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FACTORS CONTRIBUTING TO SUCCESS FOR CRM CAMPAIGNS:
ATTITUDES OF GENDERS TOWARD DIFFERENT TYPES OF CAUSES
AND CORPORATIONS

presented by

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of the requirements for

Master of Arts degree in Public Relations

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**FACTORS CONTRIBUTING TO SUCCESS FOR CRM CAMPAIGNS: ATTITUDES
OF GENDERS TOWARD DIFFERENT TYPES OF CAUSES AND CORPORATIONS**

By

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ABSTRACT

FACTORS CONTRIBUTING TO SUCCESS FOR CRM CAMPAIGNS: ATTITUDES OF GENDERS TOWARD DIFFERENT TYPES OF CAUSES AND CORPORATIONS

By

Alexandra Magalhães Vilela

Cause-related marketing is a strategy that became popular during the 1980s to support worthwhile causes and help companies to improve their image while increasing purchase intentions among their target market.

The social issues with which women and men are more concerned, and the attitudes of genders toward different types of causes (local and national) and companies (local and national) which support social causes are investigated in this quantitative study. After a pretest, where respondents were exposed to 16 different issues, eight different questionnaires were built and administered to 208 respondents.

The findings failed to support the three hypotheses of this research, but indicated other interesting results, such as: 1) Women care more than men about some social issues; 2) No differences between genders were found in issues that men care more about; 3) Respondents have more positive attitudes toward a national company sponsoring a local cause than a national company sponsoring a national cause; 4) Respondents also more highly favored a national company sponsoring a local cause than a local company sponsoring a local cause; 5) Finally, respondents are more supportive toward a local company sponsoring a national cause than a national company sponsoring a national cause.

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To my parents, Wanderly and João, the
people whom I love most in the world.

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INTRODUCTION

Although cause-related marketing (CRM) is an old marketing strategy (Kelley, 1991; Adkins, 1999a), it became popular in the beginning of the 1980s, with the American Express campaign to raise funds to restore the Statue of Liberty (Ross, Stutts & Patterson, 1990-1991; Kelley, 1991; Shargorodski, 1992; Webb & Mohr, 1998; Akins, 1999a; Welsh, 1999). A penny from each transaction using the American Express card was donated to the restoration fund (Shargorodski, 1992). The campaign also included a donation of \$1 for every new account approved by the company, and raised over \$1.7 million for restoring the Statue of Liberty. The credit card's use was increased by 28 percent in the first month of the promotion, compared with the previous year, and the company raised the number of new card applications by 45 percent (Adkins, 1999a).

The expression CRM was created by American Express, although it was not the first company to use the Statue of Liberty for marketing purposes. Caesar reports that Joseph Pulitzer asked for the public's contribution to build the Statue's pedestal, as soon as it arrived in New York from France. The donor would have the right to have her/his name in print. As a result, Pulitzer increased the circulation of his newspaper, and at the same time raised the money for the Statue's pedestal (Caesar, 1986; Caesar, 1987).

There is little empirical research that has studied the effectiveness of CRM, which can be defined as a marketing strategy focused on helping worthy causes, enhancing corporate external image, improving purchase intentions, achieving free publicity (Varadarajan & Menon, 1988; Webb & Mohr, 1998; Meyer, 1999) and differentiating a

company from competitors (Meyer, 1999). It is also a good way to raise money for social causes (Ross, Stutts & Patterson, 1990-1991; Ross, Patterson & Stutts, 1992).

CRM EXAMPLES

Ben & Jerry's, a distinguished nationwide company which cares about social issues, is another good example of success in CRM development. As a Vermont-based manufacturer of ice cream, frozen yogurt and sorbet, founded in 1978 by childhood friends Ben Cohen and Jerry Greenfield, the company started with a \$12,000 investment. The corporation soon became popular not only for its innovative flavors, but also for its social mission (Ben & Jerry's, 2000).

Cohen and Greenfield have lobbied against federal military spending and in favor of "federally-backed" social programs. The organization is very innovative in working to improve the quality of life of a broad community – local, regional, national and international. The company contributes 7.5 percent or more of its pre-tax profits to social change, disadvantaged groups, proposals relating to children and families, as well as trade and environmental practices that reduce economic inequities and help restore the environment and the earth (Ben & Jerry's, 2000; PR Newswire, 2000).

Among other companies currently sponsoring social issues, there are Avon with the Breast Cancer Awareness Crusade; Tesco, which sponsors computers for schools; Reebok, promoting the 16-county tour of Human Rights Now; Kellogg's with Kids Help Line; and many other corporations around the world supporting a cause with the purpose of promoting themselves at the same time (Adkins, 1999b).

Relevance

CRM is an important strategy adopted by companies. The practice is not rare, and many companies are involved in these types of programs (Kelley, 1991). Some articles report that several companies accomplished many of their objectives adopting CRM as a strategy. Ross, Stutts and Patterson suggest that CRM is an adequate strategy to raise money for philanthropic organizations, considering that half of their respondents stated that they have bought products/services from organizations sponsoring CRM because they wanted to support the cause (Ross, Stutts & Patterson, 1990-1991).

Oldenberg (1992) confirms that more than 4,000 companies were involved with such programs in the early 1990s. Organizations of all sizes are increasing their investments in CRM. The adoption rate of such programs is around 40 percent, and the primary benefits sought are company image enhancement and product marketing support (File & Prince, 1998). In 1996, American corporations invested approximately \$600 million on this activity – twice the amount invested in 1993 (Cone Communications, 1997).

From the point of view of consumers, CRM is also an important activity sponsored by companies. As a strategic marketing practice, which links company and social issue, the 1997 New Cone/Roper CRM Trend Report found that 76 percent of consumers would change to brands associated with CRM if price and quality of product/service were equal (Business Wire, 1997). Ross, Stutts and Patterson (1990-1991) also found that 54 percent of their respondents would try a new brand sponsoring CRM if they consume the product category.

Consumers are willing to pay more for a product/service that has a long-term commitment to make the world a better place to live (Business Wire, 1997; Webb & Mohr, 1998), especially when the causes match their expectations. In addition, Barnes (1991) reports that 58 percent of consumers think that it is important to buy from companies which sponsor a charitable cause.

Consumers are more inquisitive about the behavior of private corporations, and their concerns can significantly influence their purchase intentions. Webb and Mohr (1998) report that CRM campaigns can induce consumers to perceive the sponsoring company more favorably and affect their purchase behavior. Therefore, companies should be careful that their images are compatible with the causes they support and that the same causes are meaningful to their target group.

This study will provide some insights about the relationship among genders, types of social causes and sizes of corporations sponsoring CRM to a new level that can benefit consumers, nonprofit organizations, corporations and the public in general.

CHAPTER ONE

REVIEW OF THE LITERATURE

This review of the literature examines several key concepts, including some primary background of basic terms, such as marketing, advertising, promotion and public relations; and other relevant topics, as well as, CRM, corporate social responsibility, purchase intention and brand affinity, congruency and gender roles.

Background of basic terms

This section defines some basic terms related to CRM. Because different authors outline CRM in distinct programs or strategies, it is necessary to explain the precise meaning.

MARKETING

Marketing can be defined as “a human activity directed at satisfying needs and wants through exchange processes,” (Kotler & Armstrong, 1987, p. 4). The authors explain “needs” in three levels: 1) physical, such as clothes, food and protection; 2) social, such as friendship and fondness; and 3) individual, in terms of receiving information and communicating ideas. Related to “wants,” Kotler and Armstrong suggest that the word is adapted to the culture and characteristics of each person and the environment where someone is situated. In addition, “demands” means the process of buying products in the marketplace to satisfy a necessity, and “products” can be described as everything available in the market which can satisfy the “needs” and “wants.” “Exchange” is explained as a process to give and receive “products” that can fulfill the “needs” and “wants” of an individual, and “transaction” is basically the same

idea of value or measurement of the “exchange.” Finally, they defined “market” as a group of consumers or potential consumers for a “product” (Kotler & Armstrong, 1987).

Marketing is mainly an activity based on research, product, packaging, distribution, price and promotion. Sometimes, people have trouble distinguishing marketing from public relations activities. However, they have different functions. While marketing develops the relationship between the company and consumers, in terms of transactions, public relations extends this relationship among stakeholders – consumers, employees, investors, neighborhood, government and other types of publics (Cutlip, Center & Broom, 2000).

*

Marketing, then, is an activity that promotes exchange transactions, in terms of value, between consumers and identities, which provides the product/service, with the purpose of satisfying “needs and wants” of groups involved.

ADVERTISING

The American Marketing Association’s definition for advertising, commonly used, is: “any paid form of nonpersonal presentation and promotion of ideas, goods, or services by an identified sponsor,” (Jugenheimer & White, 1980, p. 10; Kotler & Armstrong, 1987, p. 418).

Peter and Olson (1999) add that this nonpersonal presentation also includes information which is communicated to the public through mass media vehicles, such as TV, radio, newspapers, magazines, outdoor advertising and other types of vehicles. As Cutlip, Center and Broom pointed out, advertising is “a controlled method of placing messages in the media.” This is unlike publicity, where there is no control and

corporations do not pay for time and space (Cutlip, Center & Broom, 2000, p. 11).

Furthermore, advertising is an “indirect” instrument of persuasion to create a positive attitude toward a product/service and induce purchase intention (Rossiter & Percy, 1997).

As an instrument of the marketing mix, advertising is used to build brand awareness, brand equity or value, and to increase popularity of the product/service (Anschuetz, 1997; Rice & Bennett, 1998).

*

In summary, advertising is a nonpersonal activity with the purpose of communicating ideas and information about a company and/or product/service (and consequently creating favorable attitudes toward them) through a controlled form in mass media vehicles.

PROMOTION

Some authors define promotion as the marketing communication mix including four categories: 1) advertising; 2) sales promotion – to increase sales for a short period by offering some incentives; 3) personal selling – direct selling with one or more potential buyers; and 4) publicity – free advertising or unpaid form of promoting a product/service, company or brand where the company does not buy/sponsor any time or space in the media to promote its product/service or firm (Kotler & Armstrong, 1987; Peter & Olson, 1999). Rossiter and Percy (1987) describe promotion as a “direct” instrument of persuasion for consumers to buy products/services.

*

The essence of the definition is that promotion is a program adopted by a company with the purpose of persuading a group of people to consume its

product/service. This program can involve four types of activities: 1) advertising; 2) sales promotion; 3) personal selling; and 4) publicity.

PUBLIC RELATIONS

Cutlip, Center and Broom define public relations as “the management function that establishes and maintains mutually beneficial relationships between an organization and the publics on whom its success or failure depends,” (Cutlip, Center & Broom, 2000, p. 6).

The International Public Relations Association, since 1978, has adopted the definition of public relations as “the art and science of analyzing trends, predicting their consequences, counseling organization leaders, and implementing planned programs of action which will serve both the organization’s and public’s interest,” (Grunig & Hunt, 1984, p. 7-8).

The Public Relations Society of America (PRSA) describes public relations as a “means for the public to have its desires and interests felt by the institutions in our society. It interprets and speaks for the public to otherwise unresponsive organizations, as well as speaking for those organizations to the public,” (L. Etang, 1994, p. 114). It has the “means to achieve mutual adjustment between institutions and groups establishing smoother relationships that benefit the public,” (L. Etang, 1994, p. 114).

The British Institute of Public Relations has another concept of public relations: “the deliberate, planned, and sustained effort to establish and maintain mutual understanding between an organization and its public,” (Grunig & Hunt, 1984, p. 7). There are many other distinct or similar definitions of the same practice, and for this reason many books address more than one concept.

L. Etang (1994) added that public relations can be considered a planned activity, which interacts through corporations, consumers and the public with the goal of reaching mutual understanding. However, sometimes public relations is viewed from outside as a “manipulative” and “exploitative” activity of some corporations.

Some authors consider publicity as part of this practice. Kotler and Armstrong (1987), for example, list three main objectives for public relations: 1) develop positive publicity for the corporation; 2) enhance its image; and 3) deal with negative rumors and crises inside the company.

There are also five important tools in public relations: a) press relations – information to be placed in the mass media about the product/service, corporation, event and person; b) publicity – unpaid article in the media about the product/service of the firm; c) corporate communications – internal or external information about the corporation; d) lobbying – relationship with legislators and government to deal with regulations related to the company, product or service; and e) counseling – advising company staff about public issues and image (Kotler & Armstrong, 1987).

Grunig and Hunt (1984), on the other hand, explained public relations in four different models: 1) press agency/publicity – one-way communication, with propaganda purposes when promoting some beliefs (mix of truth and exaggeration); 2) public information – propagation of information in the corporation, government or nonprofit organization, also in a one-way communication; 3) two-way asymmetrical model – keeping communication with the public, adjusting the message to the company’s purpose; 4) two-way symmetrical model – the so-called perfect form of communication, keeping communication between the corporation and the public with the purpose of mutual

understanding. Corporate social responsibility is a good example of the two-way symmetrical model.

★

Definitions vary, but the core meaning of the concept of public relations is similar in most texts. Ideal public relations would be an activity to maintain two-way symmetrical communication among organizations and groups of interest with the purpose of reaching mutual understanding and benefits. However, it is very hard for companies to perform this ideal public relations model, considering that sometimes their main interests do not fit this process.

CRM: definition and goals

Cause-related marketing (CRM), a strategy that has been used for many years, became a larger trend in the beginning of the 1980s, and has become popular among organizations, employees and consumers (Kelley, 1991). CRM is basically a marketing process focused on some objectives, such as helping worthy causes, improving corporate external image, giving free publicity for the sponsor, differentiating the company from competitors (Varadarajan & Menon, 1988), increasing purchase intention and word-of-mouth (File & Prince, 1998), creating loyal customers, and especially, improving sales (Gifford, 1999).

Although Ross, Patterson and Stutts (1992) define the term as having almost the same goals as the authors above, they consider CRM as an advertising campaign, and not a marketing strategy, to support worthy causes. Adkins also defines CRM based on the concept of business in the community as “a commercial activity by which business and charities or causes form partnership with each other to market an image, product or

service for mutual objectives,” (Adkins, 1999a, p. 20). For Campbell, Gulas and Gruca (1999), CRM is a process which links the purchase of a product by consumers and the company’s philanthropy to a nonprofit organization, in a “win-win-win” situation. Therefore, the company increases sales, the charity receives its donation, and consumers have some advantages, such as contributing to a worthy cause through buying products with low prices or some other rewards.

There are also professionals who explain CRM as a strategic public relations program adopted by companies to donate money to nonprofit organizations focused on their own (corporate) objectives (Mullen, 1997).

Shell (1989), Kelley (1991) and Welsh (1999), on the other hand, view CRM as a promotion program with the purpose of making money for the business. Based on their concepts, in this promotion strategy, companies donate a percentage of their sales to a cause. However, Varadarajan and Menon (1988) affirmed that CRM is not only promotion, charity, sponsorship and public relations activities, but a mix of all of them.

In addition, Mendleson and Polonsky (1995) emphasize that the term CRM should not be mistakenly used as “green marketing,” which is related to environmental issues. Kelley (1991) also believes that these differences in CRM concepts occur because this “promotional vehicle” is relatively new in the market.

*

The expression CRM became known in business and industry in 1981, when the American Express Co. launched a three-month-long campaign to raise funds to restore the Statue of Liberty (Ross, Stutts & Patterson, 1990-1991; Kelley, 1991; Shargorodski, 1992; Webb & Mohr, 1998).

PUBLIC OPINION

Since that time, despite little empirical research discussing the effectiveness of CRM, academic and trade research mention that consumers have supported this type of program when it is sponsored by corporations (Varadarajan & Menon, 1988; Webb & Mohr, 1998). The public (67.6 percent) normally thinks that CRM is a good way to increase money for social causes (Ross, Stutts & Patterson, 1990-1991; Ross, Patterson & Stutts, 1992).

The first Benchmark Survey on Consumer Attitudes toward CRM (the Cone/Roper Benchmark Survey on Cause-Related Marketing) indicated that the majority of Americans (66 percent) believe that CRM is a very effective strategy to help the country solve social problems. In addition, 64 percent of consumers believe that CRM should be part of a company strategy, and 84 percent of adults believe that CRM is responsible for the positive external image of a company (PR Newswire, 1993).

EXPLOITATIVE

Rifon, Choi and Trimble challenge the implicit assumption that corporate alliance with social issues or events always develops a favorable attitude toward the company, and creates positive brand perceptions in consumers' minds. The findings support their contention that consumers actively judge the motives of the sponsoring company. Those judgments, in turn, affect consumers' responses and attitudes to the strategy (Rifon, Choi & Trimble, 2001).

Furthermore, companies should ensure that their product/service and cause match the same "territory" in consumers' minds (Pringle & Thompson, 1999). Companies can be viewed by the public as exploitative when they donate money to help worthy causes,

especially if their product/service is unrelated to the cause or what their target audience was expecting (Webb & Mohr, 1998; Pringle & Thompson, 1999; Rifon, Choi & Trimble, 2001). Rifon, Choi and Trimble (2001), for instance, found that congruency or compatibility led to attitude enhancement for moderately liked companies, with benchmark attitudes being an important factor. For well-liked companies with moderate credibility, they lost credibility when there was a lack of “fit,” but attitudes toward the company remained the same.

These authors noticed that this incompatibility could affect the attitudes of consumers toward the ad and purchase intentions. Therefore, the core of attention of every corporation should be to develop a social issue campaign that fits well with the expectations of its target audience and its product/service.

Ross, Stutts and Patterson (1990-1991) and Webb and Mohr (1998) also believe that sometimes consumers do not trust that the organizations will use the money raised in the way that they promise in their campaigns, indicating an uncertainty about honesty, fairness and trust in the promotion. Webb and Mohr indicate that consumers perceive “inequity” in the amount donated to charity and the real gain for the organization. There is the concern that CRM campaigns induce consumers to buy products/services that are not needed, more expensive, or of inferior quality (Webb & Mohr, 1998).

TYPES OF CAUSES SUPPORTED

Mack highlights an interesting tendency in the market: the relationship between types of events and the characteristics of the companies sponsoring them. Family-owned businesses tend to sponsor more health related events. Mack also found that when the number of employees increases, organizations are more likely to support educational

events. Respondents with higher education are more sensitive to cultural sponsorship (Mack, 1999).

Ross, Stutts and Patterson (1990-1991) indicate that causes aimed at curing a disease (cancer, muscular dystrophy, and birth defects), supporting disaster relief, providing shelter for the homeless, and protecting the environment are more popular among the public, receiving high ratings. Consultant Jerry C. Welsh, president of Welsh Marketing Association, who participated in the American Express campaign for the restoration of the Statue of Liberty, thinks that companies should not sponsor causes related to illness, even if they can be successful. Welsh thinks that companies should not build strategies on “tragedy or sickness” (Kelley, 1991, p. 60).

The Pew Internet (2000) reports that more than 57 percent of Internet users search for health or medical information every week. Because of the relevance that this health information may evoke to these consumers, this procedure might be classified as a high involvement search experience, and consequently, the sponsorship messages linked to those Web sites would be of a high involvement as well, especially when the sponsor matches the health information.

AMOUNT OF THE CONTRIBUTION

Ross, Stutts and Patterson (1990-1991) found that the amount of the contribution would influence consumers’ purchase intention, although it is not a crucial factor in their decision. Consequently, as much as the company donates to a cause, more believable for consumers is the intention of this company to support that cause. When the amount of contribution is small, consumers may be concerned about the real intention of the company (e.g. self-promotion as the main purpose).

SUMMARY

CRM is a strategy with the purpose of helping worthy causes, enhancing corporate image, increasing sales, creating favorable attitudes toward the company and getting free publicity from the media. The strategy became popular with the American Express campaign to raise funds to restore the Statue of Liberty (Ross, Stutts & Patterson, 1990-1991; Kelley, 1991; Shargorodski, 1992; Webb & Mohr, 1998).

Although some people view the company as exploitative when it sponsors a social cause, the majority of Americans believe that CRM is an effective strategy to help worthy causes and to build a positive image of a company (PR Newswire, 1993).

Some studies report that the size of company sometimes determines the type of causes supported by the organization. For instance, family-owned businesses tend to sponsor more health events, while companies with large numbers of employees are more likely to support educational programs (Kelley, 1991; Mack, 1999).

Corporate social responsibility

Corporate social responsibility is the behavior adopted by companies with the purpose of sponsoring a positive issue in society. Companies enhance their image by propagating their help to the community through publicity. It benefits both the corporation and community (L. Etang, 1994). It demonstrates a sense of altruism, courtesy, civic virtue, sympathy or empathy (Mullen, 1997; Campbell, Gulas & Gruca, 1999; Menon, Menon, Chowdhury & Jankovich, 1999). Cutlip, Center and Broom (2000) say that corporations have responsibilities to the community. They should provide jobs, pay taxes, sponsor nonprofit health, environmental, cultural, social and educational programs.

In addition, studies suggest that some companies donate to charity when they feel some social obligation or pressures from consumers, communities, media and the public in general to behave in that way. Sometimes, companies do not perceive the larger benefits of this program for everyone involved, such as companies, stakeholders and communities (L. Etang, 1994; Campbell, Gulas & Gruca, 1999).

GOALS AND PURPOSE

There are four goals for companies to act with social responsibility: 1) to improve the community relationship with philanthropic programs; 2) to participate with humanitarian efforts in the community; 3) to contribute to environmental responsibility; 4) to respect their consumers, offering low price and caring about social issues (Mullen, 1997).

Corporate social responsibility has become an important activity because it helps the company to build and enhance good image and reputation to the external public and stakeholders, and communicates to the community which type of company is in the market. It is also considered an investment against any type of crisis that the company may have in the future (L. Etang, 1994).

A study conducted by AIESEC (the International Association of Students in Economics and Management) and The Prince of Wales Business Leaders Forum found that 50 percent of respondents felt that companies have social responsibility to their customers (Adkins, 1999b). The first Benchmark Survey on Consumer Attitudes toward Cause-Related Marketing (PR Newswire, 1993) indicated that one-third of Americans think that company responsibility is the third most important reason in choosing a brand or product/service – after price and quality. On the other hand, companies also are

recognizing that their success depends on their investment in the entire community (Adkins, 1999b).

SOCIAL RESPONSIBILITY, PHILANTHROPY AND CHARITY

L. Etang, contrary to some other authors, makes a distinction between “corporate social responsibility” and “corporate charity or philanthropy.” Corporate social responsibility is based on activities planned for duties and obligations of the company toward its public and community. Corporate charity or philanthropy is an activity with the purpose of generosity, benevolence and altruism (L. Etang, 1994). “Corporate leaders view philanthropy as a way of giving something back into local communities, improving the quality of life for employees, and practicing corporate citizenship,” (Cutlip, Center & Broom, 2000, p. 470). However, both corporate social responsibility and corporate charity or philanthropy strengthen relations between the company and community (L. Etang, 1994).

Corporate social responsibility is often organized by the public relations department of a company, or practitioners responsible for that task. Therefore, the practice is considered an instrument to develop the relationships among the company, consumers and the public in general (L. Etang, 1994).

FEEDBACK

When consumers perceive a corporation as socially responsible, they react more favorably toward the company (Mullen, 1997). Shaw and Post (1993) found that among the advantages that the companies can receive by sponsoring social causes, corporate social responsibility ranks first, followed by increasing corporate image, and free publicity, and in the last stage, increasing sales.

One of the most effective strategies to demonstrate corporate social responsibility is sponsoring CRM, which allows the company to support a worthy cause and at the same time position its product/service in a positive way in the market. Now and in the future, companies cannot focus only on profits and sales. They also need to work in projects for the community and the publics who sustain their business. As Mack (1999) reported, the objective of company sponsorships is to give back to the communities by which the organization is supported, when consumers buy a product/service. Mutual partnerships between companies and communities bring beneficial results for both.

Barone (2000) and Mullen (1997) believe that when a company sponsors a social cause, consumers' choices can be affected depending on how consumers perceive the motivation of the company toward charity. Consequently, a company's support of a social issue determines the responses to CRM efforts.

*

Responsible companies really care about investors, employees, customers, trading partners and especially communities where their businesses are located. Therefore, the solution is to build a social campaign that easily matches all interests: companies, community, consumers, nonprofit organization (depending on the cause), and employees. In addition, they should try to create this strategy in a less exploitative way.

SUMMARY

Because some companies suffer external pressures or believe they have responsibilities or obligations to the community, in addition to providing jobs and paying taxes, they sponsor nonprofit programs in health, environmental, cultural and educational fields (L. Etang, 1994; Campbell, Gulas & Gruca, 1999; Cutlip, Center & Broom, 2000).

Through socially responsible behavior, companies can improve community relationships, participate in the community, contribute to environmental responsibility, and finally respect their consumers by offering some social benefits (Mullen, 1997). Companies can also enhance image, build a positive relationship with stakeholders, increase sales, and obtain free publicity (Shaw & Post, 1993; L. Etang, 1994). One way to perform this behavior is sponsoring CRM.

L. Etang (1994) distinguishes corporate social responsibility from corporate philanthropy by explaining that the first is based on activities planned for duties and obligations of the company toward its public; the second is an activity with the purpose of generosity, benevolence and courtesy.

Purchase intention and brand affinity

Purchase intention and brand affinity are extremely broad subjects. Because they are attitudes, they depend on individual characteristics, such as personality, cultural and social experiences, levels of education, marital status, age, employment, economic situation, place of residence, ethnicity and other variables (Schaffer, 1981). Sometimes, purchase intention and brand affinity are mutually connected, especially when consumers buy a product/service. However, there are not many detailed studies of CRM linked to purchase intention and brand affinity.

Purchase intention is “a decision plan or intention to buy a particular product or brand,” (Peter & Olson, 1999, p. 519). “Intentions are produced when beliefs about the behavioral consequences of the action and social normative beliefs are considered and integrated to evaluate alternative behaviors and select among them,” (Peter & Olson,

1999, p. 512). Brand affinity, preference or choice can also be defined as “the selection of one brand from a consideration set of alternative brands,” (Peter & Olson, 1999, p. 512).

CRM ASSOCIATION

Purchase intention and brand preference are associated with CRM, and are designed to enhance the external image of the company and increase sales, not necessarily in that order. When companies plan to engage in a CRM process, they will already have an advertising campaign strategy to inform consumers and promote this new sponsoring event using an adequate media program.

In the first Benchmark Survey on Consumer Attitudes toward Cause-Related Marketing, 78 percent of adults confirmed they would purchase a product/service of a company sponsoring a cause that they are more concerned with. In the same survey, 66 percent of adults added that they would switch brands or choose one where a worthy cause could receive some benefits. Furthermore, 54 percent of adults said they would pay more for a product/service when the company sponsors issues really important for them (PR Newswire, 1993).

Some studies indicate that both purchase intention and brand choice can be influenced, especially by low price of the product/service, high quality, time of the brand in the marketplace, display of the product, word-of-mouth, distribution and advertising and promotion campaigns (Chintagunta & Prasad, 1998). Anschuetz (1997) also believes that to increase brand loyalty, the product/service should become more popular among consumers.

ADVERTISING AND BRAND AWARENESS

Therefore, advertising is an instrument of the marketing mix used to build brand awareness and increase popularity for the product/service – consequently increasing purchase intention and brand preference (Cobb-Walgren, Rubble & Donthu, 1995; Anschuetz, 1997; Rice & Bennett, 1998). Because normally advertising informs about the product/service and/or company, it brings more knowledge to consumers. This knowledge becomes the link of consumers to the product/service or company.

Certainly, the effectiveness of the advertising to create favorable attitudes and behaviors toward the brand and product/service depends on many factors, such as the quality of its content and on consumers' perceptions (Cobb-Walgren, Rubble & Donthu, 1995). Although price is a relevant element in a consumer's choice and purchase behaviors, for some products this might be relative, according to the low or high involvement of an individual with the product/service and her/his financial situation.

Purchase behavior and brand preference also happen after consumers are influenced by the usage experience of the brand promoted by advertising. Some studies show that previous experience with a product/service is proportionally linked with the repurchase intention. It is easy to understand that consumers make decisions based on their prior satisfaction with the product/service, brand and company. At the same time, they compare what a company has to offer relative to competitors (Bolton, Kannan & Bramlett, 2000).

Profits originated from purchase behavior and brand affinity come not only from "heavy brand buyers," but also from the prolonged process of buying (Anschuetz, 1997), maintained by advertising campaigns. While some of these campaigns have the purpose

of strengthening brand image, others are directed to improve favorable attitudes toward the product/service, such as purchase of the brand (Rice & Bennett, 1998). For that reason, when companies do not support their strategies with advertising campaigns, sales and brand loyalty consequently decrease.

BRAND EQUITY

“Brand equity concerns the value of a brand to the marketer and to the consumer. From the marketers’ perspective, brand equity implies greater profits, more cash flow, and greater market share. From the consumer’s perspective, brand equity involves a strong, positive brand attitude (favorable evaluation of the brand) based on favorable meanings and beliefs that are accessible in memory (easily activated),” (Peter & Olson, 1999, p. 123-124).

Related to brand value or brand equity, Cobb-Walgren, Ruble and Donthu (1995) explain that a consumer’s perception is based on what are called ideas, classified as rational and emotional. These ideas are built by advertising, which can influence the way consumers perceive the quality of a brand (as cited in Ryan, 1991, p. 19).

It cannot be affirmed that low advertising investment by companies will generate a decrease in brand equity or even the opposite process. However, it is known that high advertising investment can produce a high level of brand value, increasing consequently brand choice and purchase intention (Cobb-Walgren, Ruble & Donthu, 1995).

LOYALTY REWARDS PROGRAM

Another way to increase purchase intention and brand preference is through loyalty rewards programs. Bolton, Kannan and Bramlett (2000) define a loyalty program

as a rewards-for-usage of the product/service. In this program, consumers accumulate points, which are redeemed for different types of awards.

Although it is not common, sometimes companies have two different strategies for their product/service or image working simultaneously. For instance, some companies launch a CRM campaign and work at the same time with a loyalty rewards program. In this situation, when both programs are used, the probability that consumers will have higher brand affinity and purchase intention is very significant. Rewards programs also increase the likelihood of building strong and long-term relationships between companies and customers (Bolton, Kannan & Bramlett, 2000).

CONSUMER BEHAVIOR

Nevertheless, if consumers get negative perceptions of a company's reputation, brand or product/service for any reason, it will affect their probability of not repurchasing or recommending them. It means that the effects of unfavorable perceptions have much greater weight in consumers' future behavior toward the company than do favorable impressions (Bolton, Kannan & Bramlett, 2000).

SUMMARY

Purchase intention and brand affinity are extremely broad subjects. They depend on individual characteristics, such as personality, cultural and social experiences, level of education, economic situation, place of residence, ethnicity and other variables. There are few studies of CRM linked to purchase intention and brand affinity. The first Benchmark Survey on Consumer Attitudes toward CRM reports that the majority of adults would purchase a product/service and choose a brand based on the social cause sponsored by a company (PR Newswire, 1993).

Purchase intention and brand affinity can be influenced by dependent and independent controls, such as advertising and promotion campaigns, price, quality of the product/service, distribution, usage experience, word-of-mouth, and other factors (Chintagunta & Prasad, 1998).

Because advertising informs the public about the product/service, brand and company, it is considered an important instrument for consumers to perform purchase and brand choice behavior. Advertising campaigns also build brand awareness, increase popularity of the product/service and company, and prolong the process of buying and repurchasing (Anschuetz, 1997).

To increase purchase intention and brand affinity, companies should create brand equity among consumers. Peter and Olson (1997) explain brand equity as the value of a brand, which involves a strong and positive brand attitude by consumers.

Another way to increase purchase intention and brand affinity is through a loyalty rewards program, which is a rewards-for-usage for the product/service (Bolton, Kannan & Bramlett, 2000).

Companies should work hard to ensure that consumers do not have negative perceptions and do not see negative publicity regarding their products/services and brand. It can affect consumers' behaviors in terms of repurchasing and having a positive attitude toward the brand (Bolton, Kannan & Bramlett, 2000).

Congruency

To understand the relationship among customers, corporations and their products/services, it is necessary to explain the theory of congruency. Webster's New World Dictionary of Media and Communications defines congruency as an approval by

“members of special-interest groups that generally support themes and issues reflecting their own beliefs and interests” (Weiner, 1996, p.140).

Sirgy (1982) and Metha (1999) explain congruency as the “convergence” of consumers’ self-image and how they understand a product/service, brand and corporation. The authors named this theory as “self-image/product image congruence models,” which have the purpose of explaining the matching process of consumer self-image and perceived product image. For the term “self-image,” Ericksen called it “self-concept,” and he emphasized that if the self-concept is important for someone, this person will try to keep and enhance this characteristic. In the process of purchase behavior and brand affinity, a product/service will have value to a consumer, when it matches her/his own self-concepts and beliefs. Therefore, self-concept will also be related to the purchase process of an individual (Ericksen, 1996).

PRODUCT/SERVICE

A product/service is often related to something about the lifestyle of a person who is consuming it. For that reason, consumers look for products/services which have the image congruent with consumers’ self-concept (Levy, 1981). Because purchase is an activity of public “self-expression,” consumers like buying products that match how they think, believe and behave (Hong & Zinkhan, 1995).

Sirgy also affirms that a product/service expresses personal images and characteristics, such as being “friendly, modern, youthful, and traditional,” (Sirgy, 1997, p. 229). Therefore, consumers will be classified according to the features of the product/service purchased.

CRM, CONSUMERS AND COMPANIES

Corporations build their public image based at least in part, on the social causes that they sponsor. Therefore, the associations that consumers perceive from the way a company behaves in its community directly affect their purchase intentions. Ericksen (1996) believes that the product/service, company and cause should match the ideal congruency of consumers' expectations. When this happens, consumers are more favorably disposed toward the company and brand.

Companies looking for a cause to support should match the issue sponsored with their products and the expectations of their target audience. To fit consumers' perceptions when positioning a product using social issues, they should be congruent with the types of issues that consumers feel more favorable toward (Osterhus, 1997). For instance, consumers might be predisposed to support a toy company that sponsors prevention of cruelty to children.

The benefit congruency theory implies that, adjusting in terms of different types of CRM, consumers will have more positive attitudes toward a company or brand (such as purchase behavior or brand choice), when the organization sponsors a cause that has a strong weight in the evaluation of the public and target (Tversky, Sattath & Slovic, 1988; Chandon, Wansink & Laurent, 2000).

CONGRUENCY AND EFFECTIVENESS

Sirgy (1982) suggests that self-image congruency explains the relationship (for instance, "purchase motivation and intention," "brand attitude choice, and adoption," "store preference and loyalty") between product/service and consumers. Hong and Zinkhan (1995) support this idea of congruency with viewers' self-concept and

effectiveness. They state that positive attitudes toward companies were found when consumers and firms' interests and objectives matched.

For instance, self-image congruency and consumer attitudes are based on "product-user image" and the "consumer's self-concept" ("actual self-image¹," "ideal self-image²" and "social self-image³") (Sirgy, 1982; Sirgy et. al, 1997; Sirgy & Su, 2000). The greater the congruency between the product/service image and consumers' self-concept, the more consumers will have positive attitudes toward the product/service, brand and company (Sirgy & Su, 2000).

Congruency also can be operationalized by measuring purchase intention and attitudes toward companies and causes (Hong & Zinkhan, 1995). Adapting empirical findings of LaBarbera, Weingard and Yorkston (1998), by using social issues that are consistent with "consumers' personality-type processing styles," companies can generate positive attitudes toward themselves and increase purchase intention.

Chandon, Wansink and Laurent (2000) suggest that the effectiveness of the congruency strategy is determined by the "utilitarian or hedonic nature" of benefits that this sponsoring can bring to consumers and the congruency of these benefits for the company and consumers. Strahilevitz and Myers find that attitudes of consumers toward a utilitarian product (e.g. TV, refrigerator, or microwave) are more strongly influenced by an advertisement than toward a hedonic product (e.g. food, books or cosmetics). Therefore, donations through CRM have more effective results for a hedonic product than for a utilitarian product (Strahilevitz & Myers, 1998). Consequently, companies

¹ "Actual self-image" is defined based on the way consumers perceive themselves (Sirgy and Su, 2000).

² "Ideal self-image" means the way consumers would like to perceive themselves (Sirgy and Su, 2000).

³ "Social self-image" is the way consumers think they are perceived by others (Sirgy and Su, 2000).

should evaluate this point of view, related to their type of product/service with the strategy that they plan to use. Depending on their product, CRM is not the right strategy if their goals are just to increase purchase intention or profit for the company.

In addition, consumers purchase or have favorable attitudes toward companies or causes that support issues which match consumers' concerns. This is the theory of self-concept, defined by Metha as "the person's perception of oneself," (Metha, 1999, p. 81). When this congruency does not exist, consumers are indifferent or present negative attitudes toward the cause or company. Then, it can be inferred that symbolism and image are relevant instruments that can affect purchase intention (Hong & Zinkhan, 1995), and consumers would be more favorable toward a company or a cause that can enhance consumers' self-esteem (Metha, 1999). If a cause is meaningful for a person, she/he will be proud and satisfied to consume a product of a company which is sponsoring this cause. This person will feel better contributing to or helping with an important social issue.

DECISION-MAKING

Of course, the process of purchasing is associated not only with product image, but also with advertising messages, price of the product/service and other factors (Sirgy, 1982; Sirgy et. al, 1997, Sirgy & Su, 2000). Chandon, Wansink and Laurent emphasize that consumers make their decisions based on the benefits that the companies can offer to them, or how important these benefits are for their values. Consequently, the effectiveness of this strategy depends on the congruency that these benefits have with the product, company, consumer, purchase occasion, performance, price, emotional attachment, social norms and advantages sought (Chandon, Wansink & Laurent, 2000).

SUMMARY

Sirgy (1982) and Metha (1999) explain congruency as the matching process of consumer self-image and perceived product image. It means the value to a consumer of a product/service, when it matches her/his own self-concept and beliefs (Eriksen, 1996).

A product/service expresses personal images and characteristics, such as being “friendly, modern, youthful, and traditional,” (Sirgy, 1997, p. 229). In the same way, companies build and express images through CRM. Ericksen (1996), for example, believes that when product/service, company and cause match the ideal congruency of consumers’ expectations, they will create a positive attitude toward the company and brand. When this congruency does not exist, consumers are indifferent or present unfavorable attitudes toward the cause or company (Metha, 1999).

Self-image congruency and consumer attitudes are based on “product-user image” and the “consumer self-concept” (Sirgy, 1982; Sirgy et.al, 1997; Sirgy & Su, 2000). The greater the congruency between the product/service image and consumers’ self-concept, the more consumers will have a positive attitude toward the product/service, brand and company (Sirgy & Su, 2000).

Some authors suggest that the effectiveness of the congruency strategy is determined by the “utilitarian or hedonic nature” of benefits that this sponsoring can bring to consumers and the congruency of these benefits for the company and consumers (Chandon, Wansink & Laurent, 2000). Therefore, companies should evaluate, for instance, if CRM is the right strategy to use for their products/services to increase purchase intention or profit.

Purchase intention and brand choice are not only associated with product image, but also with the benefits that the product/service, brand and company can offer to consumers. Consequently, consumers make their decisions based on how important these benefits are for their values (Sirgy, 1982; Sirgy et. al, 1997; Sirgy & Su, 2000; Chandon, Wansink & Laurent, 2000).

Gender roles

Bem (1993) defines gender roles as social experiences which are programmed differently for each gender in the society. This author believes that women and men are socialized in a different way to play distinct roles within the society. Eagly also defines gender roles as “those shared expectations (about appropriate qualities and behaviors) that apply to individuals on the basis of their socially identified gender,” (Eagly, 1987, p. 12).

GENDER DIFFERENCES AND CRM

Some researchers believe that women and men have different attitudes, behaviors and opinions toward companies, products/services and social issues based on their own characteristics. Ross, Stutts and Patterson, for instance, suggest that women are more sensitive to CRM than are men (Ross, Stutts & Patterson, 1990-1991; Ross, Patterson & Stutts, 1992). As a result, for these authors, women have more favorable attitudes toward companies and causes than do men (Ross, Patterson & Stutts, 1992).

These characteristics were also observed by Carol Cone, Cone Communications CEO, who reports that women and parents – normally the decision-makers in a purchase process – support CRM (Business Wire, 1997). McDaniel and Kinney (1998) mention the significant difference between genders in purchase intentions, when women react more

positively to companies sponsoring social causes than do men. Hence, companies, planning to sponsor a social issue with a target audience of women should be careful in choosing a cause that fits women's concerns. The same is also true for companies which have men as their main target audience.

CULTURE AND POLARIZATION

Some differences in behaviors between women and men can be explained by sex roles. The genders have been studied by many authors from varied perspectives. Bem (1993), for example, suggests that these differences can be attributed to variances in cultural values and socialization. Cultures make distinctions in what can be considered more appropriate for women and men related to their attitudes and behaviors, such as way of dressing, expressing emotion, sexual options and social roles (Bem, 1995).

In addition, LaBarbera, Weingard and Yorkston (1998) explained people's attitudes based on Jung's theory,⁴ which approached the polarization of each person's behavior during different periods of her/his life, such as rational versus emotional, happy versus sad, attentive versus non-attentive, courteous versus rude and other opposite types of dichotomies. In Jung's theory, people behave using one of these polar opposite "types." There are some people able to use either pole, or others who demonstrate some preference for just one pole. For example, there are people who make decisions for everything concerning their lives, such as their own shopping, schedules, where to go or what to eat or how to dress. Others prefer to have somebody else make decisions for

⁴ Jung's theory "assumes that individuals are born with a preference for some functions over others and, together with their environments, preferences are established" (LaBarbera, Weingard & Yorkston, 1998, p. 32).

them, such as a husband or wife, parents and subordinates because they do not like these tasks or have other priorities.

Bem implies that in society, people should not be classified in categories, and culture should not be organized based upon the differences between women and men, although there are biological distinctions. The author also believes that distinctions between femininity and masculinity, heterosexuality and homosexuality should be reduced to a minimum, in a point that these two poles will not exist anymore. However, she acknowledges it is hard to achieve this absence of polarization (Bem, 1995).

SOCIAL EXPERIENCES

Deaux (1976), Golombok and Fivush (1994) also suggest that women and men have different concerns because they are treated differently from birth. For instance, Deaux affirms that parents are more flexible and tolerant with boys, and stimulate certain dependency in girls. Although parents punish boys more frequently with physical force, Deaux indicates that they praise boys more often when they behave in an expected way. In addition, while girls and boys may learn the same behaviors, Deaux believes that probably they learn in different situations, which allow children to have different attitudes when they become adults (Deaux, 1976).

Golombok and Fivush contend that the genders have basically no differences in cognitive skills, abilities and sensory systems. However, they explain that women and men learn behaviors that are typically female and male. They believe that this difference of gender behaviors can be attributed to variances in cultural values and socialization that happens not only at home, but also through social experiences (Golombok & Fivush, 1994). Social experiences are essentially practices and activities that a group of people

share and gain during the process of their lives. For instance, occupations, schools, jobs, church or religious ceremonies, clubs, friendships, parties, and organizations to which people belong are places where someone develops social practices.

Deaux explains that children imitate behaviors that they see in everyday life. Therefore, they learn that women and men are different. Just by observing women's and men's behaviors (by reading books and magazines or watching television), Deaux believes that children learn what is considered the appropriate attitude for each gender. This author also emphasizes the importance of the media in developing behaviors for each gender. For example, Deaux affirms that television programs and commercials present a relevant stereotypical behavior for the genders (Deaux, 1976).

Golombok and Fivush (1994) also suggest that the type of human a person becomes in the future, her/his social behaviors, attitudes and judgments depend basically on her/his social experiences during an entire lifetime. Eagly (1987) indicates that socialization pressures influence adult social behavior in the process of everyday life. Schaffer (1981) confirms the same idea saying that many of the characteristics of women and men are the sum of socialization practices.

Schaffer (1981) highlights that variables associated with attitudes, such as levels of education, marital status, race, age and employment influence the behaviors of women and men. For this author, liberal attitudes are more frequently observed by both women and men when their levels of education increase. Schaffer finds that younger women and men are generally more liberal. On the other hand, this author indicates that married and widowed people are more conservative and traditional than single or divorced people (as cited in Chandler, 1972; Tavris, 1973).

BODY MOVEMENTS AND POSITIONS

Hall (1984) explains that differences in behaviors, personalities and characteristics between the genders are built based on cultural inheritances. Therefore, women and men will approach issues in life, give more attention to some circumstances, and be more careful about details according to their cultural environment and education received.

For instance, Hall suggests that women and men receive information about appropriate body movements and postures through cultural and social habits acquired since childhood. Hall says that women learn to avoid being “crude,” “sloppy,” or “overbearing” in their physical movements. Men, on the other hand, are taught to avoid “delicate” and “small movements”, and to restrain gestures that can put in doubt their masculinity (Hall, 1984, p. 119). Both genders receive female and male models of behaviors, and can be criticized if they choose the opposite pattern.

Almost two decades ago, Hall believed that women’s absence of free movements could be justified by their types of clothes (e.g. long or short skirts, tight clothes, clothes made by fragile fabrics, and high heels) and grooming (makeup, hair arrangements, necklace, bracelets and earrings), characteristics reinforced by the society. To illustrate, women’s movements tried to prevent displaying their underwear or some private part of their bodies, and they exhibited more frequent self-touching and hand movements. In contrast, Hall mentioned that men were more relaxed in their movements because of their clothing differences (men’s clothing allows broad and expansive movements) as well as behavioral norms in the society (Hall, 1984).

Eagly (1987) says that in social situations (e.g. social meetings and parties), women use their faces and bodies more expressively, showing more body involvement with others, approaching them more closely.

WOMEN AND MEN

Anastasi (1958) earlier defended the same point of view that sex differences were established under cultural and experiential environment, where each gender's learning took place. Consequently, each gender would emphasize and value certain issues more than others. For instance, related to intellectual abilities, Anastasi (1958), Bakan (1966) and Hall (1984) indicated that men have more accomplishment and comprehension in quantitative and mechanical skills, and better physical performance of movements, speed and force.

In the same authors' point of view, women, on the other hand, are more verbal, language and communication oriented. Deaux (1976) states that while girls receive more vocal stimulation, boys receive physical stimulation. Related to voice, Hall (1984) and Eagly (1987) add that women's voices are softer, slower, more fluent, higher pitched and more variable in pitch. Hall (1984) asserts that female voices are more pleasant. This author emphasizes that women are less talkative in mixed groups of both sexes. In a conversation, Hall (1984) and Eagly (1987) suggest that women are less likely to interrupt other people than are men.

Anastasi (1958) and Bakan (1966) believed that women have more accurate manual abilities, perceptions and memory. Eagly suggests that women are more skilled than men to decode and send nonverbal messages. In addition, Eagly indicates that relative to men, women have a tendency to smile and laugh more in social situations, to

act more friendly, and to approach other people more closely and consequently, they are also approached more closely by others (Eagly, 1987).

Golombok & Fivush (1994) also state that women are more relational and care-oriented. Hall (1984) believes that this happens because of women's universal responsibility for child rearing. Eagly (1987) and Meyers-Levy (1988) suggest that women care more about "communal concerns," and have more positive attitudes toward "other-oriented" appeals than do men because of women's tendency of "nurturance" and "care." For instance, some researchers' findings support the notion that women devote themselves completely to others, are helpful, kind, love children, and soothe hurt feelings – affiliation orientation characteristics (Bakan, 1966; Schaffer, 1981; Hall, 1984; Eagly, 1987; Meyers-Levy, 1988).

Meyers-Levy (1988) indicates that women process information comprehensively, seek approval from family and friends, and are concerned with social acceptance. This author explains that women care more about quality of life, modesty and preference for relationships. Bakan (1966) and McClelland (1975) contended that women do not expose their anger and hostility publicly, and are more sensitive of the behaviors of others toward themselves. Hall agrees that women are more likely to see the good in others, be emotionally closer to them, and are more conforming in difficult and unchangeable situations. This author also suggests that women are more liberal in their sex-role attitudes, more anxious and neurotic and less psychotic (Hall, 1984).

Furthermore, Deaux (1976), Schaffer (1981), Hall (1984) and Eagly (1987) believe that women are more passive, subjective, dependent, romantic, emotional, submissive, gentle, oppressed, (socially) sensitive, expressive, neat, tactful, selfless,

interpersonally oriented, less aggressive, easily influenced, and more concerned about economic and social status than are men. These female features result in a tendency for women to change their opinions or to agree more easily with others (Eagly, 1987).

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These are characteristics attributed to each gender by some researchers in studies conducted decades ago. It is important to highlight that there are other authors and especially many women who do not agree with this type of stereotyping. Lifestyle has changed significantly from the 1960s to this new century.

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From Schaffer's point of view, women become aggressive only in response to another aggressive behavior from someone else. He states that normally women show more nonverbal aggression. Schaffer also explains that while women are more likely to receive help, men are more likely to offer help to another person. Therefore, this author suggests that women are helped more and harmed less than are men (Schaffer, 1981).

Another characteristic that Deaux (1976) and Schaffer (1981) emphasize about women is that they tend to identify with other people, especially in critical situations (e.g. mother and wife roles). Schaffer (1981) also adds that some women try to behave in a way that they believe meets others' expectations.

Hall contends that women are better than men at decoding emotional expressions and recognizing faces. Additionally, this author suggests that women are expected to be pleasant and for that reason they smile more than men – an active strategy of appeasement. For Hall, this is also a signal of displaying a female role of submission, nervousness, anxiety and weakness (Hall, 1984).

Some other researchers indicate that men think about moral subjects related to “heroism,” “individual rights,” “principles of justice,” and are more concerned with personal consequences (Golombok & Fivush, 1994). Anastasi (1958), Bakan (1966), Hall (1984) and Eagly (1987) affirmed that instead of being affiliation-oriented, men are more task, instrumental and achievement-oriented. They posit that men are more dominant, forceful, active, self-confident, aggressive, independent, outgoing, competitive, objective, adventurous, ambitious, self-centered, less likely to be influenced, feel superior, make decisions easily and have as main goals material success and assertiveness (Anastasi, 1958; Bakan, 1966; Deaux, 1976; Schaffer, 1981; Eagly, 1987). These perceptions of men’s characteristics result in a tendency of people to pay more attention to male comments and opinions (Eagly, 1987).

Schaffer (1981) believes that men are physically stronger and more aggressive (verbally) than are women. Because of these features, men tend to have more initiative in complex situations and are expected to offer more help to others.

Schaffer (1981) also states that men identify themselves with their occupations, educational levels, and life achievements. This author affirms that men prefer personal space and do not like crowded places – situations when they become more aggressive and hostile.

Bakan classified males’ behavior as agentic-oriented,⁵ and suggested that this is the reason for a higher level of suicide among men. In addition, he indicated that men

⁵According to Bakan (1966), agentic-oriented means to be smarter, aggressive, destructive, achievement-oriented, self-centered, successful in the job, and a leader among others.

have an “egocentric”⁶ personality, while women have an “alterocentric feature”⁷ (Bakan 1966).

CONSIDERATIONS

The findings of some researchers about these traits and characteristics of women and men are controversial. Critics charge they are inaccurate and do not account for individual differences in people. There is lack of certainty about these sex differences (Hall, 1984). Generally, more recent research has acknowledged this. Deaux (1976) and Schaffer (1981) mention that many conclusions related to gender differences are erroneous. For some cases they are biased stereotypes, especially when women and men are expected to behave in a certain way or have different characteristics assigned to their sex categories.

Schaffer (1981) also contends that there are always serious problems in research studies of sex differences and sex roles because the results in data cannot be generalized to the population as a whole. He affirms that there is a tendency for this kind of research to focus only on the differences between genders, but not on their similarities. Sometimes individual differences inside members of the same category have been disregarded in favor of the entire behavior of a group – “all men” versus “all women” (Schaffer, 1981, p. 40).

Schaffer (1981) reinforces another relevant tendency in the academic field. This author suggests that studies which show differences between women and men are much

⁶ Egocentric is a self-centered person, focused on her/his own interest.

⁷ Someone alterocentric is defined as focusing her/his feelings, ambitions and goals on something external from herself/himself (Bakan, 1966).

more likely to be published in professional journals than studies which do not present differences in behaviors.

In addition, Deaux (1976) indicates that there is little evidence about the difference in behaviors of women and men. Deaux posits that this small difference does not justify these stereotyped generalizations. This author believes that human behaviors are more common than sex differences, and social experiences are the main factor to justify attitude distinctions between genders (Deaux, 1976). Eagly (1987) also mentions that psychologists sustain that the genders' similarities are more common than differences. "The similarities between the sexes are as notable as, if not more notable than, the differences," (as cited in Basow, 1986, p. 52).

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This section provides some clues for CRM strategies. The more recent literature suggests that there are more similarities than previously thought. Although some gender differences play an important role, in terms of consumers' attitudes toward the company, product/service and brand, the similarities should also be considered before any marketing, advertising, promotion and public relations programs are begun.

SUMMARY

Because the genders may have their own characteristics, some researchers believe that they exhibit different attitudes and behaviors toward a company, brand, product/service and social causes. Ross, Stutts and Patterson (1990-1991) suggest that women are more sensitive to CRM than are men. Carol Cone, Cone Communications CEO, reports that women and parents support CRM (Business Wire, 1997). McDaniel

and Kinney (1998) also emphasize that women have more favorable attitudes toward companies sponsoring CRM than do men.

Some differences in behaviors between women and men may be explained by sex roles. Bem (1993), for example, indicates that these differences can be related to cultural values and social experiences. LaBarbera, Weingard and Yorkston (1998) approach people's attitudes based on polarization of each person's behavior, although Bem (1995) believes that people should not be classified in categories of extremes poles.

Golombok and Fivush (1994) suggest that these differences between women and men are based on variances in cultural values that genders learn through social experiences during an entire life.

Anastasi (1958), Bakan (1966) and Schaffer (1981) implied that sex differences were established under cultural and experiential environment, including where each gender was educated. All of them highlighted these differences, declaring that women are more communication oriented, and have more manual abilities, perception and memory.

Bakan, (1966), Schaffer (1981), Hall (1984), Eagly (1987), and Meyers-Levy (1988) also emphasize that women have more communal concerns and are other-oriented because of their nurturance and affiliation orientation characteristics.

Some other researchers believe that men are more oriented to heroism, individual rights, principles of justice, and personal concerns (Golombok & Fivush, 1994).

However, more recent research shows that distinctions between genders cannot be assumed. These traits and characteristics of women and men are controversial, may be inaccurate and do not account for individual differences in people.

CHAPTER TWO

PURPOSE OF THE STUDY

The purpose of this study is to provide some directions to companies sponsoring a social issue, and to nonprofit organizations, which will receive the contributions donated as the result of CRM campaigns. The research's main goal is to empirically investigate the correlation between attitudes of genders toward different types of causes and corporations (local and national).

In the first stage, a pretest was conducted to find the social issues with which women and men might be more concerned. These findings in the pretest helped to build the survey structure and were also used to support the results of match and no match issues that genders care more about.

The second stage, supported by the survey, explores the attitudes of respondents toward local and national causes. Little previous research has examined the effects of the proximity in social causes on positive behaviors and attitudes of consumers and the public in general toward local versus national causes.

The last stage analyzes the influence of the size and geographic location of a company sponsoring a social cause on the attitude of consumers. The informational need is to know if respondents have a more positive attitude toward local companies sponsoring causes or toward national companies sponsoring causes. Little is known about the correlation of different sizes (local/national) of corporations with different types of social causes (local/national) and with gender preferences for particular causes. For that reason, the study incorporates three research questions:

RQ1: What are the social issues with which women and men are more concerned?

RQ2: What are the attitudes of the genders toward local and national CRM?

RQ3: What are the attitudes of the genders toward local and national companies which support social causes?

CHAPTER THREE

METHODOLOGY

This chapter discusses the type of methodology, subjects, procedures, measuring instrument, data analysis plan and hypotheses used in this study. Considering the necessity of informational results and of statistical generalization to part of the population, the primary quantitative research method was used, by a systematic collection of information from respondents through the use of questionnaires. The study adopted a pretest and survey based on personal or face-to-face questionnaires.

Methodological approach

Primary quantitative research provides broader numerical information, which allows a statistical generalization of the results found. For that reason, it is usually more reliable and predictable. Survey questionnaires, a most common measurement, can be conducted by telephone, mail, interactive computer, and personal or face-to-face interview (Davis, 1997).

The benefits and limitations of each approach depend on eight criteria: cost, timing, control, sample characteristics, accuracy, complexity of the issue and questionnaire, interview length and response rate (Davis, 1997).

RATIONALE

Primary research is the best approach for this study, considering that there is little material available regarding this subject in secondary research. It is also a good instrument for understanding populations of individuals in terms of numerical and

statistical descriptions. In addition, this study is looking for comparisons among variables, where perceptions, behaviors and attitudes are the important issues.

The nature of close-ended questions, a characteristic of quantitative research, allows more objective results and interpretations which answer the questions “what” and “how much.” It is the way to find specific numbers to measure the needed information and to build predictions. Consequently, face-to-face surveys in quantitative research can offer more control, less ambiguity, high response rate, completeness and more information.

Qualitative research in this case is not a good instrument because it would provide more exploratory and subjective results and interpretations to answer the question “why” through open-ended responses. In addition, it is a type of research with small base/sample where the data is not generalizable.

PERSONAL SURVEYS

Personal surveys are also more suited to this type of research. They are administered by the researcher to a respondent in a face-to-face setting. Davis suggests that this type of approach has a higher level of data quality because of the face-to-face contact between the researcher and the respondents, especially when questionnaires are long and complex (Davis, 1997).

LIMITATIONS AND BENEFITS

Depending on the research, personal surveys can be time consuming and expensive, compared to other methods of measurement. They offer less administrative control, and are less sensitive to demographic and socioeconomic differences in the

sample population than other methods. It is difficult to recruit proportionally equivalent subjects according to their race, ethnicity and socioeconomic status (Davis, 1997).

However, personal surveys provide a higher degree of sample control. The methodology has a higher level of interview control because the researcher can supervise the participation of the respondents in all questions (Davis, 1997).

In terms of accuracy, Davis (1997) suggests that personal surveys are better for collecting complete and important information. This method is also appropriate when the questionnaire and/or the issue approached are complex and/or long. Another strength of personal surveys is the response rate. They have much higher response rate than other methods.

Study design

The quantitative research in this study applied a pretest in the first stage and a survey in the second stage. Both stages were conducted by face-to-face questionnaires.

PRETEST

The pretest evaluated which social issues women and men care more about. The subjects were exposed to 16 different social issues sponsored by some known companies, and asked to rate these issues at the interval level for their concerns of low and high importance, in a Likert type scale or semantic differential scale⁸ of seven points. (See Table 1.)

The same pretest also presented three other nominal dichotomous questions. The gender of the subject was asked next, followed by the question whether she/he was an

⁸ Semantic differential scale “asks a respondent to rate an object on a number of itemized, seven-point rating scales bounded on each end by one of two bipolar adjectives,” (Davis, 1997, p. 285).

enrolled Michigan State undergraduate student, and finally whether the respondent was an American citizen.

Table 1

Pretest issues

Issues Used
a) Cleaning up the environment
b) Improving quality of school and education
c) Sponsorship of youth and sports programs
d) Awareness of domestic violence
e) Conservation/restoration of public monuments
f) Preserving endangered species
g) Anti-hunger efforts
h) Breast cancer awareness
i) Combating crime
j) Kids help line (providing advice on different topics related to children)
k) Improving volunteerism
l) Donation to nonprofit organizations (Red Cross, Unicef...)
m) Human rights causes
n) Preventing cruelty to children
o) Reducing poverty in the Third World
p) Arts sponsorship

SURVEY

Based on the answers to this pretest, eight questionnaires were built to measure the attitudes of each gender toward local and national companies sponsoring local and national causes. The purpose of this survey was to measure if there are congruencies among genders toward different types of causes and corporations.

Each of these eight questionnaires provided a short story about a company sponsoring CRM in different scenarios, based on the correlation among variables in a $2 \times 2 \times 2$ factorial design. (See the appendices.) These scenarios represented a fictitious situation, where questionnaires one through four sponsored a cause which appeared in the pretest as the social issue women care more about. Questionnaires five through eight introduced a cause found as the one men are more concerned with. The questionnaires varied only in the way the variables were presented, such as local and national causes, local and national companies, and causes each gender was more concerned with. For instance, questionnaire number one supported a scenario for a national company sponsoring a national cause. In questionnaire number two, a national company sponsored a local cause. Questionnaire number three presented a local company supporting a local cause. Finally, questionnaire number four had a local company sponsoring a national cause. The other questionnaires five through eight repeated the same change in the variables in the same order of the first four questionnaires. (See Table 2.)

Table 2*Questionnaire distribution*

Questionnaire #	Company (Local x National)	Cause (Local x National)	Quantity (Total 208)	Issue (Female x Male)
1	N	N	13 Female 13 Male	F
2	N	L	13 F 13 M	F
3	L	L	13 F 13 M	F
4	L	N	13 F 13 M	F
5	N	N	13 F 13 M	M
6	N	L	13 F 13 M	M
7	L	L	13 F 13 M	M
8	L	N	13 F 13 M	M

In addition, questionnaires one through four which approached the social cause women are more concerned with, were applied for female and male respondents proportionally. Questionnaires five through eight which approached the social issue men care more about were also assigned equally for female and male respondents. This distribution of questionnaires about social issues that women and men care more about was designed to check if there were some congruencies between the survey and the

pretest results. Consequently, the results showed the tendency of each gender to support different types of causes and companies presented in the pretest.

Candy was distributed to the subjects during both the pretest and the survey as an incentive.

Target population

For this study, it was necessary to have a homogenous population of both genders, with a common level of education, some income to perform some purchase behavior, and residence in a region where people do not have extreme bipolar lifestyles that differ greatly from the rest of the country – thus allowing for some statistical generalizations.

Sampling frame

This research involved a probability sampling method, comprising the universe of enrolled undergraduate students from Michigan State University for both the pretest and the survey.

This sample is more homogeneous in terms of level of education, age, geographic location and income. It may also have more universal cultural norms reflected in behaviors and attitudes. In addition, university students are an important part of the target market now and in the near future, when they graduate and start working.

Procedures

Because the population homogeneity is high, it was not necessary to select the sample in a random way. The results could provide reliable generalization for the population of undergraduate students on the campus. The pretest and the survey were administered by the researcher of this study, and were distributed inside the campus and randomly assigned to students from different courses. The students were recruited inside

classrooms, lobbies of the departments, libraries, dormitories and other locations in the campus and asked to complete the questionnaires.

In the pretest stage, 43 questionnaires were administered, 24 of which were assigned for women and 19 for men. The minimum number of respondents necessary for the pretest in this research was 20.

In addition, the convenience sample technique was used for the survey stage. With a confidence level of at least 95 percent, and a confidence interval of plus or minus 3 percent, a number of 200 respondents was found. This number could also be reached by using the formula of: **sample size = $(z/e)^2 \cdot (p) \cdot (1-p)$** , where **z** score represents the specific confidence level and **e** represents the desired confidence interval.

$$\begin{aligned}\text{sample size} &= (1.96/.03)^2 \cdot (.95) \cdot (1-.95) \\ &= 202.75 \text{ or } 203 \text{ respondents}\end{aligned}$$

This calculated sample size is approximately the same size obtained from tabulated values, as the convenience size.

Consequently, in this second stage, 208 questionnaires were completed on the Michigan State University campus. This number provided a proportional number of women and men for each of the eight questionnaires. The subjects were asked if they were enrolled undergraduate students. Half of the students were women and the other half men. For this part of the study, 95 percent participation or an even higher level of response was expected.

Measuring instrument

FACTORIAL DESIGN

The measuring instrument in this research adopted a 2 x 2 x 2 factorial design: genders (female and male); types of causes (local and national); and types of companies (local and national). Hence, it is a 2 x 2 x 2 factorial study with 8 (2 x 2 x 2) different treatment groups. This procedure allowed the manipulation and observation simultaneously of the effects and interactions of the independent variables – types of causes and corporations related to genders – on dependent variables, attitudes of respondents toward types of causes and corporations, brand affinity and purchase intentions.

PRETEST

The pretest questionnaire answered part of the first research question in this study – the social issues with which women and men are more concerned. The 16 social issues exposed in this questionnaire, as cited in the study design section, provided some direction for the survey questionnaires, where the support for different types of causes and companies could be analyzed.

SURVEY

Eight questionnaires were built based on the findings of the pretest. Each questionnaire was built according to the different independent variables discussed in this research – gender (female and male), corporations (local and national), and causes (local and national). However, all the 13 questions presented in each of these eight questionnaires were basically identical. Beyond the fictitious story of a company

sponsoring a social cause, the questionnaires provided answers for the three research questions.

The fictitious story was about *La Trattoria*, (a national chain or a local Italian restaurant in Lansing) which is completing a second restaurant near Meridian Mall. The restaurant serves moderately priced Italian dishes and is known for its gourmet pizza and fun atmosphere. The company is expanding rapidly and will celebrate its success by donating 10 cents of each dollar spent during its grand opening in the month of August to the “x” national or local cause.

Questions one through four in the survey measured people’s eating habits, feelings and attitudes toward the fictitious product/company discussed. They were a preparation to approach the three research questions. The first question asked if the respondent often eats out for dinner.

The second question made a comparison with a similar type of restaurant exposed in the story. The respondent should agree or disagree if she/he does not eat often at the *Olive Garden* restaurant (a competitor at the same level as *La Trattoria*). In the third question, the respondent was asked to express agreement or disagreement with trying a restaurant like *La Trattoria*.

Question four asked the respondent if *La Trattoria* sounds like a good place to eat. After, the respondent is induced to give her/his opinion about if she/he thinks restaurants such as *La Trattoria* serve good food, are overpriced, are fun, are too ritzy, are a good value, just care about making money, and are a good place to take a family.

Questions five and six measured respondents' and genders' attitudes toward local and national CRM. They asked if the respondent donates often to causes she/he cares about, and if she/he donates more frequently to local than national charities.

Questions seven, eight and nine were formulated to answer the third research question about the attitudes of genders toward local and national companies which support social causes. They asked respectively if the respondent would eat at *La Trattoria* to support a cause she/he believes in, if *La Trattoria's* charitable efforts are good for the community, and if respondents buy often from companies which support social issues.

Question 10 reinforced the first research question asking if *La Trattoria* was supporting a cause that respondents care about. It was a way to confirm respondents' choices of the social issues in the pretest.

Questions 11, 12 and 13 are dichotomous questions which identified gender, enrollment as a Michigan State University undergraduate student, and citizenship.

Data analysis

This research collected discrete data,⁹ involving the interval level of measurement. The discrete data receives this name because the respondent selects one of several response options (constrained set) coded as 1, 2, and so on (Davis, 1997). In addition, there are also nominal measures in both the pretest and survey.

⁹ Discrete data "reflects responses constrained to a specific set of numbers and separated by finite and uniform steps," (Davis, 1997, p. 333).

This study used the Statistical Package for the Social Sciences (SPSS) software to perform all statistical tests. The pretest was analyzed by running the t-test to compare the means of social issues with which each gender was more concerned.

Each hypothesis was tested using the multi-factorial Analysis of Variance (ANOVA).¹⁰ Therefore, the survey was analyzed by applying the multi-factorial ANOVA to make a comparison of means in attitudes of genders toward local and national causes and companies.

The mean or average¹¹ is the most common measure of a set of interval data, and was adopted in this study. Means are powerful because they provide a single numeric summary of the entire set of responses to a survey question. The mean score represents the set of responses from which it was calculated. However, it becomes less representative of the distribution, when the distribution does not represent a normal curve (Davis, 1997).

RATIONALE FOR THE FACTORIAL ANOVA

The z and t-test are normally appropriate to draw conclusions about the statistical differences between two means representing two independent groups or the mean of any sample and the mean of a relevant population. Consequently, the t-test was used for the analysis of the pretest. However, both tests have limitations of use. The z and t-test are not appropriate when there are three or more means to compare (Davis, 1997; Kitchens, 1998). For that reason, this research applied the multi-factorial Analysis of Variance

¹⁰ The multi-factorial Analysis of Variance is the statistical design of comparing several population means using independent samples, to discover if different groups have similar or different behaviors.

¹¹ Mean or average “is the computed average of a distribution of scores,” (Davis, 1997, p. 348).

(ANOVA), a measurement that eliminates these types of problems when more than three means are compared.

Hypotheses

HYPOTHESIS TESTING

Some statistical questions require verification just by testing the hypothesis.¹²

Normally, the hypothesis discusses an unknown parameter of the population to be discovered by the researcher (Kitchens, 1998). Null hypothesis or **H₀** is the statement that the researcher tests. If the evidence does not support the null hypothesis, then it will be rejected in favor of the alternative hypothesis or **H_a**. Therefore, the alternative hypothesis, also referred as the research hypothesis, is that for which support is sought (Kitchens, 1998).

GUIDELINE FOR ACCEPTING THE NULL HYPOTHESIS

The significance of a test is a level that can be denoted as $(1 - \alpha)$, where α represents the highest probability allowed of rejecting the **H₀** when it is actually true.

The **p-value** “is the probability (computed when **H₀** is assumed to be true) of observing a value of the test statistic at least as extreme as that given by the actual observed data. The smaller the **p-value**, the stronger is the evidence against the null hypothesis,” (Kitchens, 1998, p. 486).

Once α has been chosen, the **H₀** is rejected if the **p-value** results in a value smaller than α . Usually, in social science the α adopted is .05. Therefore, if the **p-value** is less than .05, then **H₀** is rejected. If **p-value** is higher than α , the researcher should fail

¹² Hypothesis testing “is a means by which statistical decisions are made,” (Kitchens, 1998).

to reject **H₀**. However, if the **p-value** is close to **.05**, one should be cautious in rejecting or failing to reject the **H₀**.

*

Based on the Cone/Roper Benchmark Survey on CRM, 78 percent of adults said they would be more likely to buy a product that is associated with a cause that they care more about (PR Newswire, 1993). The cause should be specific and meet the particular needs of the consumers. Furthermore, 66 percent of the adults in the same survey said they would exchange brands, and 62 percent confirmed that they would switch companies to support a cause that they are more concerned with (Shell, 1989).

Related to the congruency among causes, consumers and companies, if there is strong correspondence among all these variables, consumers will have strong positive attitudes toward companies (Barone, 2000). Consequently, corporations should check to see if their images are compatible with the causes they sponsor and, if the causes are meaningful for their target audience (Shell, 1989).

Webb and Mohr (1998) also emphasize that the importance of the cause for consumers and the amount of donation for the issue are extremely important for their positive attitude and purchase intention. The same authors mention that respondents reported they would boycott a company which supports a cause in conflict with their own values. For instance, a few years ago some people boycotted Domino's Pizza because the company was sponsoring a cause that did not match their values.

"I boycotted Domino's. And I know the boycott is over and it doesn't make any difference anymore, but it just deeply offended me that they advertised that a certain, I think it was 25 [cents] from every pizza that they sold for a certain

amount of time, I think it was for a year or something like that, went to the antiabortion [sic] league... The people that founded Domino's are very much antiabortion [sic]. That's okay. Fine. But it doesn't mean I want to give them my cash," (Woman's report, 29 years old; Webb & Mohr, 1998, p. 235).

Thinking of the importance that social issues play in the decision-making of consumers, the hypothesis below was developed to test if there are differences in the issues that each gender cares more about.

H1: When causes match the concerns of each gender, they are more effective for companies than when they do not match.

Ross, Stutts and Patterson (1990-1991) indicate that the public is more able to recall and support social issues in CRM when they are local or regional, and a long-term program (Business Wire, 1997) rather than national or international causes. Because local and regional causes are in relative proximity to consumers or the public in general, it is easier for them to engage in a behavior that is part of their reality and to follow the development of the philanthropy than to relate to national or international causes – sometimes far from their locus of control. Proximity exerts relevant influence in consumer behavior and attitudes in a CRM campaign (Varadarajan & Menon, 1988). Kelley mentions that many experts believe that “it builds additional goodwill when people see the money from a company coming into their community, and it also gives retailers and distributors in the area a chance to look good to their customers,” (Kelley, 1991, p.62).

Welsh (1999) also supports the same idea of proximity, and contends that one key ingredient for a successful CRM program is to act locally. He reports, for instance, that people in Dallas would be more receptive to support their own cause (e.g. children's

hospital) than a national cause. In addition, Welsh contends that the American Express successful national CRM supporting the restoration of the Statue of Liberty was an isolated cause that should not be generalized.

However, in another study conducted by Ross, Patterson and Stutts (1992), they could not find a statistically significant difference between respondents who have a more positive attitude toward a local cause than toward a national issue. Because this difference was not significant, the same hypothesis was tested again in distinct conditions by this researcher. It was an attempt to find a relationship between the variables (attitude and proximity) also approached and analyzed in this study.

H2: Consumers will have more positive attitudes toward local cause than toward national cause.

If this second hypothesis can be verified, it can be logical to find support for the third hypothesis. In addition, consumers also will be more inclined to recall and support local companies sponsoring social issues. Comparing again to local causes, local companies are closer to consumers. This makes it easier for consumers and the public to understand and engage in CRM supported by a local company. Ross, Patterson & Stutts measured as well the attitudes of respondents toward the firm sponsoring a local cause, independently whether the firm was local or national. This research, nevertheless, measures the attitudes toward the company at the level of local and national, without involving the type of causes supported.

H3: Consumers will have more positive attitudes toward local companies sponsoring causes than toward national companies sponsoring causes.

SUMMARY

The primary quantitative research method was adopted in this study through the use of face-to-face questionnaires. This method was approached considering that there is little material available regarding this subject in secondary research. It is also a good instrument for understanding populations of individuals in terms of numerical and statistical descriptions.

The quantitative research in this study applied a pretest in the first stage and a survey in the second stage. Both stages were conducted by face-to-face questionnaires. The pretest evaluated which social issues women and men care more about. Based on the answers to this pretest, eight questionnaires were built to measure attitudes of each gender toward local and national companies based on local and national causes sponsored by corporations of varying sizes.

This research involved a probability sampling method, comprising the universe of enrolled undergraduate students from Michigan State University for both the pretest and the survey. The questionnaires were administered by the researcher of this study, and were distributed inside the campus and randomly assigned to students from different courses.

In the pretest stage, 43 questionnaires were administered, 24 of which were assigned to females and 19 to males. The convenience sample technique was used for the survey stage, where 208 questionnaires were distributed.

The measuring instrument in this research adopted a 2 x 2 x 2 factorial design: genders (female and male); types of causes (local and national); and types of companies (local and national).

The pretest was analyzed by running the t-test to compare the means of social issues each gender was more concerned with. Each hypothesis was tested using the multi-factorial Analysis of Variance (ANOVA) procedure. Therefore, the survey was analyzed by applying the multi-factorial ANOVA to make a comparison of means in attitudes of genders toward local and national causes and companies.

The three hypotheses analyzed in this study were:

- H1:** When causes match the concerns of each gender, they are more effective for companies than when they do not match.
- H2:** Consumers will have more positive attitudes toward local cause than toward national cause.
- H3:** Consumers will have more positive attitudes toward local companies sponsoring causes than toward national companies sponsoring causes.

CHAPTER FOUR

RESULTS

This chapter presents the results of the quantitative research administered in the pretest and in the survey stages. First, the issues which women and men care more about are presented to justify the choice of the two issues representing each gender in the eight survey questionnaires. Then, several tests, including the multi-factorial ANOVA, t-test and a test of reliability, using Cronbach's Alpha,¹³ were conducted to analyze the attitudes of women and men toward local and national companies and local and national causes.

Pretest results

Before testing the hypotheses, it was necessary to determine issues relevant to women and men. Sixteen social issues were presented to a sample of 43 undergraduate students. The students were asked to rate the importance of each issue on a seven-point Likert type scale, from low importance to high importance.

T-tests were run to examine potential gender differences related to the importance of each social issue. Table 3 and Figure 1 show the degree to which women and men care about the different social issues. The findings indicated seven significant differences among issues that female and male respondents care about, although in each case women care more than do men. As it can be observed in the results, women care more about the issues of: d) Awareness of domestic violence; g) Anti-hunger efforts; h) Breast cancer

¹³ Cronbach's Alpha is a model of internal consistency, based on the average inter-item correlation, which measures reliability. It is the "statistical technique most commonly used for determining the reliability of multiple items" (Davis, 1997, p. 270).

awareness; i) Combating crimes; j) Kids help line (providing advice on different topics related to children); n) Preventing cruelty to children; and o) Reducing poverty in the Third World ($p < .05$). There were no other significant differences between women and men, indicating that they care about the other issues equally.

Female respondents considered “preventing cruelty to children” the issue that they care most about ($\bar{x} = 6.67$). “Improving quality of school and education level” was the issue that men are most concerned with ($\bar{x} = 5.79$ of male respondents choosing this issue).

On the other hand, for women and men, “conservation/restoration of public monuments” was the issue that they care least about. Only a $\bar{x} = 4.33$ of female respondents and a $\bar{x} = 4.00$ of male respondents are concerned with this issue.

Therefore, “preventing cruelty to children” was the female issue discussed in the first four survey questionnaires. Among issues that women and men care most about “improving quality of school and education level” was the issue with which men were most concerned. This men’s issue was discussed in survey questionnaires five through eight.

Table 3*Issues that genders care more about**

Issues	Women	Men	t	df	Sig. (2-tailed)
a) Cleaning up the environment	5.42	5.21	-.533	41	.597
b) Improving quality of school and education level**	6.00	5.79	-.602	41	.550
c) Sponsorship of youth and sports programs	5.04	4.68	-.897	41	.375
d) Awareness of domestic violence	5.79	4.63	-3.222	41	.002▪
e) Conservation/restoration of public Monuments	4.33	4.00	-.665	41	.510
f) Preserving endangered species	5.75	5.53	-.561	41	.578
g) Anti-hunger efforts	5.96	4.79	-2.798	25.601	.010▪
h) Breast cancer awareness	6.04	4.42	-4.453	41	.000▪
i) Combating crimes	5.96	4.53	-3.802	41	.000▪
j) Kids help line (providing advice to different topics related to children)	5.42	4.47	-2.066	41	.045▪
k) Improving volunteerism	4.71	4.21	-1.190	41	.241
l) Donation to nonprofit organizations (Red Cross, Unicef...)	5.04	4.37	-1.469	41	.150
m) Human rights causes	5.67	5.11	-1.577	41	.123
n) Preventing cruelty to children***	6.67	5.47	-3.747	41	.001▪
o) Reducing poverty in the Third World	5.67	4.32	-3.121	41	.003▪
p) Arts sponsorship	4.58	4.37	-.384	41	.703

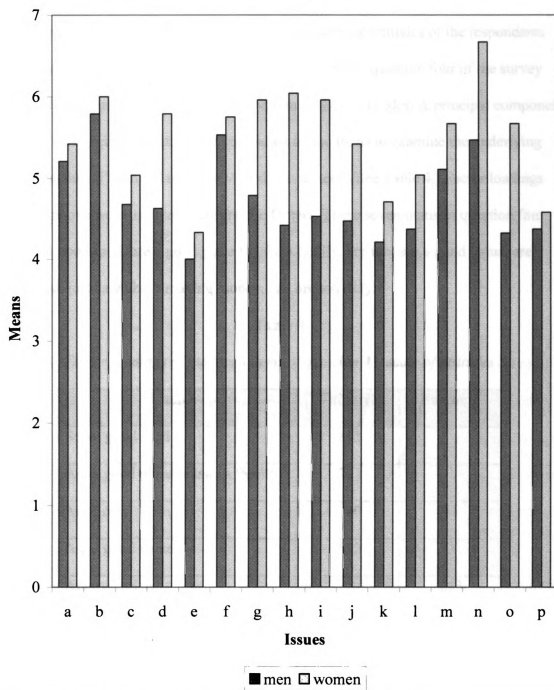
*Note: * Issues that genders care more about are based on means of a seven-point Likert type scale and n = 43 (19 men and 24 women).*

*** Issue that men care most about.*

**** Issue that women care most about.*

▪ p < .05

Figure 1
Issues that genders care more about



Survey results

ATTITUDES MEASUREMENT

Measurement purification was applied in this section to identify items that reliably measure the construct of attitudes. To measure the attitudes of the respondents toward the company (in this case, *La Trattoria* restaurant), question four of the survey presented seven items, which allow observation of these attitudes. A principal component analysis, with varimax rotation was conducted on the items to examine the underlying factor structure. The initial results revealed two factors. (See Table 4.) Factor loadings of .4 and above were used to determine the factors. These seven items in question four are: serve good food, are a good place to take a family, are fun, are a good value, are overpriced, just care about making money, and are too ritzy.

Table 4

Factor loadings of the seven items of question 4 – scale of attitudes

Items	Factor 1	Factor 2
Serve good food	.841	
Are a good place to take a family	.771	
Are fun	.700	
Are a good value	.522	
Are overpriced		.853
Just care about making money		.720
Are too ritzy		.413
Alpha = .71		

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Factor one grouped the positive items regarding serve good food (.841), good place to take a family (.771), fun (.700) and a good value (.522). In addition, respondents also felt the restaurants such as *La Trattoria* are overpriced (.853), just care about making money (.720), and are too ritzy (.413). These negative characteristics were grouped in factor two.

Measuring the positive and negative attributes of *La Trattoria* using all seven items allowed the assessment of overall attitude toward the restaurant. Internal consistency or reliability of the seven items was measured by the average correlation Cronbach's Alpha, which in this case was $\alpha = .71$. This number indicates that the scale was reliable. Consequently, a mean attitude score of 4.73 was created using the seven variables.

PREVIOUS BEHAVIOR BETWEEN GROUPS

Three t-tests were conducted to assess the impact of previous behavior between groups (companies: local and national; causes: local and national; match and no match: between gender and cause). These t-tests of group differences are designed to make sure they were not extraneous measures on these variables. To estimate this impact, question two (respondent does not often eat at the *Olive Garden* restaurant, a competitor), and question five (respondent often donates to causes she/he cares about) were used.

The responses to the question "do not eat often eat at the *Olive Garden* restaurant" did not differ from when respondents are exposed to the situation of a local company ($\bar{x} = 3.81$) or cause ($\bar{x} = 4.00$), and a national company ($\bar{x} = 4.02$) or cause ($\bar{x} = 3.83$). The same occurred related to the means of a local company ($\bar{x} = 4.10$) or cause

($\bar{x} = 4.13$), and a national company ($\bar{x} = 4.08$) or cause ($\bar{x} = 4.05$), when the subjects were asked if they “often donate to the causes they care about.” (See Tables 5 and 6.)

Table 5

Previous behavior toward local versus national company

	Company	Mean	t	df	Sig. (2-tailed)*
Question 2: Respondents do not often eat at <i>Olive Garden</i> .	Local	3.81	-.775	206	.439
	National	4.02			
Question 5: Respondents often donate to causes they care about.	Local	4.10	.080	206	.936
	National	4.08			

Note: * $p > .05$

Table 6

Previous behavior toward local versus national cause

	Cause	Mean	t	df	Sig. (2-tailed)*
Question 2: Respondents do not often eat at <i>Olive Garden</i> .	Local	4.00	.634	206	.527
	National	3.83			
Question 5: Respondents often donate to causes they care about.	Local	4.13	.322	206	.748
	National	4.05			

Note: * $p > .05$

Table 7*Previous behavior toward match versus no match between genders and causes*

	Genders – Cause Match	Mean	t	df	Sig. (2- tailed)*
<u>Question 2:</u> Respondents do not often eat at <i>Olive Garden</i> .	Match between genders and causes	3.86	-.358	206	.721
	No match between genders and causes	3.96			
<u>Question 5:</u> Respondents often donate to causes They care about.	Match between genders and causes	4.07	-.154	206	.878
	No match between genders and causes	4.10			

*Note: *p > .05*

By analyzing Tables 5, 6 and 7 of the previous behavior of the three groups, 206 df ($p > .05$) in the significant 2-tailed columns, and their approximate means, it can be concluded that no differences were found among the groups. Therefore, the hypotheses can be tested in the next step.

HYPOTHESES TESTING

To test the hypotheses, a factorial ANOVA was used to measure the main effects among the independent variables of company (local and national), cause (local and national) and match (between genders and causes), and their interactions among company versus cause, company versus match, cause versus match, and company versus cause versus match. (See Table 8.) No significant differences were found for the three main effects – company, cause and match ($p > .05$). The means for each independent variable

are presented in Table 9. There are also no significant differences among them.

Consequently, the hypotheses were not supported.

Table 8

Factorial ANOVA summary for the main effects of the three independent variables

	Source	Sum of squares	df	Mean square	F ratio	Sig.
Main Effects	Company	1.339E-05	1	1.339E-05	.000	.996
	Cause	.256	1	.256	.488	.486
	Match	.433	1	.433	.826	.365
Interaction	Company vs. Cause	2.266	1	2.266	4.322	.039
	Company vs. Match	1.189E-02	1	1.189E-02	.023	.880
	Cause vs. Match	.433	1	.433	.826	.365
	Company vs. Cause vs. Match	9.001E-04	1	9.001E-04	.002	.967
	Error	104.319	199	.524		
	Total	107.716	206			

MATCH VERSUS NO MATCH BETWEEN GENDERS

No differences in the issues that each gender cares more about were found.

Consequently, there is no support for **H1**. Table 9 shows that there are small differences among the means related to the match and no match for female and male respondents, which cannot tell anything about the effectiveness of the match for companies.

Table 9

*Match and no match between attitudes of genders toward company and cause**

Cause	Company				Total
	Local		National		
	Match	No match	Match	No match	
Local	4.654	4.665	4.874	4.863	4.764
National	4.697	4.899	4.507	4.670	4.697
Total	4.731		4.731		

No match = 4.776

Match = 4.684

*Note: * Match and no match between attitudes of genders toward company and cause are based on means.*

However, a significant interaction was found between the company and the cause at the local and national levels. Table 8 shows that the attitudes toward the company versus the cause groups were significantly different, $F_{(1,199)} = 4.322$, $p < .05$ ($p = .039$). To determine where this difference occurred, the means of each group were examined in Tables 10 and 11.

Considering a 95 percent confidence interval and the lower and upper bound of each mean of Table 12, some significant interactions occurred between company and cause. (See Figure 2.)

Table 10*Interactions between company and cause**

Cause	Company	
	Local	National
Local	4.659	4.868
National	4.798	4.588

Note: * Interactions were measured by analyzing the means of each of the paired differences.

Table 11*Confidence interval of each mean from Table 10*

Means from Table 10	95 Percent of Confidence Interval	
	Lower Bound	Upper Bound
4.659	4.461	4.857
4.798	4.600	4.996
4.868	4.670	5.066
4.588	4.389	4.788

There are interactions between:

- Local company/national cause ($\bar{x} = 4.798$) versus national company/national cause ($\bar{x} = 4.588$);
- National company/local cause ($\bar{x} = 4.868$) versus local company/local cause ($\bar{x} = 4.659$);

- National company/local cause ($\bar{x} = 4.868$) versus national company/national cause ($\bar{x} = 4.588$).

Based on these interactions, no support for **H2** and **H3**, in terms of proximity variables (consumers' favorableness toward local cause and consumers' favorableness toward local company sponsoring causes) could be found by the data. However, the interactions indicated that respondents have more positive attitudes toward a national company sponsoring a local cause ($\bar{x} = 4.868$) than a national company sponsoring a national cause ($\bar{x} = 4.588$). Respondents also favored a national company sponsoring a local cause ($\bar{x} = 4.868$) more than a local company sponsoring a local cause ($\bar{x} = 4.659$). In addition, respondents are more supportive toward a local company sponsoring a national cause ($\bar{x} = 4.798$) than a national company sponsoring a national cause ($\bar{x} = 4.588$). (See Figure 2.)

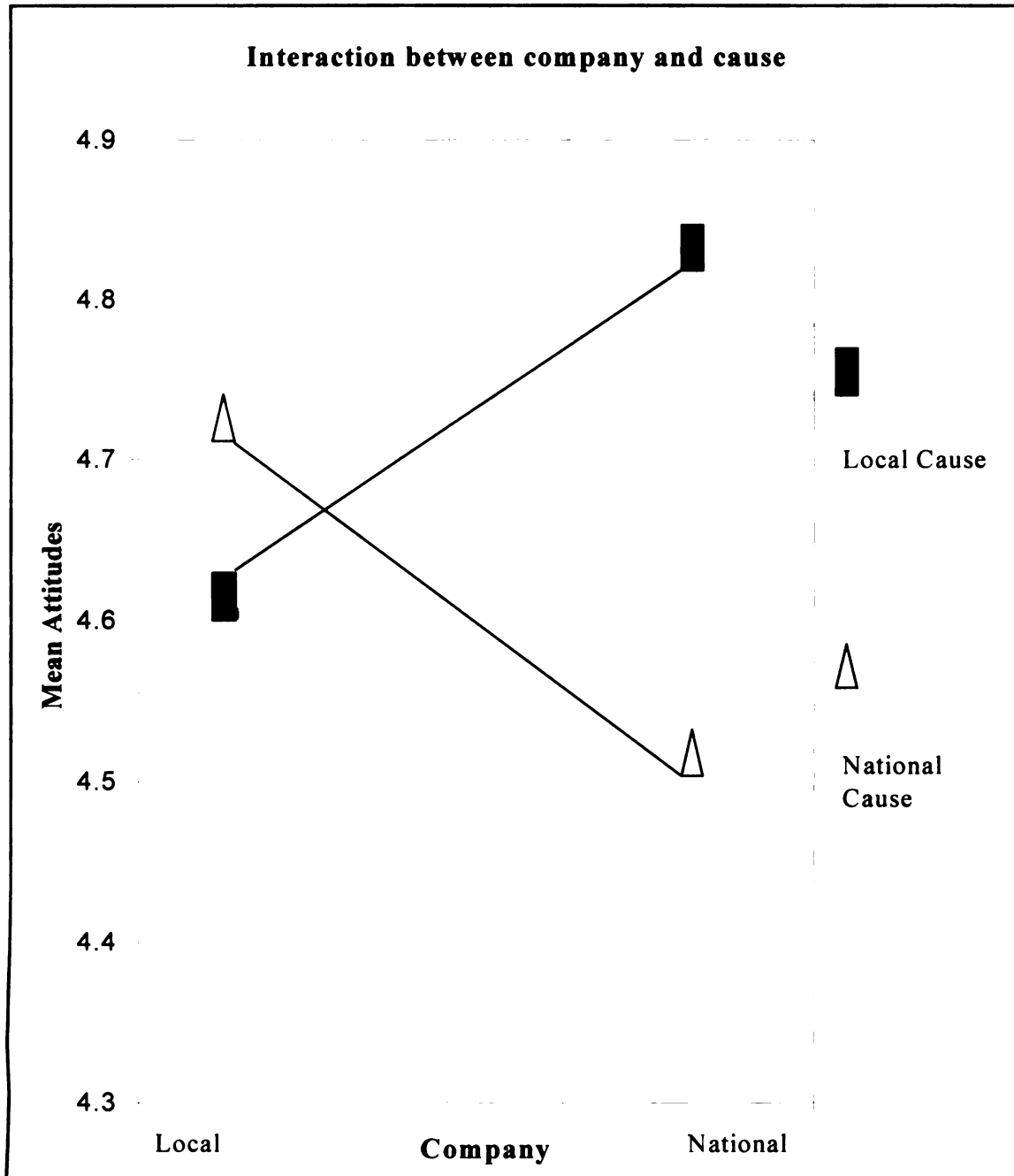
SUMMARY

In the pretest, t-tests were run to examine among 16 social issues which issues women and men care more about. The findings indicated seven significant issues that women care more about. Related to the other nine issues, there were no significant differences between women and men, indicating that they care about those issues equally.

Based on the pretest, "preventing cruelty to children" was the issue that female respondents care more about. Therefore, it was the issue discussed in the first four survey questionnaires. Among issues that women and men care more about, "improving quality of school and education level" was the issue that men were more concerned with. It was discussed in survey questionnaires five through eight.

Figure 2

Interaction between company and cause



In the survey stage, to measure the attitudes of the respondents toward the company, seven items of question four of the survey were examined. The findings revealed two factors of positive and negative attributes of the company consistent among them, which allowed the assessment of overall attitude toward the company.

Three t-tests were also conducted to assess the impact of previous behavior between groups (companies: local and national; causes: local and national; match and no match: between gender and cause). To estimate this impact, questions two and five of the survey questionnaires were used. There were no differences in both responses when respondents were exposed to the situation of a local company or cause, and a national company or cause.

To test the hypotheses, a factorial ANOVA was used to measure the main effects among the independent variables and their interactions. No significant differences were found for the three main effects – company, cause and match ($p > .05$).

In addition, no differences in the issues that each gender cares more about were found. Therefore, there is no support for **H1**. However, a significant interaction was found between the company and the cause at the local and national levels. Based on these interactions, no support for **H2** and **H3**, in terms of proximity variables (consumers' favorableness toward local cause and consumers' favorableness toward local company sponsoring causes) could be found by the data.

CHAPTER FIVE

CONCLUSION

This chapter contains a brief summary of the problem and the theory. The empirical findings are interpreted in terms of the theoretical concepts discussed in Chapter One. Furthermore, the methodological and theoretical limitations of this study are developed in conjunction with implications for future research.

Summary of the problem

This study was designed to empirically investigate the correlation and attitudes of genders toward different types of causes and corporations (local and national). The study was divided into three stages, conducted by a pretest and survey. These three stages attempted: 1) to find the social issues with which women and men are more concerned; 2) to explore the attitudes of respondents toward local and national causes; 3) and to investigate the influence of the size and geographic location of a company sponsoring a social cause on the attitude of consumers.

Theoretical implications

CRM

In terms of CRM effectiveness, the majority of Americans believe that this is a strategy to help the country solve social problems, and the public uses to support this strategy (Varadarajan & Menon, 1988; Webb & Mohr, 1998; PR Newswire, 1993). Consumers also think that CRM is a good way to increase money for social causes (Ross, Stutts & Patterson, 1990-1991; Ross, Patterson & Stutts, 1992). However, sometimes

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companies can be viewed by the public as exploitative when they donate money to help worthy causes (Pringle & Thompson, 1999).

Related to the types of causes supported by companies, Ross, Stutts and Patterson (1990-1991) indicate that causes aimed at curing a disease (e.g. cancer), supporting disaster relief, providing shelter for the homeless, and protecting the environment are more popular among the public, receiving high ratings.

The evidence that “conservation/restoration of public monuments” was the issue that both genders care about the least supports the research of Ross, Stutts and Patterson (1990-1991). In this study, respondents were also more concerned with cleaning up the environment, preserving endangered species, preventing and combating violence and helping people suffering from economic difficulties.

PURCHASE INTENTION AND BRAND AFFINITY

Schaffer (1981) states that purchase intention and brand affinity are attitudes dependent on individual characteristics (e.g. personality, cultural and social experiences, levels of education, marital status, age, employment, economic situation, place of residence, ethnicity and other variables). Consumers’ decision or intention to buy a product/service occurs when the behavioral consequences of the action are considered (Peter & Olson, 1999).

In the first Benchmark Survey on Consumer Attitudes toward Cause-Related Marketing, 78 percent of adults confirmed they would purchase a product/service of a company sponsoring a cause that they are more concerned with. Furthermore, 66 percent of adults added that they would switch brands or choose one where a worthy cause could receive some benefits. In the same survey, 54 percent of adults declared they would pay

more for a product/service when the company sponsors issues really important for them (PR Newswire, 1993; Campbell, Gulas & Gruca, 1999).

Some studies also indicate that both purchase intention and brand affinity can be influenced by low price and high quality of the product/service, time of the brand in the marketplace, and distribution (Chintagunta & Prasad, 1998). Although price is a relevant element in a consumer's choice and purchase behavior, for some products this might be relative, according to the low or high involvement of a person with the product/service and her/his economic situation (Cobb-Walgren, Ruble & Donthu, 1995). Anschuetz (1997) also believes that brand loyalty increases when the product/service becomes more popular among consumers.

CONGRUENCY

Sirgy (1982) and Metha (1999) define congruency as the matching process of consumer self-image and perceived product image. In a process of purchase behavior and brand affinity, a product/service will have value to a consumer when it matches her/his own self-concepts and beliefs. Therefore, the product/service, company and cause should match the ideal congruency of consumers' expectations (Ericksen, 1996).

Adjusting in terms of different types of CRM, consumers will have more positive attitudes toward a company or a brand when the organization sponsors a cause that has a significant meaning for them (Tversky, Sattath & Slovic, 198; Chandon, Wansink & Laurent, 2000). Hong and Zinkhan (1995) also support that positive attitudes toward companies were found when consumers and firms' interests and objectives matched. The greater the congruency between the product/service image and consumers' self-concept, the more consumers will have positive attitudes toward the product/service, brand and

company (Sirgy, 1982). On the other hand, when this congruency does not exist, consumers are indifferent or present negative attitudes toward the cause or company (Metha, 1999).

*

No significant differences were found for the three main effects – company, cause and match ($p > .05$). Consequently, the hypotheses were not supported and the current study's findings do not show support for the literature in the areas of Purchase Intention, Brand Affinity and Congruency.

GENDER ROLES

Bem (1993) defines gender roles as social experiences which are programmed differently for each gender in the society. This author believes that women and men are socialized in a different way to play distinct roles within the society.

Deaux (1976), Golombok and Fivush (1994) suggest that women and men have different concerns because they are treated differently from birth. Consequently, they learn behaviors that are typically female and male. This difference of gender behaviors can be attributed to variances in cultural values and socialization that happens not only at home, but also through social experiences (Golombok and Fivush, 1994).

Based on CRM, some researchers believe that genders have different attitudes, behaviors and opinions toward companies, products/services and social issues because of their own characteristics. For instance, Ross, Stutts and Patterson suggest that women are more sensitive to CRM than are men. Therefore, the female consumers have more favorable attitudes toward companies and causes than do men (Ross, Stutts, & Patterson, 1990-1991; Ross, Patterson & Stutts, 1992).

These characteristics were also observed by Carol Cone, Cone Communications CEO, who reports that women and parents support CRM (Business Wire, 1997).

McDaniel & Kinney (1998) mention that women react more positively to companies sponsoring social issues than do men.

The study shows that there are some issues that women care about more than do men. However, other issues important to men are also equally important to women. It means that CRM campaigns have high probability of success if adopted by companies where the main target is female consumers.

*

In terms of individual features of each gender, Golombok and Fivush (1984) state that women are more relational and care-oriented. Hall (1984) believes that this happens because of women's universal responsibility for child rearing.

Eagly (1987) and Meyers-Levy (1988) also suggest that women have more "communal concerns" and positive attitudes toward "other-oriented" appeals than do men because of women's tendency of "nurturance" and "care." For instance, they posit that women devote themselves to others, are helpful, kind, love children, and soothe hurt feelings, all affiliation orientation characteristics (Bakan, 1966; Schaffer, 1981; Hall, 1984; Eagly, 1987; Meyers-Levy, 1988). In addition, Deaux (1976), Schaffer (1981), Hall (1984) and Eagly (1987) believe that women are more socially sensitive, interpersonally oriented and easily influenced. The researchers contend that women tend to identify with other people, especially in critical situations.

The results in the current study indicate that women generally care more than men about some social issues. This supports prior sex role research of Bakan (1966), Deaux

(1976), Schaffer (1981), Hall (1984), Golombok and Fivush (1984), Eagly (1987) and Meyers-Levy (1988) which suggest that women are more “socially sensitive” and “care- and children-oriented.” “Preventing cruelty to children” was the issue that women in this study care most about. Such findings reinforce that companies which have female consumers as the main target should consider promoting their product/service using CRM and approaching themes which are more care- and other-oriented.

Furthermore, the other issues that women are more concerned with, such as “anti-hunger efforts,” “breast cancer awareness,” “combating crimes” and “kids help line” mirror women’s characteristics of being “kind,” and again “care- and other-oriented” and having more “communal concerns.”

*

On the other hand, some authors believe that men think more about moral subjects related to “individual rights” and “principles of justice.” They suggest that men are more concerned with personal consequences (Golombok & Fivush, 1994) and life achievements (Schaffer, 1981). While women are more “alterocentric,” men are more achievement-oriented.

The current study finds that in the group of issues that women and men care about equally, “improving quality of school and education level” was the issue with which men were more concerned. This can demonstrate men’s features of “life achievements” and “personal consequences” to justify men’s higher mean in this topic. The fact that female respondents in this study care at the same level about this issue (both genders were balanced) may be explained by the circumstance that the respondents were students and therefore more similar in their behaviors.

*

However, as Hall (1984) suggests, there are distinct viewpoints regarding these sex differences. Deaux (1976) and Schaffer (1981) mention that many conclusions made by some researchers about genders' differences are wrong. They say that there is a tendency in this kind of study to focus only on differences between genders, but not on similarities (Schaffer, 1981). In addition, Deaux (1976) indicates that there is little evidence about the difference in behaviors of women and men. Deaux sustains that this small difference does not justify stereotyped generalizations. Eagly (1987) also adds that psychologists posit that gender similarities are more common than differences.

The researcher in this study found that, for the majority of the issues, female and male respondents care equally about the same topics. Because there was not any issue that men care about more than do women, this may explain Deaux (1976) and Eagly's (1987) position that the similarities between the genders are more common than the differences. It endorses that the genders are more homogeneous and uniform in their behaviors. Thus, the differences between women and men exposed by some researchers might be inaccurate, biased, and not as prevalent in recent years which have experienced many changes in social and cultural lifestyles. Taking this point in consideration, it may be too great a leap to generalize sex differences to the population as a whole.

Nevertheless, it should be highlighted that the results have also provided some implications specifically related to the population selected for this study. The fact that no significant differences were found among the issues that men care more about can be justified by the homogeneity of the sample in terms of level of education, age, geographic location, and income.

PROXIMITY

Ross, Stutts and Patterson (1990-1991) indicate that the public is more able to recall and support social issues in CRM when the issues are local or regional, and a long-term program (Business Wire, 1997) as opposed to national or international causes. Because local and regional causes are closer to consumers in general (and for that reason more accessible for the public to exert some control), it is easier for them to engage in a behavior that is part of their reality and to follow the development of the philanthropy than to relate to national or international causes – sometimes far from their locus of control. Proximity exerts relevant influence in consumer behavior and attitudes in a CRM campaign (Varadarajan & Menon, 1988). Kelley mentions that many experts believe that “it builds additional goodwill when people see the money from a company coming into their community, and it also gives retailers and distributors in the area a chance to look good to their customers,” (Kelley, 1991, p.62).

Welsh (1999) supports the same idea of proximity and contends that one key ingredient for a successful CRM program is to act locally. He reports that people in Dallas would be more receptive to support a local cause (e.g. children’s hospital) than a national cause. Welsh also believes that American Express’ successful national CRM campaign supporting the restoration of the Statue of Liberty was a singular cause that should not be generalized.

However, Ross, Patterson and Stutts (1992) could not find a statistically significant difference between respondents who have a more positive attitude toward a company which sponsors a local cause than toward a company which supports a national issue.

Although no supports were found for the hypotheses in the current study, there are some interesting interactions related to the type of company and cause that can influence future strategies in the CRM field. For instance, respondents' attitudes toward a national company sponsoring a local cause are more positive than a national company sponsoring a national cause or a local company sponsoring a local cause. It is logical from a consumer's point of view, considering that a national company is normally well known by the public, and the fact that it is sponsoring a local cause makes the consumer think that the philanthropy donation is better administered and controlled (more reliable) because of its size and number of employees. Moreover, a national company could be seen as more effective because of the relatively large amount of the donation. It also approaches the point of proximity – a national company matched with a local cause in an attempt to be closer to its consumers. From consumers' perceptions and their helping behaviors, a local cause could also be more effective in terms of visibility and immediate results.

In addition, respondents in this study were more likely to favor a local company sponsoring a national cause than a national company sponsoring a national cause. This is partially consistent, considering that a local company (closer to consumers) is sponsoring a national cause which has large reach, and consequently is more effective also. Nevertheless, it would be much coherent if the size of a company (local or national) sponsoring a national cause were compatible to the size and proportion of the campaign involved. It would be more reasonable that a local company dealing with its local target public would sponsor a local cause that would directly affect the community of its consumers.

All these interactions show that national companies interested in adopting CRM's strategy should look for local causes in the region where they are operating. It might be assumed from analyzing the data that local companies would benefit from sponsoring national causes. However, the most significant and supported finding is the interaction between national company and local cause.

Final thoughts

The fact that women scored higher than men on all issues exposed in the pretest supports the literature which suggests that women are more sensitive, emotional, relational, and care-oriented than are men. They are very affected by communal concerns and give more importance to social topics in general than do men. Because the sample was very homogenous, in terms of same level of education, age, geographic location, income and cultural norms, this can be considered an important result.

Related to the perceived motivations of respondents to have more positive attitudes toward national companies sponsoring local causes, national companies may transmit more credibility and reliability to the public because of the size investments made by these types of corporations. Consequently, national companies have expensive and large marketing, advertising and public relations campaigns which increase awareness about the company. Local companies, in general, have limited budgets.

In addition, consumers may feel that a national company cares about their local problems, even if the company has other types of customers located in other places as well. A local cause is also more easily controlled by consumers because it is close to them and they are affected more directly.

Another point is that a national company may be seen as more effective because the donation is larger than that of a local company. The public may trust a national company more and see it as more successful and better administered in terms of honesty to pass the donated amount to the local cause.

Past experiences of some local companies, whose directors misused the charitable donation of this type of campaign (CRM) or whose amount of money was not sufficient to show significant results to the public, may exert an appeal for the favorability of the respondents toward a national company sponsoring a local cause.

Limitations

This study had several limitations. One relevant problem was the population selected for the study. The methodology used in this research also limited the results. Certainly, no generalization can be taken from the findings, beyond one to a particular Midwestern university's population of undergraduate students.

POPULATION

To have a homogeneous population in this study was probably a mistake. First, the students investigated were very young, with limited income, considering that they are still studying and have not yet finished their undergraduate degrees. Therefore, it is a population very price sensitive and perhaps not very much concerned with donations, strong values and social problems. In addition, possibly they could not clearly recognize a local versus national company and whether a company was sponsoring a local or national cause. They are more concerned with having fun, and obtaining products at a good price, based on their own condition of not having enough disposable income to

consider donating to a cause. It is hard to believe that they would switch brands, or choose one where a worthy cause could receive some benefits, if the cost was greater.

Furthermore, because the sample has basically the same level of education, age, objectives and is located in the same geographic region, there were no differences among issues that each gender cares more about. Perhaps, these differences could have been found if the sample were different. For instance, female and male respondents care equally about some social issues (their means were very close), such as “improving quality of school and education level”, “preserving endangered species,” “cleaning up the environment,” “sponsorship of youth and sport programs,” “arts sponsorship” and others.

If another sample frame were used – for instance, staff and faculty members from Michigan State University or even community members from Lansing and two or three other cities of the state, in a random sample – maybe more conclusive and precise findings could have been produced (such as issues that men care about more than do women, affecting the survey and results more directly). It would be a more heterogeneous group, with different ages and education, and probably with a certain amount of money to spend and donate.

METHODOLOGY

Related to the questionnaire format, where some characteristics of importance for the research were highlighted in bold (e.g. whether it was a local or national company sponsoring a local or national cause), the attention of the subjects was possibly not captured by this detail. Apparently, there were no differences for the respondents about the size of the company and the extension of the cause supported, in terms of being local or national.

The findings could have been more substantial if there were an article with a concrete/real example of a well known company sponsoring a cause (e.g. a short article of Ben & Jerry's reporting its efforts in the community by sponsoring a cause) or some brief examples, followed by an easy definition of CRM.

The example exposed in the survey (an Italian restaurant at the same level and location of *Olive Garden*) may not have been strong enough to touch the respondents in the degree of caring more about the type of company and cause sponsored (although previous behavior has been analyzed in Chapter Four).

Additionally, the subjects could have been asked if they had prior experiences in purchasing a product/service sponsoring a cause that they care about or even if in the present, they would purchase a product/service which would result in a donation to charity.

Also the convenience sampling method used in this research could have been extended. Likely, a higher number of respondents could have showed different results. Moreover, a random sample was not used in this study because the sample was considered homogeneous/uniform. In any case, this was a relevant limitation.

Future research

By analyzing the implications and limitations of this study, the same research could be conducted again, considering modifications in the sample frame and in the methodology sections, as previously mentioned.

CRM is a beneficial strategy for all parties involved (company, charitable organization, the public and consumers), when well developed and positioned. Little previous research investigating the correlation between attitudes of genders toward

different types of causes and corporations (local and national) has been conducted.

Therefore, future research in the field of CRM should explore:

- The reason consumers have more positive attitudes toward a local company sponsoring a national cause than a local company sponsoring a local cause.
- Consumers' responses to CRM, in terms of the amount of donation that the cause can receive, and whether the size of the company (local and national) exerts some significant influence on their behavior.
- Whether a significant number of companies, which sponsor a social cause, have women as their target group.
- The reason CRM does not exert significant influence on a product with a utilitarian nature, but has higher influence on a product with a hedonic nature.
- Attitudes of consumers toward a new purchase behavior after having performed a donation to another company engaged in a charitable strategy.
- Types of media which exert higher influence in purchase behavior of consumers, when a company is introducing a CRM campaign.
- How employees perceive and support the sponsorship of their companies toward charitable causes.

Other studies could also be conducted to measure the effectiveness of CRM.

These are just some insights that can suggest strategies for using CRM more effectively.

APPENDICES

Appendix A

Pretest

Social Issues – Survey

1. First, I would like to have your opinion about some social issues. There are some topics listed below. Please, circle the number that best describes the level of your concerns:

	Low				High			
	Importance				Importance			
a) Cleaning up the environment	1	2	3	4	5	6	7	
b) Improving quality of school and education level	1	2	3	4	5	6	7	
c) Sponsorship of youth and sports programs	1	2	3	4	5	6	7	
d) Awareness of domestic violence	1	2	3	4	5	6	7	
e) Conservation/restoration of public monuments	1	2	3	4	5	6	7	
f) Preserving endangered species	1	2	3	4	5	6	7	
g) Anti-hunger efforts	1	2	3	4	5	6	7	
h) Breast cancer awareness	1	2	3	4	5	6	7	
i) Combating crime	1	2	3	4	5	6	7	
j) Kids help line (providing advice on different topics related to children)	1	2	3	4	5	6	7	
k) Improving volunteerism	1	2	3	4	5	6	7	
l) Donation to non-profit organizations (Red Cross, Unicef...)	1	2	3	4	5	6	7	

	Low				High		
	Importance				Importance		
m) Human right causes	1	2	3	4	5	6	7
n) Preventing cruelty to children	1	2	3	4	5	6	7
o) Reducing poverty in the Third World	1	2	3	4	5	6	7
p) Arts sponsorship	1	2	3	4	5	6	7

2. What is your gender?

Male ()

Female ()

3. Are you an enrolled MSU undergraduate student?

Yes ()

No ()

4. Are you an American citizen?

Yes ()

No ()

Thank you for agreeing to give your opinion in this study.

Appendix B

Questionnaire # 1

La Trattoria, a national chain of Italian restaurants, is completing a new restaurant near Meridian Mall. The restaurant serves moderately priced Italian dishes and is known for its gourmet pizza and fun atmosphere. The company is expanding rapidly and will celebrate its success by donating 10 cents of each dollar spent during its grand opening in the month of August to the **National Organization Against Violence to Children**.

The company is trying to figure out people's eating habits and how likely people are to try out its new East Lansing location.

Please indicate the degree to which you **disagree** or **agree** with the following statements.

	Strongly Disagree				Strongly Agree			
1. I often eat out for dinner.	1	2	3	4	5	6	7	
2. I do not often eat at the <i>Olive Garden</i> restaurant.	1	2	3	4	5	6	7	
3. I don't think I will try a restaurant like <i>La Trattoria</i> .	1	2	3	4	5	6	7	
4. <i>La Trattoria</i> sounds like a good place to eat.	1	2	3	4	5	6	7	

In general, I think restaurants such as *La Trattoria* ...

	Strongly Disagree					Strongly Agree	
serve good food	1	2	3	4	5	6	7
are overpriced	1	2	3	4	5	6	7
are fun	1	2	3	4	5	6	7
are too ritzy	1	2	3	4	5	6	7
are a good value	1	2	3	4	5	6	7
just care about making money	1	2	3	4	5	6	7
are a good place to take a family	1	2	3	4	5	6	7

Now, please tell us your feelings about supporting charities.

5. I often donate to causes I care about.	1	2	3	4	5	6	7
6. I donate more often to local charities than national charities.	1	2	3	4	5	6	7
7. I would not eat at <i>La Trattoria</i> to support a cause I believe in.	1	2	3	4	5	6	7
8. <i>La Trattoria</i> 's charitable efforts are good for my community.	1	2	3	4	5	6	7
9. I often buy from companies which support social issues.	1	2	3	4	5	6	7
10. <i>La Trattoria</i> is supporting a cause which I care about.	1	2	3	4	5	6	7
11. Please, indicate your gender	Male ()			Female ()			
12. Are you an enrolled MSU undergraduate student?	Yes ()			No ()			
13. Are you an American citizen?	Yes ()			No ()			

Thank you for agreeing to participate in this survey.

Appendix C

Questionnaire # 2

La Trattoria, a national chain of Italian restaurants, is completing a new restaurant near Meridian Mall. The restaurant serves moderately priced Italian dishes and is known for its gourmet pizza and fun atmosphere. The company is expanding rapidly and will celebrate its success by donating 10 cents of each dollar spent during its grand opening in the month of August to the **Lansing Organization Against Violence to Children**.

The company is trying to figure out people's eating habits and how likely people are to try out its new East Lansing location.

Please indicate the degree to which you **disagree** or **agree** with the following statements.

	Strongly Disagree				Strongly Agree		
1. I often eat out for dinner.	1	2	3	4	5	6	7
2. I do not often eat at the <i>Olive Garden</i> restaurant.	1	2	3	4	5	6	7
3. I don't think I will try a restaurant like <i>La Trattoria</i> .	1	2	3	4	5	6	7
4. <i>La Trattoria</i> sounds like a good place to eat.	1	2	3	4	5	6	7

In general, I think restaurants such as *La Trattoria* ...

	Strongly Disagree					Strongly Agree	
serve good food	1	2	3	4	5	6	7
are overpriced	1	2	3	4	5	6	7
are fun	1	2	3	4	5	6	7
are too ritzy	1	2	3	4	5	6	7
are a good value	1	2	3	4	5	6	7
just care about making money	1	2	3	4	5	6	7
are a good place to take a family	1	2	3	4	5	6	7

Now, please tell us your feelings about supporting charities.

- | | | | | | | | |
|--|------------|---|---|--------------|---|---|---|
| 5. I often donate to causes I care about. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 6. I donate more often to local charities than national charities. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 7. I would not eat at <i>La Trattoria</i> to support a cause I believe in. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 8. <i>La Trattoria's</i> charitable efforts are good for my community. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 9. I often buy from companies which support social issues. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 10. <i>La Trattoria</i> is supporting a cause which I care about. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 11. Please, indicate your gender | Male () | | | Female () | | | |
| 12. Are you an enrolled MSU undergraduate student? | Yes () | | | No () | | | |
| 13. Are you an American citizen? | Yes () | | | No () | | | |

Thank you for agreeing to participate in this survey.

Appendix D
Questionnaire # 3

La Trattoria, an Italian restaurant located in Lansing, is completing a new restaurant near Meridian Mall. The restaurant serves moderately priced Italian dishes and is known for its gourmet pizza and fun atmosphere. The company is expanding rapidly and will celebrate its success by donating 10 cents of each dollar spent during its grand opening in the month of August to the **Lansing Organization Against Violence to Children**.

The company is trying to figure out people's eating habits and how likely people are to try out its new East Lansing location.

Please indicate the degree to which you **disagree** or **agree** with the following statements.

	Strongly Disagree					Strongly Agree	
1. I often eat out for dinner.	1	2	3	4	5	6	7
2. I do not often eat at the <i>Olive Garden</i> restaurant.	1	2	3	4	5	6	7
3. I don't think I will try a restaurant like <i>La Trattoria</i> .	1	2	3	4	5	6	7
4. <i>La Trattoria</i> sounds like a good place to eat.	1	2	3	4	5	6	7

In general, I think restaurants such as *La Trattoria* ...

	Strongly Disagree					Strongly Agree	
serve good food	1	2	3	4	5	6	7
are overpriced	1	2	3	4	5	6	7
are fun	1	2	3	4	5	6	7
are too ritzy	1	2	3	4	5	6	7
are a good value	1	2	3	4	5	6	7
just care about making money	1	2	3	4	5	6	7
are a good place to take a family	1	2	3	4	5	6	7

Now, please tell us your feelings about supporting charities.

- | | | | | | | | |
|--|------------|---|---|--------------|---|---|---|
| 5. I often donate to causes I care about. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 6. I donate more often to local charities than national charities. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 7. I would not eat at <i>La Trattoria</i> to support a cause I believe in. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 8. <i>La Trattoria's</i> charitable efforts are good for my community. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 9. I often buy from companies which support social issues. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 10. <i>La Trattoria</i> is supporting a cause which I care about. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 11. Please, indicate your gender | Male () | | | Female () | | | |
| 12. Are you an enrolled MSU undergraduate student? | Yes () | | | No () | | | |
| 13. Are you an American citizen? | Yes () | | | No () | | | |

Thank you for agreeing to participate in this survey.

Appendix E

Questionnaire # 4

La Trattoria, an Italian restaurant located in Lansing, is completing a new restaurant near Meridian Mall. The restaurant serves moderately priced Italian dishes and is known for its gourmet pizza and fun atmosphere. The company is expanding rapidly and will celebrate its success by donating 10 cents of each dollar spent during its grand opening in the month of August to the **National Organization Against Violence to Children**.

The company is trying to figure out people's eating habits and how likely people are to try out its new East Lansing location.

Please indicate the degree to which you **disagree** or **agree** with the following statements.

	Strongly Disagree					Strongly Agree	
1. I often eat out for dinner.	1	2	3	4	5	6	7
2. I do not often eat at the <i>Olive Garden</i> restaurant.	1	2	3	4	5	6	7
3. I don't think I will try a restaurant like <i>La Trattoria</i> .	1	2	3	4	5	6	7
4. <i>La Trattoria</i> sounds like a good place to eat.	1	2	3	4	5	6	7

In general, I think restaurants such as *La Trattoria* ...

	Strongly Disagree					Strongly Agree	
serve good food	1	2	3	4	5	6	7
are overpriced	1	2	3	4	5	6	7
are fun	1	2	3	4	5	6	7
are too ritzy	1	2	3	4	5	6	7
are a good value	1	2	3	4	5	6	7
just care about making money	1	2	3	4	5	6	7
are a good place to take a family	1	2	3	4	5	6	7

Now, please tell us your feelings about supporting charities.

5. I often donate to causes I care about.	1	2	3	4	5	6	7
6. I donate more often to local charities than national charities.	1	2	3	4	5	6	7
7. I would not eat at <i>La Trattoria</i> to support a cause I believe in.	1	2	3	4	5	6	7
8. <i>La Trattoria</i> 's charitable efforts are good for my community.	1	2	3	4	5	6	7
9. I often buy from companies which support social issues.	1	2	3	4	5	6	7
10. <i>La Trattoria</i> is supporting a cause which I care about.	1	2	3	4	5	6	7
11. Please, indicate your gender	Male ()			Female ()			
12. Are you an enrolled MSU undergraduate student?	Yes ()			No ()			
13. Are you an American citizen?	Yes ()			No ()			

Thank you for agreeing to participate in this survey.

Appendix F

Questionnaire # 5

La Trattoria, a **national chain of Italian restaurants**, is completing a new restaurant near Meridian Mall. The restaurant serves moderately priced Italian dishes and is known for its gourmet pizza and fun atmosphere. The company is expanding rapidly and will celebrate its success by donating 10 cents of each dollar spent during its grand opening in the month of August to the U.S. Department of Education to purchase computer equipment for **public schools around the nation**.

The company is trying to figure out people's eating habits and how likely people are to try out its new East Lansing location.

Please indicate the degree to which you **disagree** or **agree** with the following statements.

	Strongly Disagree					Strongly Agree	
1. I often eat out for dinner.	1	2	3	4	5	6	7
2. I do not often eat at the <i>Olive Garden</i> restaurant.	1	2	3	4	5	6	7
3. I don't think I will try a restaurant like <i>La Trattoria</i> .	1	2	3	4	5	6	7
4. <i>La Trattoria</i> sounds like a good place to eat.	1	2	3	4	5	6	7

In general, I think restaurants such as *La Trattoria* ...

	Strongly Disagree					Strongly Agree	
serve good food	1	2	3	4	5	6	7
are overpriced	1	2	3	4	5	6	7
are fun	1	2	3	4	5	6	7
are too ritzy	1	2	3	4	5	6	7
are a good value	1	2	3	4	5	6	7
just care about making money	1	2	3	4	5	6	7
are a good place to take a family	1	2	3	4	5	6	7

Now, please tell us your feelings about supporting charities.

- | | | | | | | | |
|--|------------|---|---|--------------|---|---|---|
| 5. I often donate to causes I care about. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 6. I donate more often to local charities than national charities. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 7. I would not eat at <i>La Trattoria</i> to support a cause I believe in. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 8. <i>La Trattoria's</i> charitable efforts are good for my community. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 9. I often buy from companies which support social issues. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 10. <i>La Trattoria</i> is supporting a cause which I care about. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 11. Please, indicate your gender | Male () | | | Female () | | | |
| 12. Are you an enrolled MSU undergraduate student? | Yes () | | | No () | | | |
| 13. Are you an American citizen? | Yes () | | | No () | | | |

Thank you for agreeing to participate in this survey.

Appendix G

Questionnaire # 6

La Trattoria, a **national chain of Italian restaurants**, is completing a new restaurant near Meridian Mall. The restaurant serves moderately priced Italian dishes and is known for its gourmet pizza and fun atmosphere. The company is expanding rapidly and will celebrate its success by donating 10 cents of each dollar spent during its grand opening in the month of August for **Lansing area schools** to purchase computer equipment.

The company is trying to figure out people's eating habits and how likely people are to try out its new East Lansing location.

Please indicate the degree to which you **disagree** or **agree** with the following statements.

	Strongly Disagree					Strongly Agree	
1. I often eat out for dinner.	1	2	3	4	5	6	7
2. I do not often eat at the <i>Olive Garden</i> restaurant.	1	2	3	4	5	6	7
3. I don't think I will try a restaurant like <i>La Trattoria</i> .	1	2	3	4	5	6	7
4. <i>La Trattoria</i> sounds like a good place to eat.	1	2	3	4	5	6	7

In general, I think restaurants such as *La Trattoria* ...

	Strongly Disagree					Strongly Agree	
serve good food	1	2	3	4	5	6	7
are overpriced	1	2	3	4	5	6	7
are fun	1	2	3	4	5	6	7
are too ritzy	1	2	3	4	5	6	7
are a good value	1	2	3	4	5	6	7
just care about making money	1	2	3	4	5	6	7
are a good place to take a family	1	2	3	4	5	6	7

Now, please tell us your feelings about supporting charities.

- | | | | | | | | |
|--|------------|---|---|--------------|---|---|---|
| 5. I often donate to causes I care about. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 6. I donate more often to local charities than national charities. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 7. I would not eat at <i>La Trattoria</i> to support a cause I believe in. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 8. <i>La Trattoria</i> 's charitable efforts are good for my community. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 9. I often buy from companies which support social issues. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 10. <i>La Trattoria</i> is supporting a cause which I care about. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 11. Please, indicate your gender | Male () | | | Female () | | | |
| 12. Are you an enrolled MSU undergraduate student? | Yes () | | | No () | | | |
| 13. Are you an American citizen? | Yes () | | | No () | | | |

Thank you for agreeing to participate in this survey.

Appendix H

Questionnaire # 7

La Trattoria, an Italian restaurant located in Lansing, is completing a new restaurant near Meridian Mall. The restaurant serves moderately priced Italian dishes and is known for its gourmet pizza and fun atmosphere. The company is expanding rapidly and will celebrate its success by donating 10 cents of each dollar spent during its grand opening in the month of August for **Lansing area schools** to purchase computer equipment.

The company is trying to figure out people's eating habits and how likely people are to try out its new East Lansing location.

Please indicate the degree to which you **disagree** or **agree** with the following statements.

	Strongly Disagree					Strongly Agree	
1. I often eat out for dinner.	1	2	3	4	5	6	7
2. I do not often eat at the <i>Olive Garden</i> restaurant.	1	2	3	4	5	6	7
3. I don't think I will try a restaurant like <i>La Trattoria</i> .	1	2	3	4	5	6	7
4. <i>La Trattoria</i> sounds like a good place to eat.	1	2	3	4	5	6	7

In general, I think restaurants such as *La Trattoria* ...

	Strongly Disagree					Strongly Agree	
serve good food	1	2	3	4	5	6	7
are overpriced	1	2	3	4	5	6	7
are fun	1	2	3	4	5	6	7
are too ritzy	1	2	3	4	5	6	7
are a good value	1	2	3	4	5	6	7
just care about making money	1	2	3	4	5	6	7
are a good place to take a family	1	2	3	4	5	6	7

Now, please tell us your feelings about supporting charities.

- | | | | | | | | |
|--|----------|---|---|------------|---|---|---|
| 5. I often donate to causes I care about. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 6. I donate more often to local charities than national charities. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 7. I would not eat at <i>La Trattoria</i> to support a cause I believe in. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 8. <i>La Trattoria</i> 's charitable efforts are good for my community. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 9. I often buy from companies which support social issues. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 10. <i>La Trattoria</i> is supporting a cause which I care about. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 11. Please, indicate your gender | Male () | | | Female () | | | |
| 12. Are you an enrolled MSU undergraduate student? | Yes () | | | No () | | | |
| 13. Are you an American citizen? | Yes () | | | No () | | | |

Thank you for agreeing to participate in this survey.

Appendix I

Questionnaire # 8

La Trattoria, an Italian restaurant located in Lansing, is completing a new restaurant near Meridian Mall. The restaurant serves moderately priced Italian dishes and is known for its gourmet pizza and fun atmosphere. The company is expanding rapidly and will celebrate its success by donating 10 cents of each dollar spent during its grand opening in the month of August to the U.S. Department of Education to purchase computer equipment for **public schools around the nation**.

The company is trying to figure out people's eating habits and how likely people are to try out its new East Lansing location.

Please indicate the degree to which you **disagree** or **agree** with the following statements.

	Strongly Disagree					Strongly Agree	
1. I often eat out for dinner.	1	2	3	4	5	6	7
2. I do not often eat at the <i>Olive Garden</i> restaurant.	1	2	3	4	5	6	7
3. I don't think I will try a restaurant like <i>La Trattoria</i> .	1	2	3	4	5	6	7
4. <i>La Trattoria</i> sounds like a good place to eat.	1	2	3	4	5	6	7

In general, I think restaurants such as *La Trattoria* ...

	Strongly Disagree					Strongly Agree	
serve good food	1	2	3	4	5	6	7
are overpriced	1	2	3	4	5	6	7
are fun	1	2	3	4	5	6	7
are too ritzy	1	2	3	4	5	6	7
are a good value	1	2	3	4	5	6	7
just care about making money	1	2	3	4	5	6	7
are a good place to take a family	1	2	3	4	5	6	7

Now, please tell us your feelings about supporting charities.

- | | | | | | | | |
|--|------------|---|---|--------------|---|---|---|
| 5. I often donate to causes I care about. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 6. I donate more often to local charities than national charities. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 7. I would not eat at <i>La Trattoria</i> to support a cause I believe in. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 8. <i>La Trattoria</i> 's charitable efforts are good for my community. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 9. I often buy from companies which support social issues. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 10. <i>La Trattoria</i> is supporting a cause which I care about. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| 11. Please, indicate your gender | Male () | | | Female () | | | |
| 12. Are you an enrolled MSU undergraduate student? | Yes () | | | No () | | | |
| 13. Are you an American citizen? | Yes () | | | No () | | | |

Thank you for agreeing to participate in this survey.

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