participants made food choices in a 2x2 design • <u>4</u>: Field experiment conducted in collaboration with a local café in Taiwan, where participants made choices in a 2x2 design 	<p>44 years</p> <ul style="list-style-type: none"> • <u>3</u>: 169 adults (including 87 females) aged between 17 and 66 years • <u>4</u>: 190 adults (including 94 females) aged between 18 and 57 years 	<p>of a hedonic products are attributed by the customer to the warm-glow effect of their own CRM purchase.</p> <ul style="list-style-type: none"> • Misattribution of the warm-glow effect to other factors than the CRM purchase reduces the likelihood of subsequent self-indulgence
Chen and Huang (2016) <i>[International Journal of Research in Marketing]</i>	Examination of the effectiveness of CRM relative to corporate philanthropy in enhancing brand related outcomes and the moderating role of self-construal	<p>5 studies:</p> <ul style="list-style-type: none"> • <u>1</u>: Laboratory experiment, evaluated brand image and completed a self-construal scale • <u>2</u>: Laboratory experiment with priming manipulation, where participants evaluated brand image • <u>3</u>: Online study using real brand CSR campaigns, conducted via a Chinese survey platform. Participants reported self-brand connection • <u>4</u>: Laboratory experiment where participants were primed for reciprocity norm evaluated brand 	<ul style="list-style-type: none"> • <u>1</u>: 150 students at a university in China (Mage = 21 years; 66% female) • <u>2</u>: 182 students at a university in China (Mage = 20.31 years; 52% female) • <u>3</u>: 208 adults (Mage = 32.7 years; 49% female) • <u>4</u>: 209 students at a university in China (Mage = 21.31 years; 63% female) • <u>5</u>: 203 adults 	<ul style="list-style-type: none"> • The positive impact on brand related outcomes is weaker for CRM than it is for corporate philanthropy. However, the effect of these two forms of CSR is moderated by consumers' self-construal • Specifically, whereas independent consumers indeed prefer corporate philanthropy, consumers with an interdependent self-construal responded to CRM as favorably as they did to corporate philanthropy

		<p>image</p> <ul style="list-style-type: none"> • <u>5</u>: Online study using real CRM and corporate philanthropy cases, conducted via a Chinese survey platform. Participants evaluated the two CSR activities and own purchase intention 	(Mage = 31.08 years; 55% female)	
Fan et al. (2020) [<i>Journal of Business Ethics</i>]	Investigation of factors that are considered to influence CRM's effectiveness	Synthesization of empirical literature on CRM and its effectiveness through a meta-analysis in order to reduce the effects of sample selection bias that are often associated with studies in the field of CRM	n = 117 empirical papers were considered, reporting on 162 studies	<ul style="list-style-type: none"> • Categorization of factors that influence CRM's effectiveness into consumer-related traits, execution-related factors, and product-related traits • In particular, consumers' familiarity with brand conducting CRM, a utilitarian product nature, a large donation magnitude, and a cause that is less familiar to consumers positively affect CRM's effectiveness, while cultural orientation (collectivist vs. individualistic) has no significant influence on its success

<p>Folse, Niedrich, and Grau (2010) <i>[Journal of Retailing]</i></p>	<p>Investigation of the impact of a minimum purchase quantity (required for donation to be made) and firm donation amount on consumer perceptions of the firm and participation intentions</p>	<p>3 laboratory experiments:</p> <ul style="list-style-type: none"> • <u>1</u>: Online experiment where participants were shown CRM advertisements and provided responses regarding firm motives and participation intentions • <u>2</u>: Replication of study 1 with different donation amounts and a manipulation of consumer participation effort. Study was administered by undergraduate students to non-student respondents • <u>3</u>: Replication of studies 1 and 2 with examination of additional mediators for the effect of a minimum purchase quantity requirement 	<ul style="list-style-type: none"> • <u>1</u>: 630 participants (Mage = 46.1 years; 51% female) • <u>2</u>: 477 participants (Mage = 39 years; 58% female) • <u>3</u>: 116 undergraduate students (Mage = 21.3 years; 54% female) 	<ul style="list-style-type: none"> • Increasing the minimum purchase quantity in a CRM negatively affects consumers' participation intentions. While this effect is also attributable to negative inferences of the firm's sincerity, it is primarily caused by a decrease in offer elaboration, leading to a quick classification of the transaction as a negative economic exchange • Increasing donation amount per transaction increases consumers' participation intentions due to positive inferences about the firm's sincerity
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<p>Koschate-Fischer, Stefan, and Hoyer (2012) [<i>Journal of Marketing Research</i>]</p>	<p>Examination of the influence of donation amount associated with each transaction on consumers' willingness to pay and the moderating effects of this relationship</p>	<p>4 laboratory experiments:</p> <ul style="list-style-type: none"> • <u>1</u>: Investigation of the moderating effects for the donation amount's effectiveness by asking participants to state their Willingness to pay (WTP) with varying donation amounts • <u>2</u>: Examination of how the motives customers attribute to the company mediate the moderating effect of company-cause fit by asking participants to indicate their WTP for with different donation amounts and company-cause fit in a 2x2 design • <u>3</u>: Focusing on how the product type mediates the moderating effect of company-cause fit, participants were asked to state their WTP for different products with varying donation amounts and company-cause fit in a 3x2x2 design • <u>4</u>: Focusing on how the privateness of the consumption situation 	<p>All studies were conducted with participants from a German university:</p> <ul style="list-style-type: none"> • <u>1</u>: 103 students • <u>2</u>: 115 students • <u>3</u>: 302 students • <u>4</u>: 242 students 	<ul style="list-style-type: none"> • Observation of a positive and concave relationship between the donation amount and the WTP, indicating that initial increases significantly raise WTP, while the effect diminishes with higher amounts • However, the degree of this relationship depends on some moderating effects. Specifically, it requires high customer's attitude toward helping others and warm-glow motive, a highly relevant cause that is strong in customer affinity, and a high company-cause fit (the latter requires a hedonic product and a public consumption situation)
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		mediates the moderating effect of company-cause fit, participants imagined consumption in public or private and indicated their WTP with varying donation amounts and company-cause fit in a 2x2x2 design		
Kull and Heath (2016) [<i>International Journal of Research in Marketing</i>]	Investigation of whether, when, and why CRM with choice strengthens consumer-brand relationships	<p>3 laboratory experiments:</p> <ul style="list-style-type: none"> • <u>1</u>: Participants were shown different backpack ads and asked to choose a charity for donations • <u>2</u>: Participants were assigned to one of six cause choice scenarios and brand-related outcomes were measured • <u>3</u>: Participants read online scenarios about a hotel's CM campaign and evaluated changes in brand perceptions 	<ul style="list-style-type: none"> • <u>1</u>: 116 students from a U.S. university (Mage = 21 years; 55% female) • <u>2</u>: 243 participants (Mage = 31 years; 65% female) • <u>3</u>: 103 participants 	<ul style="list-style-type: none"> • CM with choice enhances brand attachment, especially in the case of unrestricted choice. This is not due to a higher number of choice options, but rather an increased flexibility to define one's choices, resulting in higher levels of consumer empowerment and engagement • Moreover, while a conventional CRM campaign improves brand outcomes regardless of prior brand image, CRM with choice is only beneficial when brand image is neutral or positive. Otherwise, adding consumer cause choice fails to improve brand outcomes and can even backfire
Kuo and Rice (2015) [<i>Journal of Consumer Psychology</i>]	Examination of how perceptual congruence between a for-profit company	<p>3 laboratory experiments:</p> <ul style="list-style-type: none"> • <u>1</u>: Participants viewed a CRM advertisement and completed a survey on firm-cause fit and 	<ul style="list-style-type: none"> • <u>1</u>: 90 MTurk-participants (49% female; Mage = 31.1 years) • <u>2</u>: 120 students 	<ul style="list-style-type: none"> • Besides conceptual congruence, perceptual congruence (relatedness of perceptual attributes) between a firm and a cause also has a positive impact on consumers' participation intentions

	and a cause influences the effectiveness of CRM	<p>participation intentions</p> <ul style="list-style-type: none"> • <u>2</u>: participants viewed a charity profile and a CRM advertisement, before completing measures of participation intention and affective response • <u>3</u>: Participants viewed a charity profile and a CRM advertisement, before completing measures of participation intentions and firm-cause fit 	<p>from an American university</p> <ul style="list-style-type: none"> • <u>3</u>: 108 students from the same university (but only 106 responses since 2 students failed attention checks) 	<ul style="list-style-type: none"> • The reason for this is not a positive perception of the company's motives, as in the case of conceptual congruence, but rather facilitated information processing (a fit-as-fluency mechanism) • These benefits of perceptual congruence are stronger in the case of a low level of consumer elaboration, while the effectiveness of conceptual congruence is greater in the case of high elaboration
Lagomarsino and Lemarié (2022) <i>[Psychology & Marketing]</i>	Investigation of the effects of linguistic choices in advertising on the consumer responses to CRM campaigns	3 online laboratory experiments, where participants 1) viewed advertisements for a brand's CSR program with messages varying between "we can make a difference" and "we hope to make a difference" and 2) provided feedback on their responses to the respective advertisement	<p>Participants were recruited via MTurk (all from the U.S.):</p> <ul style="list-style-type: none"> • <u>1</u>: 112 participants (Mage = 31 years; 55.4% male) • <u>2</u>: 215 participants (Mage = 35 years; 73% male) • <u>3</u>: 251 participants (Mage = 34 years; 62.2% male) 	<ul style="list-style-type: none"> • Consumers infer corporate commitment to the cause by the language used in the CRM promotional material • Specifically, if consumers question company motives (e.g., due to a low company-cause fit), the expression "we hope to make a difference" is more promising than the expression "we can make a difference" due to enhanced sincerity signals about company motives, which highlights the importance of the language used in CRM promotion in general

Müller, Fries, and Gedenk (2014) <i>[International Journal of Research in Marketing]</i>	Analysis of the donation magnitude on brand choice (tactical success) and brand image (strategic success)	Large-scale experimental online survey with a focus on the FMCG market, where participants made brand choices and evaluated brand images. The survey varied donation sizes and considered financial trade-offs and donation framing.	n = 1,368 participants from Germany	<ul style="list-style-type: none"> • Donation size has a positive effect on brand choice (tactical success) if consumers face no financial trade-off, while it has a negative effect if a trade-off exists • Donation size has a positive effect on brand image (strategic success) if the framing is nonmonetary, while it has a negative effect if the framing is monetary. If campaigns use a combination of both frames, the effect follows an inverted U shape
Olsen, Pracejus, and Brown (2003) <i>[Journal of Public Policy & Marketing]</i>	Examination of the impact of a percentage donation framing on consumer confusion, inferred donation size, and consumer responses	<p>5 laboratory experiments</p> <ul style="list-style-type: none"> • <u>1 & 2</u>: Following advertisement exposure, participants estimated donation amounts • <u>3</u>: Similar setting to studies 1 and 2, but consumers were given a monetary incentive to accurately estimate the donated amount • <u>4</u>: 2x2 factorial design, where participants viewed advertisements and responded to attitudinal measures • <u>5</u>: one-way, four-level, between-subjects design, where participants viewed 	<p>All studies were conducted with university students:</p> <ul style="list-style-type: none"> • <u>1</u>: 62 participants • <u>2</u>: 142 participants (61 of which advanced undergraduate business students, indicating high accounting knowledge) • <u>3</u>: 29 participants • <u>4</u>: 133 participants • <u>5</u>: 137 participants 	<ul style="list-style-type: none"> • Percentage of profit framing leads to widespread confusion and overestimation of the donated amount, even for consumers who possess accounting knowledge and for consumers who are incentivized to accurately estimate the donated amount • People show higher attitudinal and behavioral responses, the higher the percentage value that is donated to the cause (regardless of whether a percentage of profit or of sales price is communicated)

		advertisements with varying disclosure statements, and estimated donation amounts		
Popkowski Leszczyc et al. (2015) <i>[Marketing Letters]</i>	Investigation of the impact of bidder types and product types on behavior in online charity auctions (i.e., auctions where proceeds are donated to charitable cause)	Large-scale controlled field experiment measured WTP, consisting of auctions on a local internet auction website that was created for academic purposes. A 2x2x80 within-product design was used, with auction type (charity vs. non-charity), presence of covert agent bidder, and products (80 different products) as manipulated factors	n = 320 real-life auctions from a three-day period in November 2004	<ul style="list-style-type: none"> • There are charitable bidders (willing to pay more in charity than in non-charity auctions) and non-charitable bidders (bid the same amount in as in traditional auctions) • Charitable bidders show a higher willingness to pay and a more stable bidding behavior in charity auctions than non-charitable bidders. • Products with a higher value achieve a smaller charitable premium compared to their retail value due to diminishing returns to giving
Rifon et al. (2004) <i>[Journal of Advertising]</i>	Investigation of the impact of conceptual congruence between the company and the cause on attitudinal consumer responses	Laboratory experiment with a 2x2 between-subjects design, where participants viewed a fictitious health website with varied sponsor congruence (high vs. low). The experiment measured attitudes toward the sponsoring brand, the sponsor's credibility, and motive attributions	n = 191 undergraduate students from an U.S. university (Mage = 20 years; 53.4% female)	<ul style="list-style-type: none"> • Greater degrees of fit between the for-profit company and the sponsored cause positively influence sponsorship credibility and attitudinal consumer responses to CRM • This is due to a positive impact of high fit-levels on consumers' perceptions of altruistic corporate motives

<p>Robinson, Irmak, and Jayachandran (2012) [<i>Journal of Marketing</i>]</p>	<p>Investigation of the conditions under which CRM with choice leads to improved consumer responses</p>	<p>5 studies (study 1a as field experiment and studies 1b to 4 as lab experiments)</p> <ul style="list-style-type: none"> • <u>1a</u>: Measuring choice effect on WTP by letting participants buy candy whose proceeds go to charities either chosen by them or the venue • <u>1b</u>: Measuring choice effect on PL, participants read about a calculator sale with varying donation situations • <u>2</u>: Participants rated purchase intentions and company attitudes for a calculator sale • <u>3</u>: Participants read about notebook sales, varied by choice and fit. • <u>4</u>: Participants read about shampoo sales, varied by choice and goal proximity 	<ul style="list-style-type: none"> • <u>1a</u>: 41 adults (parents of children at a skating rink) • <u>1b</u>: 88 students • <u>2</u>: 95 students • <u>3</u>: 112 students • <u>4</u>: 90 students 	<ul style="list-style-type: none"> • Allowing consumers to choose the cause increases customer responses (WTP and purchase likelihood) as long as it increases consumers' perception of personal role in helping the cause, which in turn is influenced by three moderators • Specifically, CRM with choice has a more positive effect on consumer responses when consumers are high in collectivism, when causes with a low perceptual fit between the company and the cause are available for choice, and when the communicated goal proximity is low
<p>Schamp et al. (2023a) [<i>Journal of Marketing Research</i>]</p>	<p>Examination of CRM's overall impact on consumer responses (including both attitudinal and</p>	<p>Synthesization of empirical evidence from different studies through a multivariate meta-regression enabled the determination of the main effects of CRM on consumer responses, while also isolating</p>	<p>n = 159 papers were considered, reporting on 237 empirical studies</p>	<ul style="list-style-type: none"> • On average, CRM shows a moderate effect for attitudinal outcomes and a weak effect for behavioral outcomes, with high levels of heterogeneity across studies • Identification of four pillars to explain this heterogeneity: Transparency,

	behavioral outcomes) as well as moderating effects on those outcomes	certain effects of interest to assess the impact of moderators on CRM's effectiveness		<p>Sincerity Signals, Emotional Attachment, and Purchase Context, that influence the effectiveness of CRM campaigns, with Purchase context being the only pillar that is difficult to amplify for a brand.</p> <ul style="list-style-type: none"> • Philanthropic CSR activities perform better than CRM in terms of attitudinal responses, while discount promotions perform much better in terms of behavioral responses. However, CRM stands out due to its simultaneous influence on both dimensions
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<p>Schamp et al. (2023b) [<i>Journal of Marketing Research</i>]</p>	<p>Investigation of the short-term sales impact of CRM campaigns in the FMCG market</p>	<p>Field study about CMPs' sales lift under actual market conditions:</p> <ul style="list-style-type: none"> • Dependent variable: unit sales • Independent variable: CRM campaign execution, price promotions, advertising expenditures • Sales lift effects were estimated through the application of a hierarchical Bayesian framework 	<p>Analysis based on 63 CRM campaigns across 20 categories, executed over an eight-year period in the German FMCG market</p>	<ul style="list-style-type: none"> • CRM's positive impact on behavioral responses (in the retail FMCG market) is dependent on consumer recognition of CRM at the point of sale, which highlights the importance of product consideration for reasons other than CRM itself • Price promotions can help to increase the consideration likeliness, especially for brands that operate in an unfavorable business context (no relative price advantage, low brand strength, complex category assortment) • The short-term sales impact of CRM is lower than that of conventional price promotions
<p>Stewart, Dalakas, and Wardley (2022) [<i>Services Marketing Quarterly</i>]</p>	<p>Exploration of how the framing of information in CRM messages affects consumer's attitudes and willingness to spend</p>	<p>Online study using a 2 (promoting partner: for-profit vs. nonprofit) by 2 (impact: identifiable vs. statistical) between-subjects design</p>	<p>n = 302 participants that were recruited via MTurk (Mage = 37.43 years, 47% female)</p>	<ul style="list-style-type: none"> • Promoting the CRM partnership through the nonprofit partner results in enhanced consumer responses than promoting it through the for-profit partner • Moreover, these benefits from using the nonprofit instead of a for-profit as the promoting partner are even more pronounced with a statistical victim frame

Strahilevitz (1999) <i>[Journal of Consumer Psychology]</i>	Investigation of how the nature of a product and the magnitude of the donation interact to determine the effectiveness that CRM will have in promoting a product	3 laboratory experiments: <ul style="list-style-type: none"> • <u>1</u>: Participants chose between a charity-linked brand offering a promotional discount • <u>2</u>: Participants chose between a charity-linked brand and a brand that offered products at a lower price (no discount). The charity-linked brand had higher donation magnitudes than in study 1 • <u>3</u>: Participants chose between two CRM brands with different donation magnitudes 	All studies were conducted with students at a U.S. university: <ul style="list-style-type: none"> • <u>1</u>: 92 students • <u>2</u>: 116 students • <u>3</u>: 64 students 	<ul style="list-style-type: none"> • Consumers' sensitivity to donation magnitude per CRM purchase is not as strong as sensitivity to magnitude in the case of Price discounts. • The effect of product type of CRM effectiveness that is observed in literature (higher effectiveness when CRM is conducted with hedonic products) only occurs in the case of large donation magnitudes. This is because if the donation costs are low, many people will donate anyway, regardless of the product type. However, if the donation costs are high, then the product type makes a difference
Strahilevitz and Myers (1998) <i>[Journal of Consumer Research]</i>	Examination of how the nature of the product being promoted (hedonic vs. utilitarian) influences the effectiveness of using Cause Related Marketing	3 studies: <ul style="list-style-type: none"> • <u>1</u> (Laboratory Experiment): Participants chose between receiving money or a charity donation, either with a practical product or a frivolous product • <u>2</u> (Laboratory Experiment): Participants chose between brands of practical and brands of frivolous products, each 	All studies were conducted with students from an American university: <ul style="list-style-type: none"> • <u>1</u>: 150 students • <u>2</u>: 264 students • <u>3</u>: 1200 dormitory residents 	<ul style="list-style-type: none"> • Charity incentives are more effective in promoting hedonic products than in promoting utilitarian products • The authors propose that the reason for this observation is that affect-based complementarity (i.e., the positive emotions derived from contributing to a charitable cause complementing those generated by the acquisition of the product) is greater in case of hedonic products since CRM leads to a reduction of consumption guilt, which frequently

		<p>with a cash rebate or a charity donation</p> <ul style="list-style-type: none"> • <u>3</u> (Field Experiment): Participants received coupons for either a cash rebate or a charity donation, redeemable at a frivolous or a practical store 		occurs in case of hedonic products
<p>Tsiros and Irmak (2020) [<i>Journal of Marketing Research</i>]</p>	<p>Examination of the impact of donation frames on consumer responses to CRM, alongside an analysis of consumer motivations for their responses to donation frames</p>	<p>4 studies:</p> <ul style="list-style-type: none"> • <u>1</u> (Laboratory experiment) to examine how donation amount and donation frame affect consumer purchase intentions • <u>2</u> (Online laboratory experiment) to replicate the first study's findings in a broader sample using an actual ongoing campaign and to introduce a measure of perceived personal contribution • <u>3</u> (Field experiment) to test the findings of previous studies in a real-world setting by observing actual purchase behavior at a Farmers Market Study 4 (Online experiment) to investigate 	<ul style="list-style-type: none"> • <u>1</u>: 223 students (53% female, Mage = 19.2 years) • <u>2</u>: 934 participants (58% female, Mage = 34 years) from Amazon's Mechanical Turk (MTurk). • <u>3</u>: 450 customers at a lunch stand of a Farmers market that serves Hawaiian cuisine. • <u>4</u>: 213 participants (55% female, Mage = 33.7 years) from MTurk 	<ul style="list-style-type: none"> • Details of the donation amount and donation frame should be communicated openly (provided they are designed in accordance with the following findings) • For minimum donation frames, a lower donation limit results in more favorable consumer reactions compared to a higher limit. Conversely, for maximum donation frames, higher amounts lead to an increased consumer participation compared to lower amounts (which in essence makes the use of a maximum donation limit obsolete since its primary goal is cost control) • These effects are explained by consumer's perception of their personal contribution to a cause is important to them • Furthermore, these effects are more likely to be observed among

		how the perceived importance of the cause influences the impact of donation frames and amounts on willingness to pay		consumers who attach high importance to the cause
Varadrajan and Menon (1988) <i>[Journal of Marketing]</i>	Explanation of the concept of CRM, its characteristics, and how organizations can benefit from its successful implementation	The explanations are based on a conceptual review and synthesis of existing literature and practical examples in the field of CRM	No sample indicated	<ul style="list-style-type: none"> • Corporate philanthropy has evolved from a voluntary response to social issues, to an investment-focused consideration. CRM is one version of this investment-oriented form of corporate philanthropy that is prevalent today • CRM is characterized by a transaction-based definition, which highlights the dependence of a cause's support on the transactions between the buyers and the company as the central feature of CRM • Description of the various decision dimensions of CRM without providing clear recommendations based on empirical findings

<p>Winterich and Barone (2011) [<i>Journal of Marketing Research</i>]</p>	<p>Investigation of how social identification, including self-construal (interdependent vs. independent) and cause-related social identities, influences consumer preferences for discount-based (traditional cents-off price discount) versus donation-based promotions</p>	<p>5 studies, comparing discount-based and donation-based promotions (assuming discount levels equal the charitable contribution)</p> <ul style="list-style-type: none"> • <u>1</u> (Laboratory experiment): Participants evaluated different promotions (discount, identity-congruent donation, identity-incongruent donation) for bottled water • <u>2a</u> (Laboratory experiment): Participants evaluated promotion preferences for identity-congruent causes with manipulated identity salience • <u>2b</u> (Laboratory experiment): Participants completed a writing task to activate specific social identities, assessing how this influences their preferences for promotional offers. • <u>3</u> (Field experiment): Participants were given the choice between two coupons after being 	<ul style="list-style-type: none"> • <u>1</u>: 168 students (52% female) • <u>2a</u>: 225 students (33% female) • <u>2b</u>: 252 students (54% female) • <u>3</u>: 133 participants, including university staff and students (78% female, Mage = 30.64 years) • <u>4</u>: 168 students (47% female) 	<ul style="list-style-type: none"> • Independent consumers evaluate discount promotions more favorably than interdependent consumers, while interdependent customers evaluate a donation featuring a congruent charity more favorably than independent consumers • Inefficient charities can decrease the likelihood of interdependent consumers to choose the donation-based promotion • Product type affects promotional preferences, with independent consumers showing a stronger preference for donation promotions when the product is indulgent
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		<p>informed about the charity's efficiency</p> <ul style="list-style-type: none"> • <u>4</u> (Laboratory experiment): Participants were given the opportunity to purchase either an indulgent (candy bar) or a non-indulgent product (health bar). This study was conducted online using Amazon's Mechanical Turk 		
<p>Zdravkovic, Magnusson, and Stanley (2010) [<i>International Journal of Research in Marketing</i>]</p>	<p>Investigation of the impact of fit on attitudinal responses and decomposition of fit into ten "micro" sub-dimensions or two "macro" sub-dimensions</p>	<p>2 laboratory experiments:</p> <ul style="list-style-type: none"> • <u>1</u>: Participants evaluated 16 CRM ads and described the fit between the brands and an NGO. Content analysis was used to identify sub-dimensions of fit • <u>2</u>: Questionnaires, in which participants rated the fit between brands and causes in 9 advertisements 	<ul style="list-style-type: none"> • <u>1</u>: 22 graduate students at an American University • <u>2</u>: undergraduate students at an American university 	<ul style="list-style-type: none"> • Fit between the social cause and the brand has a significant influence on attitude of consumers toward the brand in general and the CRM campaign in particular • Identification of two broad macro-dimensions (prominence fit and marketing strategy fit), each of which consists of five "micro" sub-dimensions and influences the overall perceived cause-brand fit • While greater familiarity with the cause increases the effect of fit on brand attitude, it also diminishes the effect of fit on attitude toward the sponsorship

Comparative Literature Table

Study		Methodology			Marketing Mix					Consumer Responses		
		Lab Exp.	Field Study	Meta Analysis	Product	Partnership	Donation	Price	Place	Promotion	Attitudinal	Behavioral
This study					x	x	x	x	x	x	x	x
Aghakhani, Carvalho, and Cunningham	2020	x				x					x	x
Andrews et al.	2014	x	x					x				x
Arora and Henderson	2007	x				x	x				x	x
Ballings, McCullough, and Bharadwaj	2018		x		x			x				x
Barone, Miyazaki, and Taylor	2000	x			x			x				x
Cavanaugh, Bettman, and Luce	2015	x							x	x		x
Chang	2008	x			x		x	x			x	x
Chang and Chu	2020	x	x		x							x
Chen and Huang	2016	x								x	x	
Fan et al.	2020			x	x	x				x	x	x
Folse, Niedrich, and Grau	2010	x					x				x	x
Koschate-Fischer, Stefan, and Hoyer	2012	x			x	x	x		x			x
Kull and Heath	2016	x				x					x	x
Kuo and Rice	2015	x			x	x						x
Lagomarsino and Lemarié	2022					x				x	x	x
Müller, Fries, and Gedenk	2014	x					x			x	x	x
Olsen, Pracejus, and Brown	2003	x					x				x	x
Popkowski Leszczyc et al.	2015		x		x							x
Rifon et al.	2004	x				x					x	
Robinson, Irmak, and Jayachandran	2012	x	x			x				x		x
Schamp et al.	2023a			x	x	x				x	x	x
Schamp et al.	2023b		x					x	x	x		x
Stewart, Dalakas, and Wardley	2022	x				x				x	x	x
Strahilevitz	1999	x			x		x	x				x
Strahilevitz and Myers	1988	x	x		x				x			x
Tsiros and Irmak	2020	x	x	x			x			x		x
Varadrajan and Menon	1988					x				x		
Winterich and Barone	2011	x	x			x				x	x	x
Zdravkovic, Magnusson, and Stanley	2010	x				x				x	x	

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Affidavit

I hereby declare that I have written the enclosed Bachelors thesis myself and that I have not used any outside help that is not apparent from the information I have provided. I also assure that this thesis or parts thereof have not been submitted by myself or by others as a performance record elsewhere. Literal or analogous adoptions from other writings and publications in printed or electronic form are marked. All secondary literature and other sources are identified and listed in the bibliography. The same applies to graphical representations and images as well as to all internet sources and answers generated by AI-based applications. I further agree that my work may be sent and stored anonymously in electronic form for the purpose of plagiarism checking. I am aware that correction of the work may be waived if this declaration is not given.

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