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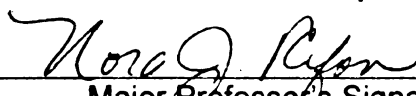
CONSUMER RESPONSE TO CAUSE-BRAND ALLIANCES:  
HOW SITUATIONAL AND CONSUMER CHARACTERISTICS  
INFLUENCE CONSUMER RESPONSE

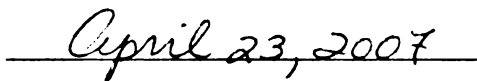
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**CONSUMER RESPONSE TO CAUSE-BRAND ALLIANCES:  
HOW SITUATIONAL AND CONSUMER CHARACTERISTICS  
INFLUENCE CONSUMER RESPONSE**

**By**

**Carrie Suzanne Trimble**

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## ABSTRACT

### CONSUMER RESPONSE TO CAUSE-BRAND ALLIANCES: HOW SITUATIONAL AND CONSUMER CHARACTERISTICS INFLUENCE CONSUMER RESPONSE

By

Carrie Suzanne Trimble

The nature of a cause-brand alliance (CBA) makes it a unique marketing promotion that creates an association or alliance between the corporation selling a product and a social cause or issue. This study places causes-related marketing (CRM), a specific type of CBA, in its appropriate contexts. By identifying the personal context of the consumer based identification with the cause, the study of CRM is closer to understanding consumer response to this unique marketing practice. Further understanding can be found by adding the situational context based on the congruence of the cause-brand alliance. The study reported in this dissertation was developed to resolve the equivocal findings of past research. Hierarchical regression and step-down analysis suggest that the situational context of a CBA influences consumer attribution of corporate motive while the personal context influences consumer perceptions of the situational context. The findings suggest that consumer attribution of motive and consumer acceptance of a CBA mediate the relationship between situational context and consumer perceptions of corporate credibility and consumer attitude toward the corporate alliance partner.

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To Ann Trimble, who thought every girl should be a scholar, and to Joshua Trimble, who fights every day for my right to disagree with him at every turn.

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## INTRODUCTION

The nature of a cause-brand alliance makes it a unique marketing promotion. A cause-brand alliance (CBA) creates an association or alliance between the corporation selling a product and a social cause or issue. Cause-related marketing (CRM), one type of CBA, is distinct because of “the firm’s contribution to a designated cause being linked to customers’ engaging in revenue-producing transactions with the firm” (Varadarajan and Menon 1988, p. 60). The tactic influences the tenor of marketing communications by focusing on the benefits to society jointly created by the alliance and the consumer purchase, as opposed to product attributes or usage benefits. It also provides consumer benefits through a purchase process that provides support for a social cause; that is, consumers can support social causes with minimal effort through the purchase of products. Consumers use this socially responsible support for an issue or cause as a deciding factor in purchase decisions under conditions of product parity, that is, when competing brands are considered equal or comparable (Holmes and Kilbane 1993).

Beyond CRM, corporations have a multitude of opportunities to create socially responsible CBAs without tying their behavior or support to a “revenue producing transaction.” These other options do not stress product sales or corporate profit and conceivably carry less risk of consumer perception of mercenary motivation for the behavior (Webb and Mohr 1999). Questions have been raised as to whether the activity of generating donations through product purchase is worthwhile when other options are available. Most research suggests that CRM campaigns can make a positive impression on consumers’ perceptions. CRM campaigns have been found to influence consumer

purchase intentions, attitudes, and corporate credibility perceptions (Berger, Cunningham and Kozinets 1999; Chaney and Dolli 2001; Hajjat 2003; Lafferty, Goldsmith and Hult 2004; Trimble and Rifon 2006; Yechiam *et al.* 2003). Consumers report being less sensitive to price and product attribute differences after exposure to a CRM campaign (Pracejus and Olsen 2004). However, CRM campaigns are not always successful (Garcia, Gibaja and Mujika 2003), and they carry a potential for backlash (Barone, Miyazaki and Taylor 2000; Dahl and Lavack 1995). Yet, the popularity of CRM as a marketing tool continues to increase as spending estimates for CRM exceeded \$1 billion for 2004 in the United States alone (2004 Manufacturer and Retailer Cause Marketing Attitudes and Practices Study).

Perhaps due to the relative infancy of the practice (it has been cited as having its origins in an American Express campaign to support the local arts scene in San Francisco in 1982), there has been little theoretically driven empirical study of the effectiveness of the tactic and the influence of its configurations. Evidence does suggest that CRM can positively influence consumer response. However, the cognitive mechanisms associated with consumer response and the tactical conditions that generate positive response are still arguable. The empirical findings on the process of consumer influence and the identification of consumer characteristics associated with the process are inconclusive, perhaps in part due to a still nascent theoretical approach used in the area.

There is little doubt that the characteristics of the campaign's target market, as well as the characteristics of the cause-brand alliance, are essential to a model of effects. This study has been designed to flesh out those variables and analyze specific characteristics, both of consumers and cause-brand alliances, for evidence that they

influence consumer response to cause-related marketing. Furthermore, the study will expand present models of consumer response to CRM and other alliance strategies (such as sponsorships) through the development of a more comprehensive explanation of consumer cognitive response within the context of CRM.

Several different characteristics of cause-brand alliances and their target audiences have been studied in an attempt to explain the effectiveness of CRM. The concepts studied in this dissertation appear in Table 1. The following is an introduction to their importance and relevance to understanding consumer response to CRM tactics.

**Table 1.**  
**Characteristics of Interest: The Cause-Brand Alliance and Its Target Audience**

<b>Characteristics of the Cause-Brand Alliance</b>	<b>Characteristics of the Target Audience</b>
Congruence between cause and brand  Prevalence of the cause in CBAs  Expectations of corporate support	Relationship with the cause including: Identification with the people affected by the cause Identification with the cause Perceptions of social significance of the cause  Relationship with the company including: Attitude toward the corporation Perceptions of corporate credibility  Attributions of corporate motive  Acceptance of the cause-brand alliance  Additional demographics

The choice of the social cause highlighted in the cause-brand alliance perhaps has received the most attention (Brown and Dacin 1997; Ellen, Mohr and Webb 2000; Hajjat 2003; Mizerski, Mizerski and Sandler 2001; Porter and Kramer 2002; Pracejus and Olsen 2004; Trimble and Rifon 2006). In CRM research, as in sponsorship research (another type of cause-brand alliance), the study of choosing a social cause typically revolves around finding the correct cause or the cause that offers the best fit. Other areas of consumer behavior (brand extensions and celebrity endorsers, as two examples) also offer support for the importance of fit or match for the creation of positive outcomes (Aaker and Keller 1990; Kamins and Gupta 1994). The sponsorship literature carries the concept of fit or match a bit further and defines two different types of fit—image fit and functional fit (Gwinner 1997). This explication of match suggests that a sponsorship will be successful if consumers believe the sponsoring company and the recipient of the sponsorship to be closely related. This close match can either be a match of the image-based perceptions of the consumer or a match of a functional, pragmatic nature.

For cause-related marketing, some researchers believe that the most effective alliances are those that offer a functional fit or focus on the core competencies of the company making a donation (Brown and Dacin 1997; Porter and Kramer 2002). An example of a cause-brand alliance with a functional fit would be a power tool company that donated money or tools to Habitat for Humanity as consumers purchased the products of the power tool company. There is a logical appeal to this type of cause-brand alliance and an expectation that consumers would perceive the involvement of the power tool company to be credible as the company's expertise with tools (and, presumably, building projects) would be obvious to most consumers.

While not denying the logical appeal of cause-brand alliances that concentrate on a social issue relating to the business of the donating corporation, others have found that a cause-brand alliance with a functional fit brings about varying consumer responses (Ellen, Mohr and Webb 2000; Mizerski, Mizerski and Sandler 2001; Pracejus and Olsen 2004; Trimble and Rifon 2006). Not all cause-brand alliances with a functional fit are a success (Mizerski, Mizerski and Sandler 2001), and many executives have reported concerns about consumer perceptions of corporate greed if the connection between the corporation and the cause are too obvious or too close (Webb and Mohr 1999). One possible weakness of the assumption that consumers prefer all cause-brand alliances with functional fits is that some functional fits would place corporations in alliances with causes that work against the interests of the corporations. For example, there is a functional fit between a casino and the not-for-profit Gamblers Anonymous. However, supporting a not-for-profit organization (NPO) that discourages gambling and the consequent profits that gambling brings to casinos is against the self-interest of the casino corporation. New research in CRM suggests that the underlying question is not whether consumers perceive an alliance to be a functional fit or an image fit, but rather whether consumers accept the alliance as a good fit by rating the alliance partners as compatible (Trimble and Rifon 2006). This suggests that to understand consumer response to CRM, the concept of fit or congruence may be multidimensional and needs further explication.

Additionally, the nature of the consumer offers a logical explanation for the variety of response to different CRM tactics. For example, researchers have found that gender can be a good predictor of acceptance of a CRM campaign as women have reported more positive responses to CRM campaigns than men (Berger, Cunningham and

Kozinets 1999; Ross, Patterson and Stutts 1992; Ross, Stutts and Patterson 1990; Trimble and Rifon 2006). The nurturing nature of women has been offered as an explanation for the difference in some studies (Berger, Cunningham and Kozinets 1999; Ross, Patterson and Stutts 1992), but any relationship between consumers and the partners in an alliance should be examined before the difference found in these studies is marked up to gender socialization. Individual relationship with specific causes or corporations, rather than gender, may provide a clearer understanding of consumer response to a cause-brand alliance than gender.

It is important to place CRM in its appropriate contexts. Consumer responses to marketing tactics are individualistic and varied. By identifying the personal context of the consumer based on the relationship with the cause and the relationship with the corporation, the study of CRM is closer to understanding consumer response to this unique marketing practice. Further understanding can be found by adding the situational context based on the fit of the cause-brand alliance. The studies reported in this dissertation were developed to resolve the equivocal findings of past research. A theoretical model of consumer response to CRM is expanded through the addition of individual and CRM tactical variables, and is tested with an experiment. The results offer some resolution for managerial questions about CRM best practices, and insight into modeling consumer cognitive response to CRM tactics.

## CHAPTER ONE

### LITERATURE REVIEW

The recently coined term, cause-brand alliances, describes several different types of alliances between a for-profit corporation or the products of a for-profit corporation and a social cause or movement. A cause-brand alliance (CBA) could be a cause-related marketing campaign, sponsorship activity, an affinity marketing campaign or an ambush marketing attempt. Cause-brand alliance should not be confused with social marketing. Social marketing results from a use of commercial marketing techniques, by charities and not-for-profit organizations, in attempt to solve a social problem. For over thirty years, not-for-profit organizations have used commercial marketing means to address social problems (Andreasen 1996; Fox and Kotler 1980; Rothschild 1999). However, these commercial marketing efforts are always on behalf of the charity or NPO that is trying to ease the social problem—there is no association with a corporation or brand. When a corporation or brand becomes involved with the NPO, then efforts become cause-brand alliances. The differences between the types of CBAs rest in how the association between the social and the for-profit organization are created. However, it is the similarities between types that make a discussion of all types prudent. That discussion necessarily includes the similar characteristics across types of CBAs and the overlap in research findings across the types.



## **Sponsorship**

Of these different types of alliances, sponsorship activities present an indirect route for consumer feedback or response to an alliance. For example, when U.S. Cellular began its sponsorship of the baseball stadium of the Chicago White Sox in 2003 the financial obligations of the sponsorship were not dependent on White Sox fans signing up for U.S. Cellular service. No purchase was required to trigger payments from U.S. Cellular to the White Sox, and any benefits earned by U.S. Cellular for the sponsorship would be, by necessity, indirect and organic. In contrast, two of the other types of alliances, cause-related marketing and affinity marketing, require action on the part of the consumer to trigger monetary support of the NPO by the for-profit organization. (The fourth type, ambush marketing, provides no financial support at all.)

The link between sponsorship as a cause-brand alliance and cause-related marketing has been explored by Polonsky and Speed (2001). The authors refer to both sponsorship and cause-related marketing as “refinements of philanthropy-type giving” (p. 1363). The links between the two are explored (as well as the links with corporate philanthropy) through funding, resources, use of resources, key market outcomes, sales impact and revenue flows. (See Figure 1.1 for detail.) Additionally, the authors discuss the possibilities of integrating CRM and sponsorship campaigns. One obstacle to fully leveraging the integration of sponsorships and cause-related marketing is that sponsorships are not expected to directly impact sales. The lack of expectation for direct impact means that little data is available about the return on investment for sponsorships. Without this data, it would be difficult to measure additive effects of integrating sponsorships and cause-related marketing.

**Figure 1.1**  
**Polonsky and Speed Comparison**

<b>Activity</b>	<b>Corporate philanthropy</b>	<b>Sponsorship</b>	<b>CRM program</b>
<b>Funding</b>	Fixed	Fixed	Variable possible capped
<b>Resources</b>	None	Association	Association
<b>Use of resources</b>	No commercial use made of association	Association is used to attempt to change customer attitudes, behavioral intentions and behaviors	Association is used to create a customer offer, linked to a specific contribution to the cause
<b>Key market outcomes</b>	None	Attitudes (positioning), behavioral intentions (loyalty and preference) and behaviors (sales)	Behaviors (sales), behavioral intentions (loyalty and preference) and attitudes (positioning)
<b>Sales impact</b>	None	Indirect sales impact	Direct sales impact
<b>Revenue flows</b>	None	Exclusively to sponsor	Split between the cause and the sponsor

The seminal article on sponsorship defines sponsorship through an exchange and the public promotion of the exchange (Cornwell and Maignan 1998). First, a corporate sponsor and a sponsee participate in an exchange where the sponsor pays a fee to receive the right of association with sponsee. Next, the sponsor publicly promotes the association. In an international review of the contemporary sponsorship literature, the authors identify five sponsorship research streams. Those include the nature of sponsorship, managerial aspects of sponsorship, measurement of sponsorship effects, the strategic use of sponsorship and legal and ethical considerations in sponsorship. In addition to the review of the current research, the authors provide suggestions for direction within the sponsorship effects research stream. Stating that few researchers have tried to explain how sponsorship influences consumers' perceptions of corporate sponsors, the authors suggest using congruence theory as a conceptual framework for explaining sponsorship effects. Specifically, the authors suggest that corporate sponsorship activity that is consistent with consumer expectations should be the most

influential sponsorship activity. Congruence effects were predicted to positively affect attitude toward the promotions of sponsorships and attitudes toward sponsors.

Later meta-analysis of sponsorship research (Cornwell, Weeks and Roy 2005) finds that congruence effects have become the most studied process for explanation of sponsorship effects. The meta-analysis showed that researchers have found that congruence can influence consumer cognition, affect and behavior. Congruent partnerships between sponsors and sponsees were found to produce more favorable thoughts (Becker-Olsen and Simmons 2002), more favorable attitudes (Becker-Olsen and Simmons 2002; McDaniel 1999; Rifon *et al.* 2004), stronger perceptions of corporate credibility (Rifon *et al.* 2004), improved recall (Cornwell *et al.* 2003), raise share prices (Cornwell, Pruitt and Van Ness 2001), and purchase behavior (Pracejus and Olsen 2004).

The similarities between sponsorship and cause-related marketing provide a strong motivation for researchers to investigate congruence effects in cause-related marketing. Additionally, those same similarities in characteristics of the types of cause-brand alliances suggest that similar outcomes (cognitive, affective and behavioral) can be expected.

### **Ambush Marketing**

Ambush marketing, like cause-related marketing, is a mass marketing approach that relies on the use of generally accepted, widely popular social causes. However, ambush marketing is distinct from the technique used in cause-related marketing because the ambush approach provides only verbal support of a social cause or NPO without any financial support (Mizerski, Mizerski and Sandler 2003). In ambush marketing, for-profit

corporations use an event or social cause as the justification for promotional activities but those promotions never lead to sponsorship of the event or charitable donations to the social cause. For example, a corporation could buy advertising time during the broadcast of the Olympic Games without being an official sponsor of the national Olympic team. Likewise, a retailer could schedule a breast cancer awareness sale in October, national breast cancer awareness month, without ever donating any money to breast cancer-related organizations. This type of cause-brand alliance can be problematic as it raises questions of ethics (Meenaghan 1994) and the possibility of consumer backlash (Shoebridge 1997).

Initial research on ambush marketing tactics found that this type of CBA did not produce the same positive results as sponsorships (Sandler and Shani 1989). Following the 1988 Winter Olympics, consumers reported higher recall of official Olympic sponsors than of companies that advertised during Olympic broadcasts without sponsorship ties. Similar research following the 1992 Summer Olympic Games found even stronger support for sponsorship over ambush marketing. Consumer responses followed the same pattern in 1992 as in 1988, but with improved recall and awareness ratings. However, not all research findings support the assertion that sponsorship is more effective than ambush marketing (McDaniel and Kinney 1998).

McDaniel and Kinney (1998) found that women report more positive brand attitudes and stronger purchase intentions than men, regardless of CBA type. In an experiment designed around the 1996 Summer Olympic Games, no gender differences were found in recall or awareness measures, but women, in general, reported more positive responses to corporate sponsors and ambush marketers than men did. These

findings parallel those found in previous CRM research (Ross, Patterson and Stutts 1992).

### **Affinity Marketing**

Affinity marketing makes the most of group membership (school alumni, sports fans) to define a direct connection between the targeted consumers and the NPO that receives a donation as a result of the targeted consumer's purchase activities. Maryland Bank of North America, acquired by Bank of America in 2005, was well known for its affinity credit cards that allowed consumers to show their support of professional organizations, sports leagues and alumni associations visually, through the trademarks and logos printed on the credit cards, and financially, through donations made as a result of consumer use of the credit card. Utilizing the direct connections between alumni and their universities or professionals and their professional organizations (like that between attorneys and the American Bar Association) gave MBNA a customer base that was loyal, willing to support a specific organization, made frequent use its cards and carried higher balances than other credit card users (Talcott 2005). Strategically, affinity marketing requires different products for different target markets (the same credit card that appeals to University of Michigan alumni can not be used to reach the 50,000 members of the Michigan State University alumni association).

The increased loyalty of MBNA customers can be explained by the endowment-institutional affinity effect. First, consumers attribute more value to an owned item, over time, than the item's market value (Tom 2004). This endowment effect is stronger when the owned item identifies a consumer's group membership or institutional affinity. For

example, coffee mugs that bear a university insignia are considered more valuable to people who own the mugs and are considered most valuable by people who own the mugs and identify with the university represented by the insignia. Therefore, consumers who identify themselves as students, alumni or supporters of a university consider a coffee mug bearing that university's insignia more valuable than its actual market value, and those same people consider the mug to be more valuable than other people who own the same mug but do not identify with the university.

These findings are applicable to cause-related marketing in the instances when a consumer identifies with or has an affinity for the social cause in a cause-brand alliance. Because cause-related marketing CBAs are created to appeal to a general audience, the direct connections and consequent loyalty that comes from group membership are frequently missing from cause-related marketing CBAs. While it is possible that a CRM campaign could include a social cause that motivates strong support from consumers, individual campaigns are not created to reach specific target markets that in turn support specific social causes. Instead, cause-related marketing relies heavily on widely popular and widely used social causes in an attempt to reach the general public. However, in the case where consumers do identify with or have an affinity for a certain social cause, the research findings from affinity marketing suggest that a stronger, more positive consumer response could be expected in those instances of cause-related marketing.

## **Cause-Related Marketing**

In the early 1980s, American Express Co. tried out a new marketing concept to increase use of their card and the cards' acceptance at retail outlets (Andreason 1996). For every purchase a consumer made using an American Express card, American Express Co. would make a donation to charity. First, American Express Co. used this marketing practice in San Francisco, and following on the success of that campaign, the company later developed a national campaign that benefited the renovation of Ellis Island and the Statue of Liberty. American Express Co. had hit upon a marketing concept so innovative they were able to copyright the term they developed to describe it: cause-related marketing.

The innovation of cause-related marketing lies in the links that are created between a business and social issues or causes. Different from straight philanthropy, cause-related marketing joins a corporation together with a specific cause or a not-for-profit organization (NPO) that supports that cause in creating a marketing campaign that helps raise awareness of and funds for the cause or NPO while simultaneously benefiting the corporation. Cause-related marketing is not meant as charity. Indeed, the money for cause-related marketing campaigns does not come from the portion of the budget earmarked for philanthropy (Varadarajan and Menon 1988). Instead, these campaigns are usually supported from marketing budgets just as any other marketing campaign would be. The campaigns are developed as an investment meant to improve the corporation's bottom line in the long-run. Cause-related marketing is meant to be a symbiotic relationship that aids the for-profit participants as much as the not-for-profit participants.

The relationship should improve the corporation's performance as it aids a social cause or issue.

The new prominence of cause-related marketing as a marketing strategy is a compelling reason for a closer look at this phenomenon and the research that surrounds it. Because of the recency of the development of cause-related marketing as a marketing concept, published research is limited. With that in mind, this paper provides a better understanding of how cause-related marketing works and how it is perceived through a synthesis of the literature that is available.

#### *Definition.*

The research on cause-related marketing is limited in depth but extensive in its breadth. The seminal article on cause-related marketing was written in 1988 and features a definition of cause-related marketing that researchers rely on today.

Cause related marketing is the process of formulating and implementing marketing activities that are characterized by an offer from the firm to contribute a specified amount to a designated cause when consumers engage in revenue-providing exchanges that satisfy organizational and individual objectives (Varadarajan and Menon, p. 60).

Cause-related marketing is also seen as an exchange between a firm, consumer and a cause (Dahl and Lavack 1995; Ross, Patterson and Stutts 1992). Because of the three-way interaction, the exchange is complex, and despite the benefit to a social cause the exchange remains utilitarian. Consumers purchase the goods they need while firms make the profits they desire. While supporting issues with which consumers are concerned, corporations can meet their traditional marketing goals (Smith and Stodghill 1994). Similarly, cause-related marketing has been described as a "viable marketing tool for improving corporate performance while helping worthy causes" (Webb and Mohr 1998,



p. 226). Practically speaking, cause-related marketing can be described as a link between a corporation's identity and social issues and causes (File and Prince 1998).

Cause-related marketing has also been defined as "corporate philanthropy organized to increase the bottom line" (Barnes and Fitzgibbons 1991, p. 20). In a conceptual piece that describes the existing state of the tactic, Barnes and Fitzgibbons provide a typology for cause-related marketing campaigns based on the length of the campaign and the recipient of the donation. (See Figure 1.2 for full description of typologies.) Campaigns are designated as either one-shot or ongoing while the recipients are classified as either charities or causes. The authors suggest that a one-shot campaign with a charity is a low-risk way for a for-profit corporation to test cause-related marketing as a corporate strategy. The authors also point out that the difference in organizational structures of charities and causes should be considered by corporations considering a new campaign. The established and easily identifiable administrative structures of charities alleviate risk for their corporate partners and help the partners avoid potential conflict and subsequent negative publicity.

Cause-related marketing has also been called a situation where "everyone comes out a winner" (Ceasar 2001, p. 16). In an article that discusses the concept of cause-related marketing, Ceasar describes a tactic that directly links a business's goods or services to a charity. Similarly to Barnes and Fitzgibbons, Ceasar describes the existing state of the tactic while also addressing the ethical considerations and the possible impact on not-for-profit organizations. Opinions on the tactic were divided and extreme. CRM is classified as either typically American, balancing commerce with the good of society, or as commercial taint on the non-profit sector.

**Figure 1.2**  
**Barnes and Fitzgibbons Typology**

	<b>One Shot</b>	<b>Ongoing</b>
<b>Charity</b>	Statue of Liberty—Ellis Island Foundation  Halloween Coupons (Burger King and March of Dimes)	Special Olympics  Easter Seal Society  Helping Hands  Ronald McDonald House  March of Dimes  Cystic Fibrosis Foundation
<b>Cause</b>	Earth Day 1990  Live Aid  Farm Aid  Hands Across America  National Parks Preservation Fund (National Parks Foundation)	Comic Relief (Help the Homeless) with HBO  Annual walkathons supporting AIDS, the homeless, etc.

*Effectiveness.*

By the end of the 1990s, corporations spent \$630 million annually on cause-related marketing campaigns--an increase of 504% from the beginning of the decade (Cone 1999). With this monetary vote of confidence, academics began to study the effectiveness of cause-related marketing in earnest. Early research looked at consumer response by simply asking if cause-related marketing works as a means to promote a corporation's products and brands. The following section examines the effectiveness of CRM studies through measures of attitude, corporate credibility perceptions, consumer acceptance of CRM, and consumer beliefs of exploitation.

As any marketing practitioner knows, a marketing campaign that looks good on paper is not guaranteed to succeed. One of the main concerns of cause-related marketing campaigns is public perception and acceptance of the campaigns (Varadarajan and Menon 1988). Corporations that use cause-related marketing campaigns must walk a straight and narrow line to assure themselves that the campaigns generate positive publicity, goodwill and increased sales instead of negative publicity and charges of exploitation.

The preliminary academic research as well as one longitudinal practical study shows that consumers are receptive to cause-related marketing (Ross, Patterson and Stutts 1992, Dahl and Lavack 1995, Brown and Dacin 1997, Strahilevitz and Myers 1998, Cone 1999). One early study found that consumers thought firms who participated in cause-related marketing campaigns were socially responsible (Ross, Patterson and Stutts 1992). Using an experimental design and personal interviews to test whether consumers were more supportive of local causes than national causes, the researchers found that consumers' willingness and intentions to purchase products linked to cause-related marketing campaigns were positive. Cause-related marketing campaigns also reflected positively on the NPOs that participate. The campaigns were considered a good way to raise money for a social cause, and choosing to use a cause-related marketing campaign to raise funds was seen as a responsible decision for a board of directors to make. No support was found for the hypothesis that consumers would be more influenced by local causes than national ones, but the researchers did find a difference in attitude toward firms and causes according to gender. In general, cause-related marketing campaigns

elicited a more positive response from women than men. The authors attributed this difference to the nurturing nature of women, but that attribution was not directly tested.

Other researchers have looked at cause-related marketing to determine what makes some campaigns appear exploitative while others are readily accepted (Dahl and Lavack 1995). Experimentally manipulating the size of donation and the size of the campaign, researchers looked at which factors reflected favorably or unfavorably on the firms and NPOs that participate in these campaigns. Study participants reported that a larger donation made the campaign appear less exploitative and provided more product appeal. Also, consumers felt a larger donation was of more benefit for the NPO. No differences in attitudes were found based on the size of the campaign.

Attitude change in consumers can be expected as a result of cause-related marketing campaigns, but campaigns are more effective when alliances are maintained over time (Till and Nowak 2000). Cause-related marketing campaigns can also be expected to affect consumers' cognitive knowledge. Conceptually, associative learning theory suggests that the fit between the brand and the cause is important to the success of CRM campaigns and that any results will be more pronounced for brands that are less familiar to consumers. Because consumers have established associations with a familiar brand, the link with a cause may become a secondary association. Less familiar brands are then more likely to be known by the social cause association than any other product- or brand-related feature. Finally, for the full effect of associative learning, using the entire marketing mix as part of the alliance should provide maximum leverage.

A more recent look at cause-related marketing used correspondent attribution theory to test the effect of cause-brand alliances on consumers' attitudes and perceptions

of corporate credibility (Trimble and Rifon 2006). Comparing three types of cause-related marketing campaigns (a functionally congruent campaign, an image congruent campaign and an incongruent campaign), the researchers found that consumer perception of congruence was more important to consumer response than the actual, functional correspondence between the cause and the donor. Consumers who rated a CRM campaign as congruent had stronger perceptions of credibility of the CRM campaign and of corporate credibility. Stronger perceptions of credibility subsequently led to more positive attitudes toward the corporate donor.

The effect of cause-related marketing campaigns has been found to be stable over time (Yechiam *et al.* 2003). In an empirical experiment, the research tested the stability of consumer perceptions that involvement with a CRM campaign is an indicator of a high-quality product. Evidence was reported that the effect of a CRM campaign did not diminish over time and might actually increase (supporting the assertions that CRM is most effective when alliances are maintained over time). Cause-related marketing was also found to change the equilibrium of product choices. CRM could make products with fewer features more attractive while lessening the appeal of an alternative with superior features.

Cone, Inc., a communication and public relations firm in the “forefront” of cause-related marketing campaign creation (<http://www.conecommuncions.com/website/cause-related-marketing/main.htm>), has found evidence of public acceptance of cause-related marketing (Cone 1999). The *1999 Cone/Roper Cause Related Trends Report* is the third of a five-year longitudinal study focusing on consumer attitudes toward cause-related marketing, consumer recognition of cause-related marketing campaigns and effect of

cause-related marketing on employees of corporations that participate in cause-related marketing campaigns. The 1999 report found that 74% of consumers accept cause-related marketing. This percentage is up from the 66% acceptability rate of 1993. Acceptance of cause-related marketing cuts across race, age and gender (Cone data from "If You're Not Committed, Don't Bother" 1994). However, level of education does have an impact on acceptance as college-educated consumers respond best. Companies who support causes consumers care about have a more positive image than companies who do not (according to 83% of those surveyed) (Cone 1999). Perhaps more convincing than expressions of general attitudes are the 61% of participants who reported they would likely switch brands or retailers to find one in support of a good cause (<http://www.conecommunications.com/website/cause-related-marketing/report.htm>).

Cause-related marketing can help companies break through the clutter of advertising. Consumers were asked to list, unaided, companies they considered socially responsible. McDonald's, long known for its community-minded activities, and Wal-Mart, a more recent convert to the support of local communities, top the list. The 1999 *Cone/Roper Report* also found that cause-related marketing influences the morale of employees who work for corporations that use cause-related marketing. Eighty-seven percent of people who work for companies involved in cause-related marketing have a stronger sense of loyalty than those interviewed who do not work for corporations with cause-related marketing ties (Cone 1999).

Cause-related marketing ties can also influence consumer product choice (Barone, Miyazaki and Taylor 2000; Van den Brink, Odekerken-Schroder and Pauwels 2006). Through experimental design, researchers found that the support for social causes could

sway consumer brand loyalty and product choice. Early research measured consumer responses to CBAs tied to the purchase of televisions and personal computers (Barone, Miyazaki and Taylor 2000). The strongest support for this assertion came from situations where consumers were not required to pay more or receive less in product performance when they chose the product that was part of a cause-related marketing campaign. However, the influence of support of social causes was weaker when large trade-offs were evident. Later research suggests that consumers make different product choices, through their reported brand loyalty, when they are purchasing low-involvement products (like staples) (Brink, Odekerken-Schroder and Pauwels 2006). The increased brand loyalty is strongest when consumers perceive a long-term commitment to the social cause by the corporation.

Consumers have reported a willingness to accept slightly higher prices or slightly lower quality products in order to support a social cause (Barone, Miyazaki and Taylor 2000). Consumer willingness to accept price and performance trade-offs can be influenced by the fit between a cause and brand in a cause-related marketing campaign (Pracejus and Olsen 2004). In an empirical experiment, Pracejus and Olsen found that consumers would accept a price trade-off regardless of the relationship between the brand and the charity. However, when the fit between a brand and a charity was high, consumers were willing to pay more than \$3.00 above what they were willing to pay when the fit was low. Additionally, support of a high-fit charity led to consumer acceptance of performance trade-offs. Specifically, when a portion of the purchase price of amusement park tickets supported a high-fit charity (Children's Miracle Network),

consumers were less sensitive to driving distances, less sensitive to the number of rides at the park and less sensitive to the hours of operation of the park.

The fit between cause and brand has also been found to affect consumer purchase intentions (Gupta and Pirsch 2006). In two experimental studies, the authors measured participants' perception of the fit between a company and a cause in a cause-brand alliance. When consumers reported a strong fit between a company and a cause, the consumer also reported stronger intentions to purchase the product associated with the CBA. Also, consumers reporting a strong fit indicated more positive attitudes toward the corporation. These results were stronger when consumers initially reported a positive attitude toward the company.

In addition to influencing purchase intentions, cause-related marketing has been found to improve a corporation's reputation (Dean 2003). In a 3 x 2 (corporate reputation by type of donation) experiment, the researcher found that consumer-made attributions of corporate motive did not affect consumer perceptions of corporate reputation equally. Making corporate donations, even if they are conditional on consumer purchase, can improve the reputation of corporations with poor or average reputations. Only firms with scrupulous reputations did not reap equal benefits from unconditional donations and conditional donations.

Porter and Kramer (2002) also report that corporate philanthropy through cause-related marketing can improve a corporate donor's reputation. When used appropriately, cause-related marketing can provide positive publicity for the corporate donor as well as an association with the admirable qualities of the donation recipient. However, the authors claim that even sophisticated use of cause-related marketing can not truly be



described as strategic philanthropy. Without the strategy, cause-related marketing does not provide all the benefits to its partners that it could. Positive publicity can generate goodwill, but the authors argue that the publicity alone can not make companies better competitors. "True strategic giving, by contrast, addresses important social and economic goals simultaneously, targeting areas of competitive context where the company and society both benefit because the firm brings unique assets and expertise" (p. 58).

However, other research suggests that cause-related marketing alone can not overcome negative publicity (Deshpande and Hitchon 2002). In the absence of negative publicity, cause-related marketing campaigns for a fictitious coffee manufacturer were found to be more credible than brand advertising. (Only public-service announcements were more credible than CRM ads in the absence of negative publicity). However, immediately following news that the fictitious company was the state's leader in Styrofoam cup waste, brand advertising was viewed as more credible than CRM ads.

Strahilevitz found similar support for the assertion that cause-related marketing can not overcome negative publicity (2003). In an empirical experiment, the researcher found that in situations where consumers have neutral impressions of a firm's ethics cause-related marketing can have the greatest impact. Firms that were seen as unethical received the least amount of benefit. These findings were strongest when the ethical reputation was experimentally manipulated. When real company names were used (Philip Morris as the unethical, Timex as the neutral and Ben and Jerry's as the ethical), the findings were not as strong.

Research like that of Deshpande and Hitchon (2003) that compares cause-related marketing to other types of promotion allows marketers to discover if cause-related

marketing works as well or better than traditional marketing strategies. If corporations only hold economic objectives for their cause-related marketing campaigns, evidence suggests that cause-related marketing may not be the most effective strategy (Smith and Stodghill 1994) and that cause-related marketing may be effective for only certain types of products (Strahilevitz and Myers 1998). (Noneconomic objectives for campaigns do exist and will be discussed later.) Only twelve percent of consumers considered a good cause the most important factor in making a purchase decision (Smith and Stodghill 1994). Ahead of good cause were past brand experiences (71%), price (62%), a company's reputation for quality (56%) and word of mouth recommendations (31%).

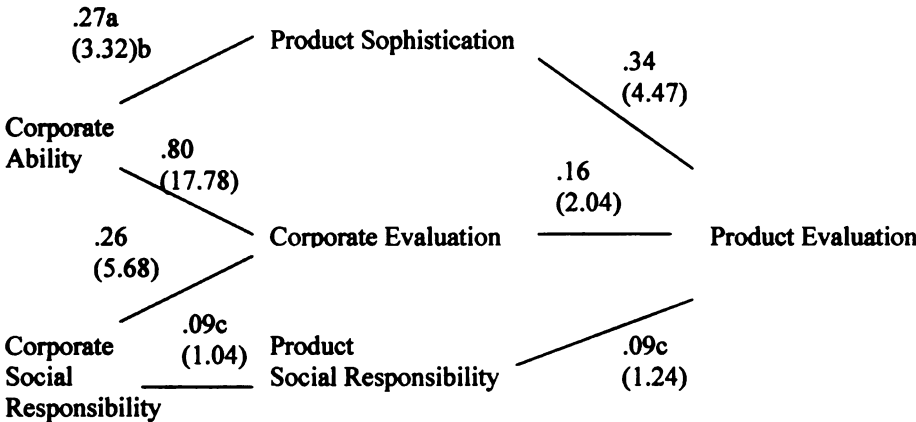
Additionally, one international case study suggests that cause-related marketing campaigns can have adverse effects on attitudes toward the company (Garcia, Gibaja and Mujika 2003). In a country where 89% of those surveyed reported that the social responsibility of a company is very important or important, Spanish citizens support their beliefs through a willingness to pay more for products at the center of CRM campaigns and are willing to switch brands in order to support a CRM campaign (Fundacion Empresa y Sociedad 1997). Despite the welcoming climate for support of social causes, PepsiCo still managed to execute an unsuccessful CRM campaign. Pepsi signed a three-year general cooperation agreement with an NPO that was well-known and important to Pepsi's target market of 12 to 24 year olds. Negative reactions to the campaign were based on indignation that a large multinational company had co-opted the party line of the non-profit sector in Spain and had actually tried to improve upon the rallying cry. These actions were seen as trying to show-up the hard working and dedicated people in the non-profit sector while simultaneously trying to improve Pepsi's profits.

Other findings for negative reactions to a CRM campaign came as a result of an alliance between a liquor store and a campaign to promote responsible drinking (Mizereski, Mizerksi and Sadler 2001). This alliance is a negative fit as later defined by Gourville and Rangan (2004) because of the conflict between the business of the donor and the mission of the social cause. However, the researchers expected this negative fit to, in fact, be a close fit because the social cause was directly and obviously related to the core competencies of the business. That close fit, in turn, was expected to positively influence purchase intentions. Stronger support was found for a campaign that associated the liquor store with a campus safety campaign. Researchers did not expect this finding because campus safety is not directly related to the competencies of a liquor store.

Experimental research also supports the latter survey findings (Brown and Dacin 1997). Because of the difficulty in evaluating attempts to improve corporate images, the researchers focused on the supposed benefits of being a corporate “good guy” (p. 68). Looking at consumer evaluations of corporations and products, Brown and Dacin found support for the assertion that touting a corporation’s ability more effectively influences consumer attitudes than touting a corporation’s social responsibility. Figure 1.3 shows the path of the model Brown and Dacin tested in their initial study. In an experiment with a hypothetical company and a hypothetical product, the researchers found that the social responsibility of a corporation did not reflect on consumers’ evaluations of the product. Additionally, the social responsibility of the product did not reflect on the consumer evaluation of the product. Expanding their study to look at real companies, Brown and Dacin found similar results. (See Figure 1.4.) The only significant difference was that in using participants’ corporate associations (defined as all information a person holds about

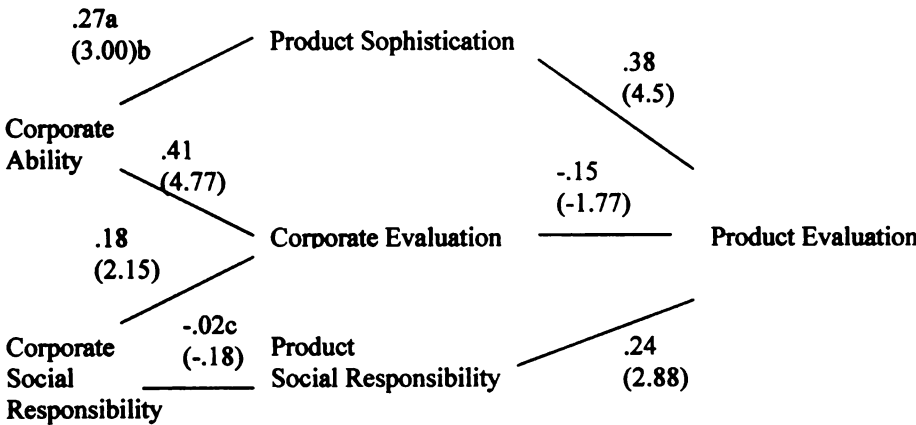
a company) of real corporations, there was a relationship between a product's social responsibility and consumer evaluation of that product.

**Figure 1.3**  
**Influence of Corporate Associations on New Product Evaluations: Study One**



a – Standardized coefficients  
b – T-values are shown in parentheses  
c – path no significant at  $p < .05$ .

**Figure 1.4**  
**Influence of Corporate Associations on New Product Evaluations: Study Two**



a – Standardized coefficients  
b – T-values are shown in parentheses  
c – path no significant at  $p < .05$ .

In a study that posits cause-related marketing in opposition to a traditional marketing strategy (a cents-off coupon), evidence was found that cause-related marketing may be a viable alternative to traditional marketing strategies, but not for all product categories (Strahilevitz and Myers 1998). Using both experimental designs and a field study, Strahilevitz and Myers found that participants' reactions to charity donation offers depended on whether the offer was associated with a practical product or a frivolous product. Citing research that claims purchasing products from different product categories evokes different emotions, Strahilevitz and Myers tested which product category purchases are more analogous with cause-related marketing and which are better suited for traditional marketing strategies. Based on the idea that donations to charity, like other forms of altruism, provide consumers with a "warm glow" (p. 434), the researchers hypothesized that consumers would be more interested in the warm glow when they were purchasing a product that elicited a guilty feeling—a frivolous product. Statistical support was found for their hypothesis suggesting that cause-related marketing as a purchase incentive might not be effective for all product categories.

In a related study, Strahilevitz examined the product type and magnitude of donation for interaction effects (1999). Again, the author found that consumers responded better to cause-related incentives associated with hedonistic behaviors. Additionally, when consumers were offered a chance to make a donation or receive a discount on the price of their purchase, the author found that the effect of the magnitude of the donation interacted with the effect of the product type. Specifically, a lower magnitude of donation was consistently chosen regardless of product type, but consumer decision to choose a high magnitude of donation (instead of a high magnitude of discount) was influenced by

product type. When choosing between a high magnitude of donation or a high magnitude of discount, more consumers choose the donation for luxury hedonistic products than for practical products.

Studies of the effectiveness of cause-related marketing have shown that cause-related marketing can elicit a positive consumer response. However, studies have also shown that CRM can backfire and that traditional marketing strategies could be more effective. What allows for the discrepancies in research findings of Smith and Stodghill, Brown and Dacin, Strahilevitz and Myers and the research cited in support of cause-related marketing (Ross, Patterson and Stutts 1992, Dahl and Lavack 1995, Cone 1999) are the differences in the research executed. Researchers found that cause-related marketing is effective in distinguishing between parity products. With a marketplace cluttered with parity products, this distinction is important. Consumers will choose products associated with CRM when they feel that all other product attributes are comparable. This distinction also help explain why some research suggests that CRM is effective while Smith and Stodghill found that consumers first look to price and quality before concerning themselves with a corporation's social responsibility. If all product attributes are similar (price and quality, for example) consumers will respond to cause-related marketing. This outlines the basic differences in the research—whether the research was about how consumers evaluate a single product or about how consumers choose between products. While the Strahilevitz and Myers research focused on choosing between products, the study compared purchase decisions between product categories and did not look to purchase decisions between comparable products.

### *Antecedents to Effective CRM.*

Once it is accepted that cause-related marketing might work, the next question arises: what conditions are necessary to make it work? Studies have suggested that the nurturing personalities of women (Ross, Patterson and Stutts 1992) or the need to assuage guilt (Strahilevitz and Myers 1998) are parts of the process that allow cause-related marketing to influence consumers, but these assertions have not been directly tested. The nature of the consumer has been one way to explain differing response to CRM campaigns. Cognitive measures like involvement with the social causes, attitude toward the social cause and personality traits have been examined as antecedents to effective CRM campaigns. Other studies have focused on the nature of the alliance between the cause and the company, including examining the type of cause, location of the cause, the size of the donation, and the match between the cause and the corporate alliance partner.

An early CRM study actually looked at both the nature of the campaign and the nature of the consumer. Berger, Cunningham and Kozinets (1996) compared three different frameworks for effective cause-related marketing. The researchers looked to see if involvement determines the influence of cause-related marketing or if the CRM claims actually influenced involvement. Using the ELM (Elaboration Likelihood Model) and the heuristic-systematic frameworks to test whether involvement determines the influence of cause-related marketing, the researchers contrasted those two frameworks with the MOA (motivation, opportunity and attitude) framework that suggests the claim in cause-related marketing influences involvement. Berger, Cunningham and Kozinets found that when a strong cause is associated with an advertisement, consumer interest and involvement with the advertisement are increased. This increased interest and involvement also increases

attitude toward the company. Similar findings were not found for advertisements associated with a weak cause.

The type of cause has been found to influence consumer response to cause-related marketing in the Generation Y cohort (Cui *et al.* 2003). In an experiment that contrasted elements of the nature of the alliance with elements of the natures of the consumer, Cui *et al.* found that cause-related marketing campaigns that support disaster relief elicit a more positive response than campaigns that support ongoing causes—a similar finding to Ellen, Mohr and Webb 2000. However, the Generation Y consumers responded best to campaigns that were part of long-term support on the part of the corporation. The respondents did not prefer local causes over national causes. Geography was also not an important influence on the nature of the consumer—respondent's hometown had no influence on consumer response. Women reported more positive attitudes than men, and social science majors reported more positive attitudes than natural science majors. Other research also supports the premise that Generation Y responds well to cause-related marketing and is willing to switch brands when the cause is right (Ligos 1999).

Another study that analyzed how the nature of the consumer and the nature of the alliance interact to affect consumer response to CRM found that cause involvement and the donation size influenced purchase intentions (Hajjat 2003). Through experimental design, the authors found that when consumers were highly involved with a cause, they described cause-related marketing as more effective than traditional marketing tactics when the donation level was high. Conversely, consumers who reported low involvement with a cause described cause-related marketing as more effective than traditional marketing tactics when the donation level was low.



Setting aside involvement with the cause, Lafferty, Goldsmith and Hult (2004) also investigated the influence of the nature of the consumer and the nature of the alliance on consumer response to a cause-brand alliance. The researchers found that pre-exposure attitude toward the cause and pre-exposure attitude toward the company were good predictors of attitude toward the alliance. Attitude toward the alliance was, in turn, a good predictor of post-exposure attitudes toward the cause and toward the corporate donor. The influence of the nature of the alliance was also investigated by comparing consumer perceptions of the fit of the brand and product category to attitudes toward the alliance. A positive relationship was found for perceptions of brand fit, but not for product category.

Consumer attitudes are frequently measured concepts related to the nature of the consumer. One study compared the attitudes of the consumer to consumer values in a cross-cultural study (Lavack and Kropp 2003). Comparing the responses of Korean citizens to that of Canadians, Norwegians and Australians, the researchers found that attitudes toward CRM are related to personal values such as the internal values of self-fulfillment and self-respect and the external values of security and sense of belonging. Additionally, the Canadian and Australian respondents reported more positive attitudes toward cause-related marketing than Koreans.

Consumer perceptions that their values are shared by corporate donors can lead to successful cause-related marketing efforts (Nowak and Clarke 2003). Consumers are likely to accept the role of business in society and the role of cause-related marketing when the consumers have a high level of cognitive moral development. Cognitive moral development allows a consumer to balance the interests and goals of wide-ranging and dissimilar organizations. This development allows consumers to understand what

businesses have in common with consumers and with not-for-profit organizations. In a conceptual article that focuses on associative learning principles, the authors also report that shared values between a corporation and an NPO can lead to relationship commitment and trust.

Consumer identification with a corporation is also dependent on consumer values (Lichtenstein, Drumwright and Braig 2004). In addition to consumer values, corporate social responsibility can influence consumer identification with a corporation. Consumers who find commonality in their personal values and the values of a corporation are said to identify with the corporation. Consumers who identify with a corporation are more likely to support the business of that corporation. The commonality of values can also lead consumers to support businesses who have a poor record of social responsibility because consumers see supporting the cause-brand alliance as a way to encourage the rehabilitation of the corporation.

Multiple authors have tested the effects of congruent or compatible matches between a cause and a brand with mixed results between studies (Brown and Dacin 1997; Ellen, Mohr and Webb 2000; Mizerski, Mizerski and Sandler 2001; Porter and Kramer 2002; Pracejus and Olsen 2004; Trimble and Rifon 2006). (See Figure 1.5 for the Berger, Cunningham and Drumwright (2004) list of different types of similarity or fit.) One study even found mixed results within itself (Ellen, Mohr and Webb 2000).

Researchers predicted that consumer responses to a CRM campaign would be most positive when the cause chosen for a CRM was incongruent with the core business of the corporate donor and when the cause was related to a disaster instead of an ongoing social problem. Additionally, researchers predicted that consumer response to a CRM

would be most positive when the corporate donation required expending effort on the part of the donor and when the donor seemed heavily committed. Support for the congruence predication was dependent on the type of retailer involved in the CRM campaign.

Consumers reported no difference in attitudes toward campaigns, regardless of congruence level, for grocery stores. For building supply stores, marginal support was found for the assertion that incongruent partners in a CRM campaign will elicit more positive consumer response. Stronger support was found for the prediction about the type of cause. Consumer response was more positive in reaction to a disaster relief CRM. Additionally, consumer response to the CRM was more positive when the donors expended effort by donating products instead of cash.

A qualitative study found that respondents believed that congruence must exist between the customer and the cause and the customer and the corporate donor (Broderick, Jogi and Garry 2003). For instance, respondents said,

“I think that customers should be able to associate with the cause and company together . . . it would be ridiculous if say a big slaughterhouse decided to link up with a charity like the animal rights, I mean you couldn’t really imagine the two working together” (R8-Customer).

“Because being a woman, I feel that a cause such as breast cancer does interest women in particular because so many of us are affected by it” (R4-Customer) (p. 594)

Responses to in-depth interviews suggested that consumers are very familiar with popular campaigns like Avon’s work for breast cancer awareness. Additionally, the majority of respondents felt confident that the promised donations were made appropriately.

**Figure 1.5**  
**Types of Fit (Berger, Cunningham and Drumwright 2004)**

<b>Fit Dimension</b>	<b>Benefits Created</b>	<b>Questions to Assess Current Fit and Potential for Increasing Fit</b>
<b>Mission Fit</b>	Attention, priority, share of mind	Is involvement in the social alliance an expression of the company's mission or vision?  Is the focal cause at the core of the mission of the nonprofit?
<b>Resource Fit</b>	Dependence and differential advantage	Does each party have resources that the other needs and would otherwise have difficulty in accessing? If so, are these resources vital to creating a differential advantage for the other?
<b>Management Fit</b>	Managerial engagement and support	Do the leaders of the two organizations have personal chemistry?
<b>Work Force Fit</b>	Enhancing organizational identification, providing volunteer support	Is there a fit between the company's work force and the cause such that they have or will develop an affinity for the cause and become involved in grassroots efforts?
<b>Target Market Fit</b>	Creating differential advantage, providing volunteer support	Is there a demographic, geographic, and/or psychographic fit between the members of the target market such that they have or will develop an affinity for the cause?
<b>Product/Cause Fit</b>	Creating value through co-branding	Is there a demographic, geographic, and/or psychographic fit between the members of the target market such that they have or will develop an affinity for the cause?  Are the nonprofit's constituents opinion leaders or key purchase influencers vis-à-vis the company's product?
<b>Cultural Fit</b>	Ease of implementation and management	Has the nonprofit adopted business practices?  Does the company have a participative management style?  Are the organizational values of the parties compatible?  Are people valued in the same way by both organizations?
<b>Cycle Fit</b>	Timing congruence	Are the business cycles of the firm and the fund raising cycles of the nonprofit aligned?  Do the schedules of the two organizations coincide enough to permit collaboration on key tasks?
<b>Evaluation Fit</b>	Shared perception of success	Have both parties specified the measures they will use to assess the effectiveness of the alliance?  Can each party embrace and support the other's primary measure of success?  Have mutual or joint measures of success been created for the alliance?

Other research has examined the influence of donation size on consumer response (Holmes and Kilbane 1993; Dahl and Lavack 1995; Strahilevitz 1999; Hajjat 2003; Subrahmanyam 2004). The earliest study on the effect of donation size found that donation size was not a good predictor of consumer attitudes or purchase intentions (Holmes and Kilbane 1993). In an experiment that meant to test the impact of donation size in a campaign for a music store, a relationship between consumer attitudes toward a campaign and consumer purchase intentions was found. However, no statistically significant results were found for either the price of the item or the donation size.

When donation size was investigated in Singapore, the results were quite different (Subrahmanyam 2004). The evidence from an exploratory experiment suggests that Chinese Singaporeans are willing to pay a price premium in order to support a CRM campaign and that they were more likely to support a campaign if the respondents knew how large of a donation would be made to the charity. One finding of this study contrasts with the research done in the United States. The Singaporeans were more likely to support a cause-related marketing campaign for practical products than for hedonistic products.

One later study actually analyzes how consumers estimate donation size when absolute donation amounts are not provided (Olsen, Pracejus and Brown 2003). In an empirical experiment, the authors found that even consumers with accounting training frequently overestimated the amount of a donation. A commonly made mistake stems from consumer use of the purchase price to estimate the donation size when the cause-related marketing campaign explicitly states that the donation will be a function of profits and not sales. Additionally, consumers report more positive attitudes and stronger

purchase intentions when they believe that a larger donation will be made. As most consumers overestimate the donation size, the effect on attitudes and purchase intentions is typically dependent on improperly made assumptions. In a related study, the same authors found that most advertising copy explaining a cause-related marketing campaign is vague (69.9%) while some of the copy estimates donation amounts (25.6%) and very little advertising copy (4.5% ) provides calculable information. Based on findings that the strength of consumer response is a function of donation size, the findings that 95% of CRM ads use language that consumers frequently misunderstand or can not understand have implications for advertising strategy and public policy.

Other tactical considerations for effective use of cause-related marketing stem from prosocial behavior and social exchange theory (Ross, Stutts and Patterson 1990). In order to provide guidance for the design of future CRM campaigns, the authors developed a survey that measured consumer recall of CRM campaigns, consumers' purchase intentions, consumers' reaction to donation size and consumer attitudes toward CRM efforts. Over half of the respondents could name one or more CRM campaigns. The Ronald McDonald House and Procter and Gamble's support of the Special Olympics were two of the most frequently named cause-brand alliances. Less than half of the respondents claimed to have purchased a product because of its association with a social cause, but women (51%) were more likely to do so than men (42%). Over two-thirds of the respondents had positive attitudes toward CRM campaigns and that positive attitude translated into a willingness to try new products because of the CRM associations. Fifty-eight percent of women agreed that a CRM campaign could tempt them to try a new product while only 42% of men would be tempted.

### *Public Perceptions.*

With overriding concerns that consumers will have a negative reaction to a CRM campaign, some studies have focused solely on the public perceptions of the practice of CRM. Generally speaking, the response has been positive.

The 1999 *Cone/Roper Report* suggests that consumer perceptions of cause-related marketing are mostly positive, but as both corporations and NPOs run the risk of negative publicity and ill will if a cause-related marketing campaign goes awry, it is important to look at how different people feel about cause-related marketing in general. Understanding consumer perceptions of cause-related marketing campaigns can help marketers to better understand how consumers will react to future campaigns. Webb and Mohr (1998) developed a typology for consumers that categorizes public perception of cause-related marketing. Using in-depth interviews that questioned consumers' knowledge of cause-related marketing, consumers' perceptions of corporations and NPOs affiliated with cause-related marketing, consumers' attribution of motive for cause-related marketing and cause-related marketing's ability to influence purchase intentions, the researchers tried to ascertain if different types of consumers respond differently to cause-related marketing. The respondents and their answers were sorted into four different categories: skeptical consumers, balancing consumers, attribution-oriented consumers and socially concerned consumers. The skeptics viewed cause-related marketing as a manipulative gimmick designed to separate consumers from their disposable income. The balancing consumers tried to find a happy medium between their need for altruism and the traditional purchase criteria they used in making purchase decisions. Attribution-oriented consumers were interested in a corporation's motive for participating in a cause-related

marketing campaign. Finally, the consumers who were socially concerned were willing to overlook a corporation's motive if the campaign would benefit a cause. They believe that the end justifies the means. Of an interesting note for marketers, the socially concerned consumers were the most educated members of the sample. Overall, the interview participants had a positive attitude toward firms (78%) and NPOs (94%) affiliated with cause-related marketing campaigns. The main skepticism voiced by most participants concerned how much money a corporation would really donate to charity based on its cause-related marketing campaign.

The concerns of the public should not be ignored because consumer skepticism can lead to negative consequences for the corporate donors (Polonsky and Wood 2001). In a conceptual discussion of harmful CRM tactics, the authors suggested that skepticism can lead to a loss in support for CRM campaigns and a loss in consumer donations to charities. Additionally, increased consumer skepticism can lead to a loss of corporate credibility. Overall, consumer skepticism is predicted to limit the effectiveness of CRM in general.

Similar positive attitudes toward firms and NPOs in cause-related marketing campaign were found in New Zealand (Chaney and Dolli 2001). In face-to-face surveys, 250 New Zealanders explained their attitudes toward cause-related marketing campaigns and the influence, if any, the campaign had on their purchase behavior. Overall, the respondents disagreed with statements that claimed that the CRM takes advantage of charities (68%) and that charities linked to CRM had "sold out" (87%). Additionally, the respondents denied that their own support of CRM activities would reduce the amount of



donations they made to charities (88%). Survey responses suggested that consumers have better recall of the NPOs in CRM campaigns than of the corporate partners.

*Participant perceptions.*

As important as knowing how the public perceives cause-related marketing is knowing how corporations and NPOs who participate in the campaigns perceive cause-related marketing. In the age of mergers and acquisitions, downsizing and outsourcing, cause-related marketing is a natural result for corporations looking for a new marketing strategy and justification for their social responsibility and corporate philanthropy (Smith 2003). Because NPOs often run on a shoe-string budget, the introduction of donations from cause-related marketing campaigns is a new source not to be ignored. The benefits of new income must be counter-balanced with the possible risks for the NPO. Some risks include: reduced donations, tainted partners, overwhelming success and structural atrophy (Andreason 1996). The fear of losing donations is two-pronged. NPOs fear that consumers who purchase products linked with cause-related marketing campaigns will no longer give outright donations. Apprehension also stems from the concern that cause-related marketing campaigns will replace (instead of complement) traditional corporate philanthropy. Some argue that by incorporating a charitable donation into a business transaction, the ethical commitment to the social cause is mediated by the marketing technique (Smith and Higgins 2000). Structural atrophy dovetails into the risk of reduced donations. If NPOs begin to rely on cause-related marketing campaigns for donations, they may lose the ability and know-how to collect other donations. Guilt by association with tainted partners is another real risk for NPOs. If an NPO is linked with a corporation

that is categorically socially irresponsible except for its participation in a cause-related marketing campaign, the NPO's reputation can be damaged irreparably. As mentioned previously, NPOs are stereotypically thought of as tragically low on funds, so at first glance the possibility of overwhelming success does not seem like a risk or disadvantage. However, if a cause-related marketing campaign elicits a strong and powerful response, the NPO may not have the personnel or infrastructure to handle the influx of donations and requests for aid.

One empirical study examined the consequences of cause-related marketing campaigns for charities (Basil and Herr 2003). In a 2 (fit) x 4 (corporate donor) design, the researchers tested the effects of negative or positive fit in a cause-related marketing campaign. (Negative fit is explained below as defined by Gourville and Rangan 2004.) The researchers found that when consumers had a positive pre-exposure attitude toward the corporate donor charities involved in CRM campaigns were positively affected. Conversely, the reputation of a charity that partnered with a corporate donor that elicited negative attitudes from consumers could be harmed by the alliance. Other harmful consequences for charities resulted from joining an alliance with a negative fit.

Other conceptual research has addressed the possible consequences for NPOs in participating in a CBA (Polonsky and McDonald 2000). Objectives for participation in a CBA by for-profit partners have included such behavior and cognitive outcomes as sales generation, purchase activity, visibility gain, and image enhancement. If you consider donations to NPOs as similar to product purchase for the for-profit partners, all of these objectives could be shared with the non-profit partners. However, any benefit to CBA

participation must outweigh the possible consequence of perceived loss of integrity from the taint of commercialization.

From the corporate point of view, the benefits of cause-related marketing outnumber the risks. As mentioned with the example of Wal-Mart and McDonald's, an effective cause-related marketing campaign breaks through advertising clutter and offers low cost exposure (File and Prince 1998). The campaign can also sway consumers, broaden the consumer base, enhance a company's image, offer a differentiated image from competitors, influence consumer attitudes, provide positive publicity and improve relations among the trade and sales force. It is important to point out that not all of the possible benefits offer a tangible and direct economic advantage. This being said, some corporations are using cause-related marketing to further their research and development (Kanter 1999). In these instances, cause-related marketing is a business investment that can help with retention of employees and passing of public policy as well as development of new products and technology.

Contrary to cynical expectations, many corporations go into cause-related marketing campaigns with non-economic objectives (Drumwright 1996). Research shows that most cause-related marketing campaigns have neither mere economic objectives nor mere "do-gooder" social objectives. Instead the corporate intent for cause-related marketing campaigns often lies on a continuum between economic goals and social goals. (See Figure 1.6.) What is encouraging for the consumer is that social campaigns are more often initiated by altruistic motivations of a corporation instead of at the instigation of an advertising agency trying to find new ways to sell products. In a series of personal interviews of corporate management and agency management, Drumwright found that 68

of the campaigns in questions were done on the behest of the corporation while only four were developed because of a suggestion by the advertising agency.

**Figure 1.6.**  
**Continuum of Corporate Objectives**

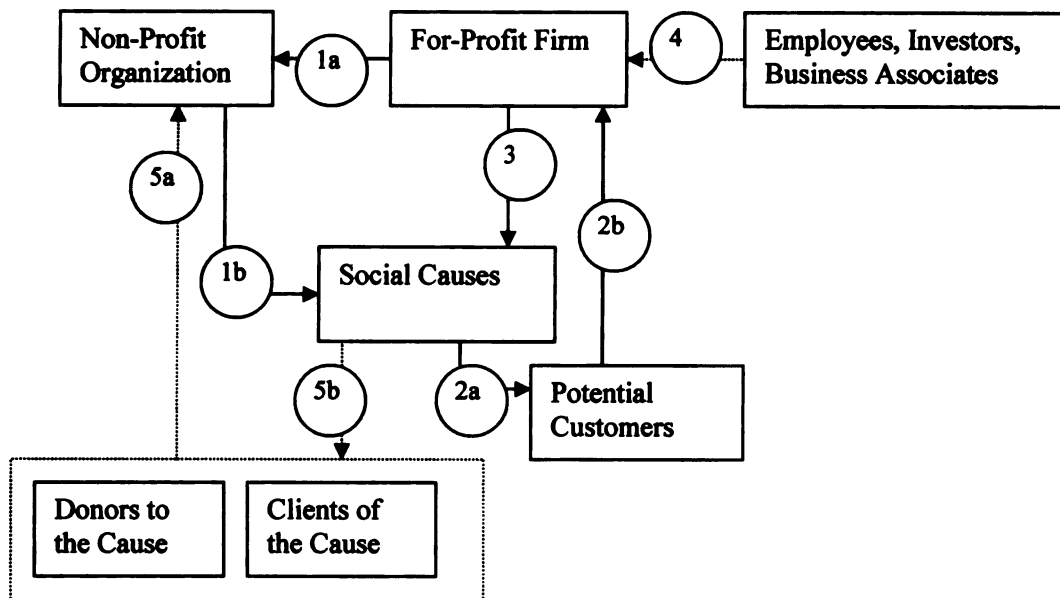
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Economic Objectives	Mixed Objectives	Noneconomic (Social) Objectives
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Later conceptual work on cause-related marketing articulated the difference between immediate, economic benefits and other benefits that are more long-term and less directly related to financial gain (Gourville and Rangan 2004). Immediate economic benefits and the benefits of positively influencing consumers are considered first-order benefits. Second-order benefits are those that are related to internal publics such as shareholders and employees. Long-term, indirect financial gains that can accrue through second-order benefits are decreased employee absenteeism and stronger allegiance with shareholders. Additionally, increased awareness of a social cause or NPO as a function of participation in a CRM campaign can lead to increased public support. That, too, is a second-order benefit. In order for first-order and second-order benefits to be possible, the fit of the partnership between the corporate donor and the non-profit recipient must be assessed. Negative fit should be avoided by ensuring that no partnership is created that includes a business whose goals conflict with the stated mission of the social cause or NPO. Additionally, in order to realize second-order benefits, the fit between the CRM

partners should provide a second-order fit. That is, the mission of the NPO should have a strong appeal for publics related to second-order benefits—the employees and shareholders of a corporation. See Figure 1.7 for model of effective cause-related marketing campaigns.

**Figure 1.7**  
**Gourville and Rangan model**



Other second-order benefits have been reported by Meyer (1999). Specifically, Home Depot executives believe that community goodwill is generated from its support of community-related social causes. That good will is reported to ease Home Depot's way in meetings with public officials, like zoning boards, when opening new stores. Additionally, the second-order benefits include low employee turnover. Home Depot's employee turnover is much lower than the industry average, and Home Depot executives credit their social cause efforts on behalf of affordable housing, at-risk youth, environmentalism and disaster preparedness and relief as a strong influence on employee morale.

### *Final Thoughts.*

Using cause-related marketing campaigns is a widely accepted and popular marketing strategy for many corporations. Despite this popularity, there is little empirical research to guide practitioners in making decisions about the campaigns. Much could be studied about the effect of the links between corporations and NPOs, the influence on consumer attitudes and purchase intentions caused by campaigns and the possibility that different product categories elicit different responses to the campaigns. For a marketing strategy that commands over \$630 million annually, corporations and NPOs should have more to base their marketing decisions on than intuition, hope, anecdotal evidence and conjecture. While the transfer effect as an explanation for the effects of cause-related marketing has face validity, sound marketing decisions are rarely based on what is plausible and possible. Instead companies should be concerned with the probability that cause-related marketing campaigns can provide first-order and second-order benefits. From the research outlined in this paper, marketers interested in forming an alliance with an NPO or social cause face several uncertainties. Evidence exists that suggests cause-related marketing does work. However, there is little consensus on how it works, how well it works, and what triggers different consumer responses to different campaigns.

## CHAPTER TWO

### CONCEPTUAL FRAMEWORK

As consumers exposed to the same cause-related marketing campaign do not respond identically, we need a better understanding of the mental process that allows these varied responses. Recent research suggests that consumer acceptance of a cause-brand alliance drives the positive responses to an alliance (Trimble and Rifon 2006). However, a void in our knowledge still exists in determining how consumers come to accept or reject an alliance and why the acceptance can result in a positive consumer response.

At its heart, CRM is an attempt to persuade consumers to purchase a product. Therefore, persuasion theories can be used as a guide to explain consumer response to cause-brand alliances. Initially, consumer acceptance of a CRM persuasion attempt can be explained by the amount of cognitive elaboration activated in consumers. Persuasion theory (Petty and Cacioppo 1981) states that cognitive elaborations can lead to resistance to a persuasion attempt. Increased elaboration can also increase judgments of the elements central to persuasion attempt. This resistance and subsequent judgments could lead to refusal to comply with a persuasion attempt. Conversely, a persuasion attempt that does not activate cognitive elaborations would result in fewer judgments of the persuasion attempt and increase the possibility of compliance with the persuasion attempt. Similarly, the persuasion knowledge model describes situations where a judgment occurs as a result of change in meaning of consumer knowledge (Friestad and

Wright 1994). With the PKM as with other persuasion theory, the results of the judgments (or elaborations) are possible resistance to a persuasion attempt.

The judgments that greater elaboration can foster are an important part of the mental process that leads to either consumer rejection or acceptance of a persuasion attempt. Corporate executives interested in using CRM have voiced concerns about consumers making critical judgments about a corporation's participation in a cause-brand alliance (Ellen, Mohr and Webb 2000). The basic concern is that consumers will judge the reason for a corporation's participation solely as a means to increase sales and that this judgment will reduce or eliminate any goodwill or positive effect of the participation. This type of judgment, focused on the reason that the corporation has chosen to participate in a cause-brand alliance, is an attribution of motive. Attributions are inferences (or judgments) that individuals make about the cause or the reason why of an action or event (Heider 1946). When presented with persuasion attempts, individuals might wonder why their compliance is desired or necessary. The environment of the persuasion attempt provides cues as to which information is salient, and the salient cues are then used to make causal inferences. These cues can either be intrinsic (personal) factors or extrinsic (situational) factors. Research based on one attribution theory, Kelley's discounting principle (1972), suggests that intrinsic factors or motives will be discounted when an extrinsic factor can be used for the attribution.

For executives interested in using cause-brand alliances as a promotional tactic, the tendency of consumers to focus on extrinsic factors in order to form attributions (Moore, Mowen and Reardon 1994; Sparkman 1982) reinforces the necessity of creating cause-brand alliances that do not trigger cognitive elaborations. Factors extrinsic to the



CRM tactic typically focus on the for-profit nature of the corporations while intrinsic factors focus on the socially responsible nature of the corporation. Extrinsic factors, then, lead to corporate-centric attributions of motive. The intrinsic factors include a concern for others, like consumers and the moral or ethical value of the social cause. If social responsibility is not the motivating factor for a corporation's involvement, the other obvious extrinsic motives involve corporation gain—monetary or reputational.

### **Congruence Effects and Attribution of Corporate Motive**

Congruence effects through schema theory offer insight into persuasion attempts that would not trigger elaboration. Schema theory outlines a mental process of organizing knowledge about an object or domain (Taylor and Crocker 1981). A schema cognitively represents each object or domain, and the life experiences of each individual provide the structure for organizations as well as influencing the processing of information related to each schema. One way that individual life experiences are useful under schema theory is that they allow individuals to make comparisons between new and unfamiliar information or concepts and existing schema. Individuals will use their life experiences and existing schema to determine how relevant or congruent the new information is. The degree of relevancy or congruency determines how consumers respond to new information. New schema that are congruent or similar to existing schema are processed differently than those that are incongruent. Incongruent schema create more inferences about the object the schema represents (Hastie 1984). If an increase of inferences or judgments leads to attribution of extrinsic motives, then the increased inferences of incongruent schema should lead to attributions of extrinsic motivation and the resistance

that such attributions elicit. Therefore, in a persuasion attempt similar schema are less likely to result in elaboration and extrinsic attributions. Conversely, the subsequent increase in inferences of dissimilar schema would result in more elaboration and resistance to a persuasion attempt.

Thus far, the discussion of schema theory has focused on the similarities or congruence of the domain of the schema, but schema theory can also provide an explanation for the triggering of cognitive evaluations based on the expected (or unexpected) nature of behaviors regardless of the congruency of the schema involved. When individuals store information about prison wardens and prison inmates, the schema created may share some similarities. For example, prison wardens and the prison inmates are similar in that their days are spent in the same location and that they have similar knowledge of prison life as well as the rights of the incarcerated. Despite the similarities between the two, no one expects prison wardens and former inmates to spend time together outside of a prison. Therefore, even when the domain of two schemas is congruent, individuals may still find a pairing of those schemas to be unexpected. As with congruent schema, behaviors that are consistent with expectations are less likely to trigger elaborations (Hastie 1984) while inconsistent or unexpected behaviors are more likely to result in elaboration, judgments and resistance.

For CRM attempts, congruence effects and schema theory provide a framework to predict the amount of elaboration triggered by a cause-brand alliance and the subsequent consumer response. Studies of congruence effects in sponsorships are dominated by studies of functional fit between a sponsor and a cause, while the CRM literature is littered with varied approaches from core competencies to consumer acceptance. Indeed,

there are several sources and dimensions to congruence in a CRM campaign, and a consumer's perception of the congruence of a CRM pairing is multidimensional. Using schema as the foundation for cognitive modeling, we would propose that consumers have a schema for the cause and the company, and that each of these schemas contained several types of information. For the company, a consumer might have information about the company's products, company's core competencies, and expectations for the company's behavior. For the cause, the consumer might have information about NPOs that support the cause, celebrities supporters of the cause and general nature of the cause.

Congruence is a term that suggests a matching or parallelism between two objects. Thus, congruence between schema is based on common knowledge elements. Congruence in schema might be psychologically experienced or perceived as a similarity between the two objects in question. Thus, perceptions of congruence in an alliance would include similarity between the cause and the brand as well as similarity between the observed behavior and expected behavior—or the nature of the consumers exposed to a CRM campaign. (See Figure 2.1.) Consumers could recognize congruence between two elements of the alliance, or consumers could recognize congruence between an element of the alliance and themselves. The congruence should determine the amount of elaboration triggered. For the nature of the alliance, a congruent fit between the business of a corporation and a social cause would trigger the least amount of elaboration while an incompatible or incongruent fit should activate the most elaboration.

Additionally, the behavior of the company must match with the behavior consumers expect of the corporation in order to avoid the activation of elaboration and the consequent resistance produced by attributions of motive. Therefore, unexpected

behavior at the center of a cause-brand alliance could also activate cognitive elaboration and the resulting attributions. Generally speaking, consumers expect corporations to behave in a manner that will keep the corporation in business. Consumers may also have expectations for corporate social responsibility, in general, or expectations for support of specific causes. For some consumers, their relationships with a cause, or its personal salience, may influence their expectations of corporate behavior such that the relationship with the cause overrides the general expectation that a corporation will act fiscally responsibly. A complete discussion of a consumer relationship with a cause can be found later in this paper, but briefly, some consumers focus great attention on either the people affected by a cause or the cause itself. In these instances, the cause has great salience for consumers. The increased salience of a social cause can help influence the type of behavior consumers expect from corporations when the corporation is forming an alliance with the specific cause with which the consumer has a relationship. With the increased salience of the cause, consumers may perceive a good fit between a cause and a corporation in the absence of any functional similarity or when support of the cause might be a financial liability for the corporation.

### **Consumer Attribution and Level of Acceptance of a Cause-Brand Alliance**

The family of attribution theories and the concept of elaboration can be used to predict which cause-brand alliances will elicit greater elaboration and therefore a greater tendency to judge or attribute a corporation's intent for creating a cause-brand alliance. Consumer attributions can then be used to predict behavioral outcomes. Applying these concepts to CRM suggests that when cognitive elaboration about the alliance is not

triggered, consumers are less likely to make attributions of corporate profit as the reason for creating the cause-brand alliance. When consumers make fewer or weaker profit-related judgments about the cause-brand alliance, corporations can expect consumers to be less resistant to a CRM persuasion attempt and more accepting of a cause-brand alliance. Consumers, then, would be more likely to resist the persuasion attempt and reject an alliance if their elaborations about the alliance have been triggered, and they had the opportunity to judge or attribute the corporate motive to a desire to profit from the alliance.

One study that examined relationship between consumer attributions and their outcomes compared different types of sponsorship-linked marketing (Rifon *et al.* 2004). Researchers found that when consumers credited corporations with altruistic motives for the sponsorship behaviors perceptions of corporate credibility were stronger. The attribution of altruistic motives was more likely to happen when the sponsorship partnership was congruent. The authors reported that a congruent sponsorship triggered weaker cognitive elaborations. Weaker elaborations lead to attribution of altruistic motives, instead of corporate-centric attributions, and those other-centric attributions allowed for a more positive consumer response as seen through measures of perceptions of corporate credibility and attitude toward the corporation.

Implicit in this process is the belief that limited elaboration is limited counter-arguing. Limited counter-arguing creates little resistance to a schema. Therefore, the limited elaborations and resistance can be viewed as an acceptance of a schema. For CRM, fewer elaborations about a cause-brand alliance should limit a consumer's

opportunity to argue against an alliance. Without arguments against an alliance, consumers should be less likely to resist and more likely to accept an alliance.

**H1:** Consumers who attribute corporate participation in a cause-brand alliance to corporate-centric motives are less accepting of the cause-brand alliance than consumers who make attributions of other-centric motives.

New research in CRM suggests that consumer acceptance of a cause-brand alliance leads to more positive attitudes toward the corporation and stronger perceptions of corporate credibility (Trimble and Rifon 2006). Past research has found that attitudes toward a corporation are a function of perceptions of corporate credibility (Rifon et al 2004). Therefore, the positive response that an accepted cause-brand alliance generates must first be measured as perceptions of corporate credibility. The influence of corporate credibility then influences attitudes toward the corporations. (See Figure 2.2 for a full model of consumer response.)

**H2:** The greater the consumer acceptance of a cause-brand alliance, the stronger the perceptions of corporate credibility.

**H3:** Corporate credibility perceptions are directly related to attitude toward the corporation.

**H4:** The congruence between consumer schema and the nature of the cause-brand alliance will influence attributions of corporate motive.

**H4a:** Consumers exposed to an incongruent fit between the function of the corporation and the social cause will make attributions of corporate-centric motives.

**H4b:** Consumers exposed to a congruent fit between the function of the corporation and the social cause will make attributions of other-centric motives.

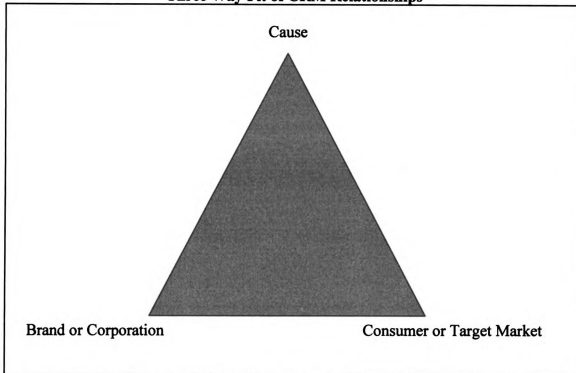
**H5:** When consumers have a strong relationship with a cause, consumer expectations for corporate behavior will differ from the expectations of consumers who do not have a strong relationship with the cause.

**H5a:** Consumers who identify with a cause are more likely to expect corporate support of the cause than consumers who do not report a strong relationship with the cause.

**H5b:** Consumers who expect corporate support of the cause are more likely to make attributions of other-centric motives than consumers who do not expect corporate support of the cause.

**H5c:** Consumers who do not expect corporate support of the cause are more likely to make attributions of corporate-centric motives than consumers who do expect corporate support of the cause.

**FIGURE 2.1**  
**Three Way Fit of CRM Relationships**



The discussion of the process of accepting a CRM tactic has thus far focused on the nature of the cause-brand alliance by describing the results of unexpected behavior and incongruence or incompatible fit in an alliance. However, as indicated in Figure 2.1, the nature of the consumer is also important to the perceptions of the congruence of an alliance. The consumer relationship with the corporation and the consumer relationship with the cause need to be congruent with the nature of the alliance to avoid elaboration and attributions about the corporate involvement in a cause-brand alliance.

### **Relationship with the Corporation**

Applying schema theory and congruence effects to the opinions consumers hold about corporations provides another demonstration of the importance of fit or congruence. Research shows that “people expect to agree with people they like and



disagree with people they dislike” (Eagly and Chaiken 1993, p. 141). Stretching that statement to include organizations like for-profit corporations and not-for-profits that support social causes, we can predict that people expect to disagree with organizations that they dislike and agree with organizations that they do like. Additionally, previous research shows that consumer perceptions of a corporation prior to exposure to a cause-brand alliance are strong predictors of consumer response to an alliance (Lafferty, Goldsmith and Hult 2004). Typical measures of consumer opinion of a corporation include attitudes toward the corporation (MacKenzie and Lutz 1989) and perceptions of corporate credibility (Newell and Goldsmith 2001). A liking or positive opinion of a corporation would include a positive attitude toward the corporation and strong perceptions of corporate credibility. Therefore, when consumers like a corporation or have positive attitudes toward the corporation and strong perceptions of corporate credibility, consumers expect to agree with the actions of the corporation. This acceptance of corporate actions helps create a congruent fit between the consumer and the cause-brand alliance. As with the congruent fit of the nature of the alliance, a congruent fit with the nature of the consumer, specifically the relationship with the corporation, should prevent elaboration as to the motives of the corporation. Conversely, consumers who have a negative relationship with a corporation should expect to disagree with the corporation. Evidence of a negative relationship can be found through a negative attitude toward the corporation and a weak perception of corporate credibility. This negative relationship should make consumers more likely to elaborate on the motives of the corporation.

The concept of relationship between a consumer and a corporation has face validity and suggests the following research questions that will not be directly tested in this study.

**RQ1:** Do existing consumer attitudes toward the company influence elaborations and attributions of corporate motive?

**RQ1a:** Do consumers with negative attitudes toward the company make corporate-centric attributions?

**RQ1b:** Do consumers with positive attitudes toward the corporation make other-centric attributions?

**RQ2:** Do existing consumer perceptions of corporate credibility influence elaborations and attributions of corporate motive?

**RQ2a:** Do consumers with weak perceptions of corporate credibility make corporate-centric attributions?

**RQ2b:** Do consumers with strong perceptions of corporate credibility make other-centric attributions?

### **Characteristics of the Cause**

Another set of antecedents can influence consumer acceptance of a cause-brand alliance. These are the characteristics of the cause. A social cause is developed when a matter of concern has a detrimental effect on society. Frequently, the social cause is an effort to treat, cure, or remove the detriment. The detriment first affects individuals but creates widespread concern when the effects are shared by society directly and indirectly. The effects can be shared directly when a considerable number of the members of a

society are directly affected, and the matter becomes a social cause. Additionally, society may share the effects in an indirect manner when the side effects or byproducts of the matter affect a considerable number of the members of the society.

For example, according to the American Heart Association, over 70 million Americans suffer from at least one type of cardiovascular disease (Heart Disease and Stroke Statistics—2005 Update). Indeed, as it's the number one killer of Americans, it seems almost flippant to point out that heart disease directly affects a considerable number of Americans. Unlike heart disease, though, there are many social causes that detrimentally affect only a small number of people directly with further reaching indirect effects. For example, a toxic spill by a chemical company directly affects the employees and rescue workers exposed to the spill and the plant and animal wildlife exposed to the spill. The number of lives directly affected may be less than one thousand. Indirectly, however, the executives and the stockholders of the corporations are affected, as are the people and wildlife that live downstream and downwind. Future generations can also be affected by residual exposure. This indirect effect could increase the number of lives affected to tens or hundreds of thousands. Therefore, the clean-up of toxic waste becomes an issue for society, not just those directly affected.

The extent of the sharing of the effects by society is the social significance (Cobb and Elder 1972) of the cause. (This relevant concept is borrowed from literature on political issues.) The scope of social significance can be measured by the financial cost of treatment, removal or cure or by the number of people affected. The perception of the scope of social significance can also be influenced by the amount of media coverage that an issue or social cause receives. Therefore, social causes that are frequently featured in

cause-brand alliances may seem to have more social significance than causes that receive less media attention. A cause with limited scope might only affect the consumers in a limited geographical area or a tiny percentage of the overall population. When a cause has limited scope its salience to the public at large is also limited. The importance of greater salience of cause can be summarized by this explanation of the importance of expansion of political issues:

Now we must consider the relationship between types of issues and the sort of support they attract. The underlying proposition is that the greater the size of the audience to which an issue can be enlarged, the greater the likelihood that it will attain systemic agenda standing and thus access to a formal agenda . . . but simply that there is an increased probability of success if the conflict is visible to a large number of people (Cobb and Elder 1972, p. 110).

Therefore, social causes that are salient to an enlarged public will receive widespread support. Social causes that receive support by consumers would create a congruent fit of a cause-brand alliance. As previously discussed, the congruent fit would limit elaboration about the cause-brand alliance, limit consumer attributions of corporate profit motives and increase the likelihood that a consumers will accept an alliance.

Other characteristics of political issues (Cobb and Elder 1972) that are applicable to social causes and salience to the general public include the degree of specificity in promoting the cause, the extent of the temporal relevance of the cause, the degree of complexity of the cause and the degree of categorical precedence for the cause. The degrees of specificity and complexity are similar but not identical. The former focuses on the description of an issue while the latter deals with the perception of an issue. The degree of specificity describes the level of abstractness or concreteness used in the definition of an issue. The degree of complexity instead describes how simple or how technical an issue is perceived to be. Simple issues and technical issues can both be

described in concrete terms. For both characteristics a greater degree can decrease the salience to a larger public. Therefore, both concrete descriptions and technically perceived issues would be more likely to trigger elaborations and the ensuing mental process that leads to consumer rejection of a cause-brand alliance. Logically, the process that leads to consumer acceptance of a cause-brand alliance would start with lesser degrees of specificity and complexity. Conversely, a CBA that includes a social cause perceived as simple and straightforward and described in vague and abstract terms should be more acceptable to the general public.

Another characteristic of issues increases salience through its absence or limitation. The degree of categorical precedence of an issue is determined by whether an issue can be described as a routine matter or an extraordinary matter. Routine matters that have a strong precedence are less likely to be salient to the general public. Extraordinary matters without a precedent are more likely to be salient to the general public. For cause-brand alliances, the application of this characteristic is not as clear-cut as the previously discussed characteristics. At first glance, the categorical precedence might imply that once consumers have an awareness of a cause or familiarity of a cause the social cause would lose its novelty and seem routine. In this instance, repeated exposure to cause-brand alliances that feature the same social cause would decrease the salience for the general public and increase the likelihood of elaboration and subsequent attributions of corporate profit motives. However, it is more likely that a social cause would be routine if a consumer has a high probability of being affected by the social cause. For most consumers, repeated exposure to CRM campaigns that focus on breast cancer research would not make a diagnosis of breast cancer seem routine. Therefore, if consumers can

imagine easily coping with the matter of concern at the focus of social cause, the cause has a high degree of categorical precedence, is less salient to the general public, and is more likely to activate elaborations and judgments about any cause-brand alliance that features that cause. When consumers are unfamiliar with the treatments and procedures necessary to cope with the matter of concern at the focus of a social cause, the cause has a low degree of categorical precedence and is more likely to be salient to a general public. Cause-brand alliances that feature a cause with a low degree of categorical precedence would benefit from the increased salience through a lack of elaboration, fewer judgments and attributions of motive and an increased probability of acceptance of the alliance.

The remaining characteristic outlined by Cobb and Elder helps increase salience to the general public with a greater extent of the characteristic. That characteristic is the extent of temporal relevance of a social issue or whether a social issue has short-term or long-term relevance. For example, temporal relevance could be measured by the amount of time necessary to resolve a political conflict. Similarly for a cause-brand alliance, consumers can measure temporal relevance by estimating the amount of time needed to treat or cure a social cause. When estimates of time are high or there is a greater degree of temporal relevance the cause becomes salient to the general public and is less likely to trigger elaborations.

All the characteristics of a cause can influence a consumer's relationship with the cause, but consumer inferences of most of the characteristics require a certain level of knowledge about the cause before an estimation can be made. One of the characteristics, the scope of the social significance, is more easily accessible to consumers.

If the cognitive process that determines the level of acceptance of a cause-brand alliance is dependent on the amount of elaboration triggered by the alliance, the most influential characteristics would be those most accessible to the consumers. Therefore, while all the characteristics have merit, the influence of the scope of social significance and the perception of injustice should be the best predictors of acceptance of a cause-brand alliance.

**H6:** The characteristics of a social cause will influence the salience of the cause that in turn influence elaborations and attributions of corporate motive.

**H6a:** When consumers perceive a social cause to have a lesser scope of social signification, they will make corporate-centric attributions of motive.

**H6b:** When consumers perceive a social cause to have a greater scope of social signification, they will make other-centric attributions of motives.

### **Characteristics of the Consumer**

The second set of characteristic antecedents contains the personal characteristics of the individual consumers. These characteristics include gender, the degree of identification with a cause and the degree of identification with those affected by a cause.

Cobb and Elder (1972) described four different publics with respect to political issues and treated these publics as if they contained distinct and separate populations. (See Figure 2.3). Previous discussion has focused on the importance of making an issue salient to the general public. Now, however, the focus shifts to the two publics most likely to respond to political issues: the attention groups and the identification groups. Identification groups consist of people with a “persistent sympathy” (p. 106) for those

affected by the political issue. Attention groups are defined as those who focus their attention on a particular issue while remaining disinterested in other issues. Identification groups focus on the people involved while attention groups focus on the issue itself. After Hurricane Katrina struck the Gulf Shores in 2005, hurricane disaster relief became a salient social cause for anyone who had a “persistent sympathy” with the residents of New Orleans’ Ninth Ward. That sympathy allows consumers to identify with the people affected by the hurricane even if hurricanes are not typically salient to the sympathetic consumers. For examples, consumers who live in Michigan (a state relatively free of hurricanes) could identify with the residents of the ninth Ward based on socio-economic status or racial identity. That personal identification with those affected by a cause is lacking for members of an attentive group. Again, the characteristics of the cause make the social cause salient for members of an attentive group—not the people involved. American Red Cross volunteers and insurance company disaster response teams would find hurricane disaster relief a salient cause regardless of who was affected or which geographical region was affected. Because of the salience of the cause both of these groups are likely to involve themselves with a social cause before the attentive public or the general public becomes aware of the issue.

Some distinctions are necessary when applying this description of publics to CRM tactics. Because social causes exist outside of the CRM context, membership in one of these groups needs to be defined through the behaviors and tendencies of consumers outside the CRM context. In essence, it is necessary to determine which consumers identify with the people affected by a social cause and which consumers identify with a specific cause regardless of exposure of a CRM tactic. When taken out of the CRM



context, these tendencies or behaviors can be considered characteristics of the consumers. As characteristics of the consumer, the identification with a cause or general sympathy with the people affected by the cause can influence the relationship with the cause, which in turn influences the congruence of the fit between consumers and the cause-brand alliance. Elaborations about cause-brand alliances are less likely to be activated if the causes in the alliances are considered congruent fits by the consumers. A congruent fit could be a result of either identification with the specific cause or with the people affected by the social cause. This congruence between the consumer and the alliance would limit elaborations and corporate attributions and increase the likelihood of acceptance of the alliance.

**H7:** Identification with people affected by the cause and identification with the cause will influence elaboration and attributions of corporate motive.

**H7a:** Consumers who identify with the people affected by the cause will be more likely to make attributions of other-centric motives than consumers who do not identify with the people affected by the cause.

**H7b:** Consumers who identify with the cause will be more likely to make attributions of other-centric motives than consumers who do not identify with the cause.

**H7c:** Consumers who do not identify with the people affected by the cause will be more likely to make attributions of corporate-centric motives than consumers who identify with the people affected the cause.

**H7d:** Consumers who do not identify with the cause will be more likely to make attributions of corporate-centric motives than consumers who identify with the cause.

One final personal characteristic, gender, has been shown to influence consumer acceptance of a CRM campaign (Ross, Patterson and Stutts 1992, Trimble and Rifon 2006). Typically, women exhibit more pro-social behavior than men (Eagly and Crowley 1986), and some researchers believe that this tendency translates into more acceptance of pro-social corporate behavior by women (Ross, Patterson and Stutts 1992). However, in a recent study, women's responses showed a sensitivity to social alliances that suggests women are not accepting of alliances without discrimination (Trimble and Rifon 2006). When women did not perceive an alliance to be a congruent fit, their evaluations of the alliance were more negative than the evaluations of men who did not perceive a good fit for an alliance. Therefore, a possibility of backlash exists. Additionally, the tendency toward more pro-social behavior suggests that women are better able to identify with others than men are (Eagly and Crowley 1986). This finding suggests that gender might be a moderating factor for the effect of the other personal characteristics of identifying with a group and attending to a specific cause. If gender acts as a moderator, an interaction between the effects of gender and the effects of the other personal characteristics can be expected.

**H8:** Gender will moderate the effects of the relationship with the cause and influence elaboration and attributions of corporate motive.

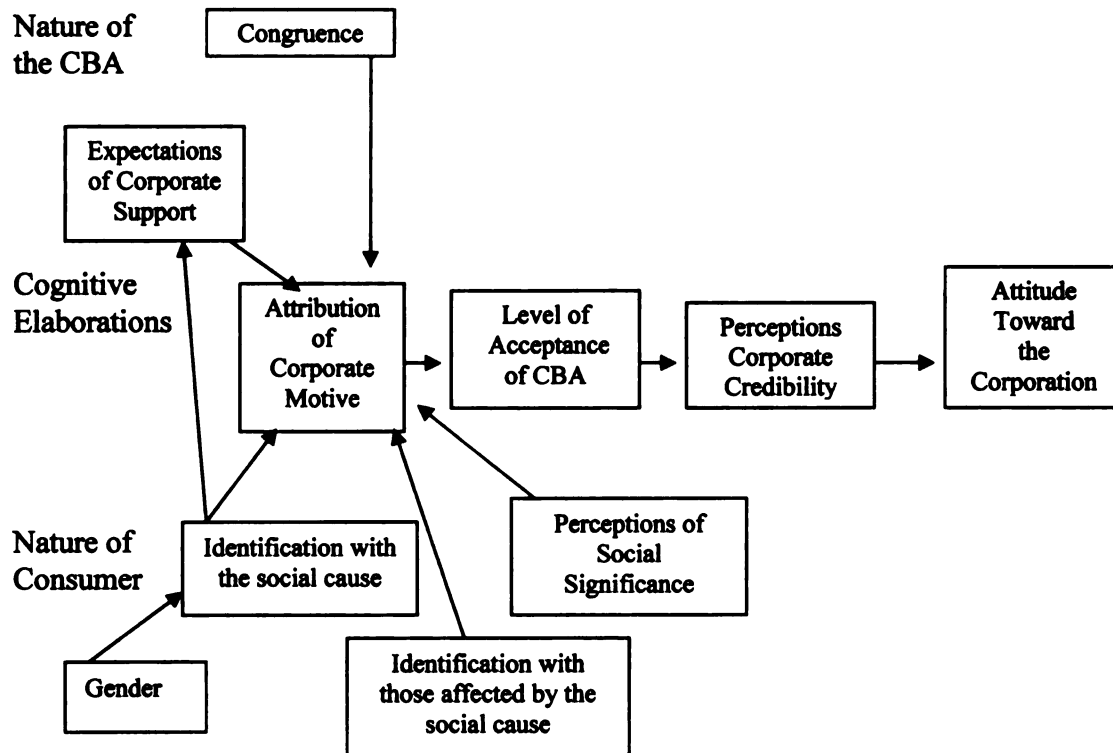
**H8a:** Women who identify with the people affected the cause will be more likely to make attributions of other-centric motives on behalf of the corporation than men who identify with the people affected the cause.

**H8b:** Women who identify with the cause will be more likely to make attributions of other-centric motives on behalf of the corporation than men who identify with the cause.

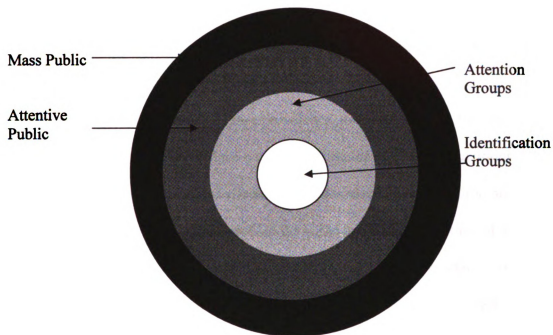
**H8c:** Women who do not identify with the people affected by the cause will be more likely to make attributions of corporate-centric motives than men who do not identify with the people affected by the cause.

**H8d:** Women who do not identify with the cause will be more likely to make attributions of corporate-centric motives than men who do not identify with the cause.

**Figure 2.2**  
**Model of Consumer Response to Cause-Brand Alliances as Examined in This Study**



**Figure 2.3**  
**Cobb and Elder (1972) Issue Publics**



## CHAPTER THREE

### METHOD

#### Design Overview

A 2 x 2 (congruence between the brand and the cause x perceived prevalence of the social cause) fixed factor, experimental design was used to test the hypotheses. The selection of a donor and causes was driven by internal and external validity considerations. To test the effects of cause prevalence, real causes had to be used for the creation of the low and high prevalence conditions stimulus materials. A fictitious donor corporation was created to minimize effects of attitudes toward existing corporations and knowledge of their CRM activities. Based on the CRM landscape at the time of data collection, a fictitious water bottling company was created in the hopes that it would generate a range of congruence perceptions across a variety of causes. To create appropriate stimulus materials, pretests were conducted to assess consumer perceptions of cause prevalence and congruence with the fictitious company.

**Table 3.1**  
**Sample sizes**

<b>Study description</b>	<b>Sample Size</b>
Pretest 1	38
Pretest 2	25
Pretest 3	39
Final Study	255

## **Cause Selection**

The main experimental hypothesis test was preceded by three pretests used to select the social causes and create the study conditions.

### *Pretest 1 Participants.*

Participants were recruited from three Midwestern colleges, including two large, public four-year universities and one small liberal arts four-year university. A total of 38 students participated in the first pre-test study used to develop the stimulus materials. Participants were recruited from advertising, marketing and communication courses. Participants ranged in age from 18 to 30 with a mean age of 21. The racial make-up of the sample was predominantly white with 88% of the sample population.

### *Pretest 1 Procedure.*

A questionnaire was designed to measure participants' perceptions of the prevalence of 20 different social causes used in cause-brand alliances and to measure participants' perceptions of the congruence of the cause-brand alliances created between the 20 different causes and a fictitious water bottling company. See Table 3.2 for a list of social causes tested. Perceptions of prevalence were measured with a four-item, seven-point semantic differential scale anchored by charity leader/not a charity leader, popular/unpopular, widely accepted/not widely accepted, and many like it/few like it. This scale was based on the brand popularity scale created by Mishra, Umesh and Stem (1993). Perception of congruence of the cause-brand alliances was measured with a six-item, seven point semantic differential scale that included the items from the Aaker and

Keller (1990) scale for fit. The three Aaker and Keller items include the adjective pairs good fit/bad fit, logical/illogical, appropriate/inappropriate. Three other adjective pairs, anchored by complementary/not complementary, consistent/inconsistent, and makes sense/doesn't make sense were included. Additionally, basic demographic information on sex, race and education level was collected for comparison purposes as past research on cause-brand alliances has found the men and women report differing responses to CBAs (Ross, Stutts and Patterson 1990; Ross, Patterson and Stutts 1992; Berger, Cunningham and Kozinets 1999; Trimble and Rifon 2006). See Appendix A for a complete version of the first pretest questionnaire.

Participants' responses indicated that breast cancer research ( $M = 2.48$ ,  $SD = 1.11$ ) and hurricane disaster relief ( $M = 2.61$ ,  $SD = 1.00$ ) were the most prevalent causes while water conservation ( $M = 3.69$ ,  $SD = 1.00$ ) and public broadcasting ( $M = 4.08$ ,  $SD = 1.24$ ) were two of the least prevalent causes. However, the Cronbach's alpha for the scale ranged from .52 to .69, and the poor reliability of the scale made the results questionable. (See Table 3.3 for a selection of scale means and reliability alphas.) Additionally, participants rated hurricane disaster relief ( $M = 3.13$ ,  $SD = 1.13$ ) and water conservation ( $M = 3.28$ ,  $SD = 1.31$ ) as more congruent than the other social causes while AIDS research ( $M = 5.05$ ,  $SD = 1.06$ ) and public broadcasting ( $M = 5.20$ ,  $SD = 1.07$ ) were rated as less congruent. Similarly to the prevalence scale, the congruence scale was not reliable. Cronbach's alpha for the scale ranged from .56 to .74, so that the results were considered unusable. (See Table 3.4 for a selection of scale means and reliability alphas.)



**Table 3.2**  
**Social causes tested in Pretests 1 and 2 (in alphabetical order)**  
**Social Causes**

---

AIDS research  
breast cancer research  
environmental sustainability  
ethical treatment of animals  
feeding the hungry  
freedom of speech  
gender equality  
housing the homeless  
hurricane disaster relief  
immigration rights  
literacy education  
political reform  
preserving national forests  
privacy  
public broadcasting  
racial equality  
religious freedom  
tsunami relief  
water conservation  
wildlife conservation

---

**Table 3.3.**

<b>Pretest 1 selection of prevalence scale means and reliability alphas</b>			
<b>Cause</b>	<b>Mean</b>	<b>S.D.</b>	<b>Alpha</b>
breast cancer research	2.48	1.11	.64
hurricane disaster relief	2.61	1.00	.56
AIDS research	2.93	1.14	.61
water conservation	3.69	1.00	.74
public broadcasting	4.08	1.24	.73

**Table 3.4**

<b>Pretest 1 selection of congruence scale means and reliability alphas</b>			
<b>Cause</b>	<b>Mean</b>	<b>S.D.</b>	<b>Alpha</b>
water conservation	3.13	1.13	.69
hurricane disaster relief	3.29	1.31	.74
breast cancer research	4.87	1.16	.60
AIDS research	5.05	1.06	.70
public broadcasting	5.20	1.07	.52

***Pretest 2 Participants.***

Participants were recruited from two large, public four-year Midwestern universities. A total of 25 students participated in the second pre-test study used to develop the stimulus materials. Participants were recruited from advertising, marketing and communication courses. Participants ranged in age from 18 to 27 with a mean age of 21.6. The racial make-up of the sample was predominantly white (70% of the population).

### *Pretest 2 Procedure.*

A second survey was designed to measure participants' perceptions of the prevalence of 20 different social causes used in cause-brand alliances and to measure participants' perceptions of the congruence of the cause-brand alliances created between the 20 different causes and a fictitious water bottling company. (See Table 3.2 for a list of social causes tested.) To overcome the poor reliability measures from the first pretest, the instructional language in the second iteration of the survey was changed to improve the clarity of the measures. One clarification was to demonstrate that the survey was intended to measure the perception of the prevalence of the social cause as a partner in a cause-brand alliance instead of measuring how popular the social causes were with individual participants. The new language included the following statements.

Some businesses provide support to social causes through donations, sponsorships and other alliances. For the following list of social causes, please mark the circle that best indicates your opinion about how much support these causes receive from businesses. Consider your personal experiences having seen or not seen ads, news reports, or other communications about how wide or substantial the support each cause receives.

Additionally, the following instructions were added to the measure of congruence:

Some businesses support social causes with donations generated by consumer purchases. The next set of statements are meant to measure your beliefs about the nature of the relationship between a water bottling company and the social causes it might support with donations generated by consumer purchases. Please click on the circle closest to the word or phrase which best reflects your feelings.

Still in attempt to overcome the poor reliability measures from the first pretest, the prevalence scale was altered to change the positively-valenced anchors (charity leader, widely accepted, many like it and popular) from the previous semantic differentials into

Likert-style statements. For example, one statement was “The social cause is widely accepted by the business community.” Four additional statements were added to the scale to help identify the prevalence of the social causes in cause-brand alliance. These statements focused on the visibility, strength and frequency of business support for the social causes as well as the participants’ ability to recall business support for the social causes. (See Appendix B for a complete questionnaire for the second pretest.) For all eight items, respondents were asked if they strongly agreed, agreed, neither agreed or disagreed, disagreed or strongly disagreed with the statements. Finally, the measure of congruence was changed in an attempt to gauge better the participants’ beliefs on the functional congruence of the 20 alliances. Thinking that the scale used in Pretest 1 may have been too generic, four new Likert-style statements were written that focused on the relationship between the social cause and the brand in terms of core competencies and functional fit. The four statements were: the business expertise of the donor is as important to the social cause as its monetary contributions, there is a direct relationship between the expertise of the donor and the problems of the social cause, if the donation were made up of the donor’s products instead of financial contributions, the donation would still be important to the social cause and the products of the donor help fix the problems of the social cause. As with the other Likert-style statements in this survey, the items were measured as five-point items anchored by strongly agree and strongly disagree. The second pretest survey also included the same demographic measures as the first survey.

Once again, breast cancer research ( $M = 1.85$ ,  $SD = .77$ ) and hurricane disaster relief ( $M = 1.98$ ,  $SD = .73$ ) were rated as more prevalent than other social causes except

for tsunami relief ( $M = 1.86$ ,  $SD = .86$ ) which was rated as highly as both breast cancer research and hurricane disaster relief. Water conservation ( $M = 3.15$ ,  $SD = .88$ ) and immigration rights ( $M = 3.23$ ,  $SD = .86$ ) were rated as two of the least prevalent causes. Cronbach's alpha for the scale was improved with a range from .88 to .92. (See Table 3.5 for a selection of scale means and reliability alphas.) After finding acceptable reliabilities scores for the scale, the prevalence responses were tested for mean differences between women and men. No statistically significant differences were found for any of the social causes. (See Table 3.6 for a complete list of mean comparisons and  $p$  values.)

**Table 3.5**  
**Pretest 2 selection of prevalence scale means and reliability alphas**

<b>Cause</b>	<b>Mean</b>	<b>S.D.</b>	<b>Alpha</b>
breast cancer research	1.85	.77	.91
tsunami relief	1.86	.73	.91
hurricane disaster relief	1.98	.86	.92
water conservation	3.15	.88	.90
immigration rights	3.23	.86	.88

It is important to note that the changes in the prevalence scale include a shift from a seven-point scale to a five-point scale. Therefore, without a standardization of the scale measures, direct comparisons between the first measure and the second measure is difficult. Another note of importance is that the social causes rated the lowest on the prevalence scale were closer to the midpoint than a true negative valence. Therefore, the findings were still not satisfactory and another iteration of the pretest was necessary.

**Table 3.6**  
**Pretest 2 *t*-values and *p* values for prevalence**  
**(ordered by prevalence scale means, most prevalent to least prevalent)**

<b>Social Cause</b>	<b><i>t</i> value</b>	<b><i>p</i> value</b>
Breast cancer	.179	.860
Tsunami relief	.154	.879
Hurricane disaster relief	.246	.808
AIDS research	-.162	.873
Literacy education	.449	.657
Public broadcasting	1.480	.152
Freedom of speech	1.480	.154
Gender equality	.274	.787
Racial equality	.844	.408
Feeding the hungry	-1.285	.212
Privacy	.404	.690
Ethical treatment of animals	.943	.356
Wildlife conservation	-.308	.761
Environmental sustainability	.106	.917
International peace	-.967	.344
Political reform	1.199	.243
Housing the homeless	-1.545	.137
Religious freedom	-.369	.715
Preserving national forests	-.329	.745
Water conservation	-.973	.341
Immigration rights	.121	.905

On the congruence scale, participants rated tsunami relief ( $M = 2.35$ ,  $SD = .69$ ), water conservation ( $M = 2.37$ ,  $SD = .81$ ), and hurricane disaster relief ( $M = 2.41$ ,  $SD = .64$ ) as more congruent than the other social causes while immigration rights ( $M = 3.04$ ,  $SD = .73$ ) and public broadcasting ( $M = 3.09$ ,  $SD = .71$ ) were rated as less congruent. Similar to the first attempt, the congruence scale was not reliable. Cronbach's alpha for the scale ranged from .47 to .77, so that the results were considered unusable. (See Table 3.7 for a selection of scale means and reliability alphas.)

**Table 3.7**

**Pretest 2 selection of congruence scale means and reliability alphas**

<b>Cause</b>	<b>Mean</b>	<b>S.D.</b>	<b>Alpha</b>
tsunami relief	2.35	.69	.62
water conservation	2.37	.81	.77
hurricane disaster relief	2.41	.64	.47
immigration rights	3.04	.73	.68
religious freedom	3.09	.71	.75

*Pretest 3 Participants.*

Participants were recruited from two large, public four-year Midwestern colleges. A total of 38 students participated in the third pre-test study used to develop the stimulus materials. Participants were recruited from advertising, marketing and communication courses. Participants ranged in age from 18 to 26 with a mean age of 21.8. The racial make-up of the sample was predominantly white (79% of the sample population).

*Pretest 3 Procedure.*

Because the findings of the second pretest were problematic, a third version of the pretest survey was created in an attempt to overcome the flaws in the second survey. First, the list of social causes was changed to address the fact that the prevalence scores of the lowest rated social causes were not substantially low. The intent was to add social causes to the survey that were not associated with any known cause-brand alliances. It was important that the added social causes not be controversial in nature because the negative attitudes generated by the controversy could confound the survey findings. Therefore, it was important to select social causes that were seemingly unfamiliar and innocuous. The social causes of animal highway crossings<sup>1</sup>, international waterway

rights, and social equality in cartography<sup>2</sup> were added. See Table 3.8 for a full list of social causes included in the third pretest.

<sup>1</sup>—The name of the social cause, animal highway crossings, was borrowed from an episode of *The West Wing* entitled “The Crackpots and These Women” that was written by Aaron Sorkin.

<sup>2</sup>—The name of the social cause, social equality in cartography, was borrowed from an episode of *The West Wing* entitled “Somebody’s Going to Emergency, Somebody’s Going to Jail” that was written by Paul Redford and Aaron Sorkin.



**Table 3.8**  
**Social causes tested in Pretest 3 (in alphabetical order)**

<b>Social Causes</b>
AIDS research
animal highway crossings
breast cancer research
environmental sustainability
ethical treatment of animals
feeding the hungry
freedom of speech
gender equality
housing the homeless
hurricane disaster relief
immigration rights
international waterway rights
literacy education
political reform
preserving national forests
privacy
public broadcasting
racial equality
religious freedom
social equality in cartography
tsunami relief
water conservation
wildlife conservation

Prevalence of the social cause was measured using the same items from the second pretest survey, but the congruence measures were again changed in order to overcome the low reliability scores found in the first two pretests. For the third version of the pretest survey, congruence was again measured using five-point Likert-style statements anchored by strongly agree and strongly disagree. Again, the survey included the instructional language of the second version of the survey. This time the statements included: the company and the social cause are a good fit; for the company, the actions of bottling water and supporting the social cause are consistent; the water bottling company and the social cause are congruent with each other; a relationship between the company and the social cause is a good match; an alliance between the water bottling company and the social cause is logical; and a relationship between the water bottling company and the social cause makes sense. See Appendix C for a complete questionnaire for the third pretest.

For this iteration of the pretest survey, respondents again rated hurricane disaster relief ( $M = 2.01$ ,  $SD = .87$ ), tsunami relief ( $M = 2.03$ ,  $SD = .84$ ), and breast cancer research ( $M = 2.09$ ,  $SD = .89$ ) as the most prevalent social causes. The addition of the new social causes to the survey did result in a bigger disparity between those rated as highly prevalent and those rated more lowly. International waterway rights ( $M = 3.45$ ,  $SD = .97$ ) and animal highway crossings ( $M = 3.74$ ,  $SD = .80$ ) were rated the lowest of all 23 social causes. As was found in the second survey, this scale had acceptable reliability scores with a range of the Cronbach's alpha from .92 to .96. See Table 3.9 for a selection of means, standard deviations and alpha scores.

For the congruence scale, the third iteration of the scale seemed to correct the flaws of the first two attempts. Water conservation ( $M = 1.91$ ,  $SD = .98$ ), hurricane disaster relief ( $M = 2.07$ ,  $SD = .88$ ), and tsunami relief ( $M = 2.09$ ,  $SD = .88$ ) were rated the social causes most congruent with the fictitious water bottling company. Political reform ( $M = 3.60$ ,  $SD = 1.00$ ) and religious freedom ( $M = 3.65$ ,  $SD = 1.01$ ) were rated as the social causes least congruency with a water bottling company. As hoped, the congruence scale was suitably reliable with a range of the Cronbach's alpha scores from .91 to .96. See Table 3.10 for a selection of means, standard deviations and alpha scores for the social causes tested.

**Table 3.9.**  
**Pretest 3 selection of prevalence scale means and reliability alphas**

<b>Cause</b>	<b>Mean</b>	<b>S.D.</b>	<b>Alpha</b>
hurricane disaster relief	2.01	.87	.94
tsunami relief	2.03	.84	.94
breast cancer research	2.09	.89	.94
social equality in cartography	3.19	.87	.96
water conservation	3.22	.93	.92
international waterway rights	3.45	.97	.95
animal highway crossings	3.74	.80	.92

**Table 3.10.**

<b>Pretest 3 selection of congruence scale means and reliability alphas</b>			
<b>Cause</b>	<b>Mean</b>	<b>S.D.</b>	<b>Alpha</b>
water conservation	1.91	.98	.91
hurricane disaster relief	2.07	.88	.92
tsunami relief	2.09	.88	.91
breast cancer research	3.11	1.09	.93
social equality in cartography	3.34	.97	.95
political reform	3.60	1.00	.95
religious freedom	3.65	1.09	.96

With data from reliable scales, it was possible to select four social causes to represent the four conditions of high prevalence and high congruence, low prevalence with high congruence, high prevalence and low congruence, and low prevalence and low congruence. To eliminate possible confounds, it was important that no statistically significant difference be found between similarly labeled social causes. For example, the prevalence ratings for the two social causes chosen to represent the highly prevalent conditions should not be statistically significantly different in their prevalence ratings. Likewise, it was important that a statistically significant difference was found for social causes labeled in opposition. For example, the congruence rating for the social cause chosen to represent the highly congruent condition needed to be statistically significantly higher than the congruence rating of the social cause chosen to represent the low congruent condition. Therefore, the conditions were developed not by simply taking the social causes with the highest and lowest ratings, but by testing for significant differences and a lack of significant difference where it was expected. This process produced the following four conditions. Hurricane disaster relief was the social cause labeled as highly prevalent and highly congruent with the alliance partner while water conservation was the

social cause labeled as a highly congruent with the alliance partner but with low prevalence. Breast cancer research was the social cause labeled as highly prevalent with low congruence with the alliance partner, and social equality in cartography was chosen for the final condition of low prevalence and low congruence. See Table 3.11 for condition assignments and Table 3.12 for means.

<b>Table 3.11</b>			
<b>Assigned conditions</b>			
<b>Prevalence</b>			
		<i>High</i>	<i>Low</i>
<b>Congruence</b>	<i>High</i>	hurricane disaster relief	water conservation
	<i>Low</i>	breast cancer research	social equality in cartography

<b>Table 3.12</b>		
<b>Variable means for chosen conditions (SD in parentheses)</b>		
<b>Social Cause</b>	<b>Congruence</b>	<b>Prevalence</b>
water conservation	1.91 (.98)	3.22 (.97)
hurricane disaster relief	2.07 (.87)	2.01 (.87)
breast cancer research	3.11 (1.09)	2.09 (.89)
social equality in cartography	3.33 (.97)	3.19 (.87)

## **Experimental Design and Data Collection Procedure**

### *Main Study Participants.*

Participants were recruited from three Midwestern colleges, including two large, public four-year universities and one small liberal arts four-year university. A total of 248 students participated in the final study. Participants were recruited from advertising, marketing and communication courses. Participants ranged in age from 18 to 32 with a mean age of 20.55. The racial make-up of the sample was 11% Asian, 3.5% black, 2.4% Latino, 78.8% white and 2.7% indicating a multi-racial background. All participants had

earned a high school diploma including 327 undergraduate students and 30 graduate students. Women were better represented than men with 263 female participants or 73.7% of the sample compared to the 94 male participants or 26.3% of the sample.

### *Main Study Procedure*

Once the social causes were assigned to conditions, the stimulus materials were created. Using the fictitious company, Enrichment Bottling, and the commonly purchased consumer item, bottled water, press releases were created that promoted a fictitious cause-brand alliance between the assigned social cause and Enrichment Bottling. The press release copy was as follows:

Help is on the way for those in need of *the cause*, according to officials from Enrichment Bottling. Enrichment Bottling is introducing a new campaign to raise money for *the cause*. "We can help. So we will," stated an Enrichment Bottling spokesperson. "There's a way for us help someone else while we go about the every day business of our business."

Enrichment Bottling will donate a portion of its profits from the sales of the bottled water purchased during the month of June to *the cause*. In-store displays will carry the information about the donations, and Enrichment Bottling will soon have information about the donations on its Web site. The Enrichment spokesperson said that the Web site will include information for individuals wanting to make their own donations.

With the assignment of conditions and the creation of the stimulus materials, a 2 x 2 (congruence between the brand and the cause and perceived prevalence of the social cause) experimental design was used to measure consumer response to alliance while addressing the influence of the expectations of corporate support, the consumer relationship with the cause and the consumer relationship with the corporation.

The experiment was conducted online. Participants were recruited by e-mail with the assistance of course instructors. Once instructors offered their cooperation, they sent out an e-mail to their students providing the students with a general description of the study, information about the benefits of participants (Most instructors offered extra credit or research credit for participants and all study participants were entered into a drawing for one of five \$20 gift cards to a national chain of gas stations.), and information about how to contact the researchers to complete the study. Interested students then sent an e-mail to the researcher and received a second e-mail with a link to a URL for their assigned conditions. Assignments to conditions were made systematically in order of response.

Once the interested students clicked on the link to the URL, they were taken to the informed consent form that further explained the purpose of the study, the time constraints of the study and the contact information for the researcher and the chair of the Internal Review board. Any students who voluntarily consented to participate were then taken to the first page of the final study questionnaire. The final study questionnaire was composed of three parts. The first part included pre-exposure measures, the second part included the stimulus material press release, and the final part included post-exposure measures, measures of basic demographics, and contact information necessary for notifying the winners of the drawing. See Appendices D-G for a complete questionnaire for each condition.

The pre-exposure measures included six measures related to the social causes. In order to avoid priming the participants, all pre-exposure data was gathered for all four social causes. These measures included: attitude toward the social causes, familiarity with

the social causes, perceived social significance of the social causes, perception of prevalence of the social cause, identification with those affected by the chosen social causes, and identification with the social cause.

Attitude toward the cause ( $\alpha = .87$ ) was measured on a three-item, seven-point, semantic differential scale anchored by the following adjective pairs: good/bad, pleasant/unpleasant, and favorable/unfavorable (MacKenzie and Lutz 1989). Perception of prevalence was measured using the same scale described in Pretest 3. Familiarity was measured with a one-item, seven-point semantic differential anchored by familiar/unfamiliar.

Identification with those affected by the cause ( $\alpha = .94$ ) was measured by an adaptation of the scale designed to measure perceptions of identity with an organization (Bhattacharya, Rao and Glynn 1995). The adaptation of the scale for identification with those affected by the cause included the following six five-point Likert-type statements anchored by strongly agree and strongly disagree: when someone criticizes *those affected by the cause*, it feels like a personal insult, I am very interested in what others think about *those affected by the cause*, when I talk about *those affected by the cause*, I usually say *we* rather than *they*, the successes of *those affected by the cause* are my successes, when someone praises *those affected by the cause*, it feels like a personal compliment, and if a story in the media criticized *those affected by the cause*, I would feel embarrassed.

Identification with the cause ( $\alpha = .89$ ) was measured using a scale created by Wann and Branscombe (1993) to measure identification with a sports team. Again, six five-point Likert-type items anchored by strongly agree and strongly disagree were used. The six items are: it is important to me is it that *the cause* achieves its goals, I see myself



as a supporter of *the cause*, my friends see me as a supporter of *the cause*, I closely follow news of *the cause* via ANY of the following a) on the Internet, b) on television news or a newspaper, or c) in person, being a supporter of *the cause* is important to me, and I always display my support of *the cause* with words or logos at my place of work, where I live, or on my clothing.

The scope of social significance ( $\alpha = .75$ ) was measured by a three-item, five-point Likert-type scale. The following three statements were included: *the cause* is everyone's problem, I believe that *the cause* affects too many people, and the impact of *the cause* extends beyond the number of people directly affected.

The post-exposure measures included attitude toward Enrichment Bottling, attitude toward the social cause, perceptions of corporate credibility, attributions of corporate motive, congruence of the alliance partners, acceptance of the alliance, and expectations of corporate support. Demographic data and contact information were also gathered.

Post-exposure measures of attitude were similar to the pre-exposure measures. Both attitude toward the cause ( $\alpha = .88$ ) and attitude toward Enrichment Bottling ( $\alpha = .89$ ) were measured by the MacKenzie and Lutz (1989) three-item, seven-point semantic differential scale. The three items are anchored by good/bad, pleasant/unpleasant and favorable/unfavorable.

Perceptions of corporate credibility ( $\alpha = .74$ ) was measured with Newell and Goldsmith's (2001) eight-item corporate credibility scale. The eight-item scale has two subscales, expertise and trustworthiness. The expertise subscale consists of the following four five-point Likert-style statements: *the corporation* has a great amount of experience,

*the corporation* is skilled in what they do, *the corporation* has great expertise, *the corporation* does not have much experience. The trustworthiness subscale consists of the following four five-point Likert-style statements: I trust *the corporation*, *the corporation* makes truthful claims, *the corporation* is honest and I do not believe what *the corporation* tells me.

The post-exposure measure of congruence ( $\alpha = .96$ ) mirrored that used in the third pretest. The scale consisted of six, five-point Likert-type items anchored by strongly agree and strongly disagree.

Attribution of corporate motive was measured by seventeen, five-point Likert-type items anchored by strongly agree and strongly disagree. The items were statements of possible motives for Enrichment Bottling's involvement in a cause-brand alliance. (Items 1-8 were taken from Rifon et al. 2004 while the remaining items were created for this study.) The motives included claims of altruism, claims of profit-orientation, claims of competitiveness, and claims of governmental influence. See Table 3.13 for full list of items.

**Table 3.13**  
**Items for attribution of corporate motive**  
**Statements**

Statements
1. Enrichment Bottling uses cause-related marketing because ultimately they care about their customers.
2. Enrichment Bottling does not have a genuine concern for the welfare of their customers.
3. Enrichment Bottling really cares about getting information about <i>the cause</i> to their customers.
4. Enrichment Bottling uses cause-related marketing because it will increase profits.
5. Enrichment Bottling uses cause-related marketing to persuade me to buy their products.
6. Enrichment Bottling uses cause-related marketing because it creates a positive corporate image.
7. Enrichment Bottling benefits by using a cause-related marketing campaign for <i>the cause</i> .
8. Enrichment Bottling uses cause-related marketing because it is the morally “right” thing to do.
9. Enrichment Bottling uses cause-related marketing to lobby.
10. Enrichment Bottling uses cause-related marketing because customers like it.
11. Cause-related marketing is the popular thing to do, and that’s why Enrichment Bottling is doing it.
12. Enrichment Bottling likes to give back to the community.
13. Cause-related marketing helps Enrichment Bottling compete with other companies who donate to worthy causes.
14. Cause-related marketing earns Enrichment Bottling free press, and that why Enrichment Bottling does it.
15. Enrichment Bottling believes it doesn’t need to lower prices when it uses cause-related marketing.
16. Enrichment Bottling donates to <i>the cause</i> because other companies donate to similar causes.
17. Enrichment Bottling is legally required to donate to worthy causes.

Acceptance of the CBA alliance ( $\alpha = .89$ ) was measured using the following items in five-point, Likert-type statements: I agree with the alliance between *the cause* and Enrichment Bottling, the alliance between *the cause* and Enrichment Bottling is a bad idea, I don't have any problem with the alliance between *the cause* and Enrichment Bottling, more companies should do something like the alliance between *the cause* and Enrichment Bottling, I reject the alliance between *the cause* and Enrichment Bottling, and I approve of the alliance between *the cause* and Enrichment Bottling.

The items for expectation of corporate support ( $\alpha = .68$ ) was intended to compare the observed corporate behavior to consumer expectations of corporate behavior. This was measured by three items in a five-point, Likert-type scale. The three statements were: I am not surprised that Enrichment Bottling is making a donation to *the cause*, I expected a company like Enrichment Bottling to support *the social cause*, and I could have predicted that Enrichment Bottling would offer help to *the social cause*. Finally, the basic demographic data of sex, race and education level were collected.

**Table 3.14**  
**Listing of measures and Cronbach's alpha**

<b>Characteristics of the Cause-Brand Alliance</b>	<b>Alpha</b>	<b>Characteristics of the Target Audience</b>	<b>Alpha</b>
Perceptions of congruence of the CBA	.96	Relationship with the cause including: Identification with the cause	.90
Perceptions of the prevalence of the cause	.89	Perceptions of social significance of the cause	.75
Expectations of corporate support	.68	Pre-exposure attitude toward cause	.87
		Relationship with the company including: Attitude toward the corporation	.89
		Perceptions of corporate credibility	.74
		Other-centric motives	.74
		Corporate-centric motives	.87
		Acceptance of the cause-brand alliance	.89

## CHAPTER FOUR

### RESULTS

#### **Statistical Analyses**

The hypotheses were tested using analysis of covariance techniques and regression analysis. A 2 x 2 (prevalence x congruence) ANCOVA was performed to examine possible effects of the nature of the alliance with cause familiarity, expectations of corporate support, identification with the cause, perception of social significance and pre-exposure attitude toward the cause as covariates. Type III sums of squares computation as suggested in "Analysis of Variance" (2001) were used to accommodate the unequal cell sizes.

#### **Manipulation Check**

Manipulation checks were performed before hypothesis testing. The perceptions of congruence were expected to follow the same pattern found in the third pretest such that hurricane disaster relief and water conservation were expected to be rated as more congruent than breast cancer research and social equality in cartography. No differences in measure of congruence were expected to be found between hurricane disaster relief and water conservation or between breast cancer research and social equality in cartography. For perceptions of prevalence, hurricane disaster relief and breast cancer research were expected to be rated as more prevalent than water conservation and social equality in cartography. No differences in measure of prevalence were expected to be found between hurricane disaster relief and breast cancer research or between water conservation and social equality in cartography.

Perceptions of congruence were significantly different across conditions ( $F_{(1,243)} = 17.72, p < .01$ ). The hurricane disaster relief ( $M = 2.12$ ) and water conservation ( $M = 2.29$ ) conditions were rated as more congruent than breast cancer research ( $M = 2.67$ ) and social equality in cartography ( $M = 3.01$ ). A planned comparison found that the difference in means of hurricane disaster relief and water conservation was not significantly statistically different ( $p > .05$ ). However, a statistically significant difference between the means of the two low congruence conditions was found ( $p < .01$ ).

For the perceptions of prevalence, the means were different across conditions ( $F_{(1,245)} = 84.01, p < .01$ ). Hurricane disaster relief ( $M = 1.96$ ) and breast cancer research ( $M = 1.81$ ) were rated as more prevalent than water conservation ( $M = 3.09$ ) and social equality in cartography ( $M = 3.42$ ). As expected, the comparison of main effects demonstrated that the different scale means for the two high prevalence conditions were not significantly statistically different ( $p > .05$ ). However, like the comparison of main effects for congruence, significant differences were found for the prevalence scale means for the two social causes assigned to the low conditions ( $p < .01$ ). Again, this was not expected.

### **Attribution of Motive**

Principal components factor analysis with varimax rotation of the seventeen corporate motive items identified which items reflected attributions of corporate profit motive, or the corporate-centric motives, and which items reflected attributions of socially responsible motives, or other-centric motives. (Please note that the statement “Enrichment Bottling uses cause-related marketing because customers like it” was

considered a corporate-centric motive because satisfying customers is the means to the end of a profitable business. The items that loaded on the other-centric factor could cynically be considered a means to an end. The route from those motives to a profitable business is less obvious and direct than that between happy customers and a healthy bottom line.) The solution accounted for 43% of the total variance. See Table 4.1 for the complete listing of items in the two-factor solution.

**Table 4.1**  
**Attribution factor analysis results**

	Factor Loading	
	Factor 1 Corporate- centric motives	Factor 2 Other-centric motives
positive public image (6)	.767	-.030
company benefits (7)	.747	.076
persuade me to buy (5)	.740	-.093
compete with others (13)	.703	.240
customers like it (10)	.683	.150
increase profits(4)	.680	-.031
popular thing to do (11)	.679	.128
others are doing it (16)	.665	.201
free press (14)	.615	.013
no need to lower prices (15)	.504	.163
cares about sharing cause information (3)	-.004	.811
cares about customers (1)	.090	.756
give back to community (12)	.162	.716
right thing to do (8)	.236	.602

Once the items for the two factors were identified, two scales were created to measure the participants' responses to the corporate-centric motives and the other-centric motives. A regression analysis was then performed on the two motive scale means to test for relationship between the attribution of motives and participants' acceptance of the cause-brand alliance. As predicted in hypothesis 1b, a change in attribution of other-centric motives lead to a change in acceptance of the alliance ( $\beta = .263$ ,  $t_{(249)} = 4.35$ ,  $p <$



.01). Stronger attributions of the other-centric motives were significantly related to stronger acceptance of the cause-brand alliance. Hypothesis 1a predicted that stronger attributions of corporate-centric motives were expected to lead to less acceptance of the cause-brand alliance. Regression analysis showed that a relationship between corporate-centric motive attributions and acceptance of the alliance were significantly related, but not in the direction expected. As with the attributions of other-centric motives, stronger attributions of corporate-centric motives lead to stronger acceptance of the cause-brand alliance ( $\beta = .243$ ,  $t_{(249)} = 4.02$   $p < .01$ ). These results provide support for hypothesis 1, but the support is incomplete because the predicted pattern did not emerge.

### **Effects of Congruence and Prevalence**

Study conditions were created to measure participants' responses to different levels of congruence of a CBA and different levels of prevalence of the social cause in a CBA. Stronger perceptions of congruence and prevalence were expected to affect participants' attributions of corporate motive which, in turn, would affect consumer acceptance of the alliance. Attribution of corporate motive and acceptance of the cause-brand alliance were predicted to be the beginning of the cognitive process that affects consumer perceptions of corporate credibility and consumer attitudes toward the corporate alliance partner.

A first look at the 2 x 2 (congruence x prevalence) ANOVA suggests that the characteristics of the cause-brand alliance does affect consumer attributions of motive and consumer acceptance of the alliance. (See Table 4.2 for list of  $F$  and  $p$  values for the ANOVA.) Participants who were exposed to the highly prevalent social causes of breast

cancer research and hurricane disaster relief reported stronger attributions of other-centric motives ( $M = 2.52$ ,  $SE = .05$ ) than participants who were exposed to the less prevalence social causes of water conservation and social equality in cartography ( $M = 2.75$ ,  $SE = .05$ ,  $F_{(1, 254)} = 10.36$ ,  $p < .01$ ). (Please note that lower values indicate a positive valence or agreement with a statement. Therefore, a lower mean in an attribution of motive scale indicates stronger agreement.) Additionally, participants who were exposed to the more congruent alliance involving hurricane disaster relief and water conservation reported stronger attributions of other-centric motives ( $M = 2.53$ ,  $SE = .05$ ) than participants who read about the less congruent alliances involving breast cancer research and social equality in cartography ( $M = 2.74$ ,  $SE = .05$ ,  $F_{(1, 254)} = 8.36$ ,  $p < .01$ ). There was no significant interaction. This finding provides partial support for hypothesis 4.

Additionally, the characteristics of the cause-brand alliance appear to affect the participants' acceptance of the alliance. Participants' who read the press release about a CBA involving a prevalent cause were more likely to accept the alliance ( $M = 2.17$ ,  $SE = .05$ ) than participants who read about an alliance with a less prevalent cause ( $M = 2.51$ ,  $SE = .05$ ,  $F_{(1, 251)} = 21.15$ ,  $p < .01$ ). No main effect for congruence was found, but an interaction effect between prevalence and congruence was found for acceptance of the alliance ( $F_{(1, 251)} = 11.05$ ,  $p < .01$ ). (See Table 4.3 for acceptance of the alliance scale means by condition.)

The findings of this initial exploratory analysis are interesting, but they fail to incorporate the individual differences among participants that were previously discussed. Therefore, an additional analysis of covariance was performed to explore any differences by condition after controlling for identification with the social cause ( $M = 2.93$ ),

perceptions of social significance ( $M = 2.48$ ), familiarity with the cause ( $M = 3.08$ ), expectations of corporate support ( $M = 2.65$ ) and pre-exposure attitude toward the social cause ( $M = 2.47$ ). (See Table 4.2 for list of  $F$  and  $p$  values for the ANCOVA. As familiarity with the social cause was not significantly related to any of the tested variables it is not listed on the table.) After including the covariates the effects of prevalence and congruence discovered in the ANOVA largely dissipate. However, the effect of prevalence on acceptance of the alliance is still significant ( $F_{(1,234)} = 4.64$ ,  $p < .05$ ) after controlling for all the individual difference among participants. Participants who read about a CBA involving a prevalent social cause reported stronger acceptance of the alliance ( $M = 2.25$ ,  $SE = .06$ ) than participants who read about an alliance involving a less prevalent social cause ( $M = 2.44$ ,  $SE = .06$ ). No significant main effects or interaction effects were found the remaining variables.

**Table 4.2**  
**ANOVA and ANCOVA results by condition**

Dependent Variable		ANOVA		ANCOVA	
		<i>F</i>	<i>p</i>	<i>F</i>	<i>p</i>
Other-centric motives	Congruence <sup>a</sup>	8.36	.00	.01	.91
	Prevalence <sup>a</sup>	10.36	.00	1.67	.20
	C x P	.05	.83	.16	.69
	<i>Identification</i> <sup>b</sup>			5.60	.02
	<i>Significance</i>			1.86	.17
	<i>Support expectations</i> <sup>b</sup>			22.85	.00
	<i>Pre-exposure attitude</i>			.02	.90
Corporate-centric motives	Congruence	2.21	.14	.20	.65
	Prevalence	2.95	.09	.06	.81
	C x P	2.00	.16	.01	.93
	<i>Identification</i>			.29	.59
	<i>Significance</i>			2.00	.16
	<i>Support expectations</i>			2.50	.12
	<i>Pre-exposure attitude</i>			1.66	.20
Acceptance of the alliance	Congruence	1.59	.21	1.78	.18
	Prevalence <sup>a,b</sup>	21.5	.00	4.64	.03
	C x P <sup>a</sup>	11.05	.00	1.93	.17
	<i>Identification</i>			.82	.37
	<i>Significance</i>			3.19	.08
	<i>Support expectations</i> <sup>b</sup>			19.37	.00
	<i>Pre-exposure attitude</i> <sup>b</sup>			4.64	.03
Perceptions of credibility	Congruence	2.65	.11	.10	.75
	Prevalence	.85	.36	.00	.98
	C x P	1.55	.22	1.06	.31
	<i>Identification</i>			.51	.48
	<i>Significance</i>			1.62	.21
	<i>Familiarity</i>			.05	.82
	<i>Support expectations</i> <sup>b</sup>			5.74	.02
Attitude toward the company	<i>Pre-exposure attitude</i>			.24	.62
	Congruence	1.98	.17	.29	.59
	Prevalence	.26	.61	1.41	.24
	C x P	.18	.67	2.68	.10
	<i>Identification</i>			.40	.53
	<i>Significance</i> <sup>b</sup>			3.79	.05
	<i>Support expectations</i>			1.38	.24
	<i>Pre-exposure attitude</i> <sup>b</sup>			20.2	.00

ANCOVA covariates: Identification = identification with the social cause, Significance = perceptions of social significance, Support expectations = Expectations of corporate support, Pre-exposure attitude = pre-exposure attitude toward the cause

a = significant at the .05 level in the ANOVA

b = significant at the .05 level in the ANCOVA

**Table 4.3**  
**Scale means for acceptance of the alliance by condition**  
**(Standard Error in parentheses)**

		<b>Prevalence</b>	
		<i>High</i>	<i>Low</i>
<b>Congruence</b>	<i>High</i>	2.25 (.07)	2.34 (.07)
	<i>Low</i>	2.10 (.07)	2.67 (.07)

### **Attitude and Perceptions of Corporate Credibility**

Participants' acceptance of the cause-brand alliance was predicted as one step in the model that led to perceptions of corporate credibility and consumer attitudes. Hypothesis 2 predicted that stronger acceptance of the alliance would lead to more positive perceptions of corporate credibility while hypothesis 3 predicted that more positive perceptions of corporate credibility would lead to more positive attitudes toward the company, Enrichment Bottling. Regression analysis on the data showed support for both hypotheses. An increase in acceptance of the alliance was significantly related to more positive perceptions of corporate credibility ( $\beta = .367, t_{(249)} = 6.21, p < .01$ ). Additionally, more positive perceptions of corporate credibility were related to more positive attitudes toward the corporation ( $\beta = .337, t_{(249)} = 5.58, p < .01$ ). These findings offer support for both hypothesis 2 and 3.

### **Characteristics of the Consumer**

Three consumer characteristics were predicted to influence consumer attributions of corporate motive. Those variables were identification with the cause, identification with those affected by the social cause, and pre-exposure attitude toward the social cause. Analysis of the two identification variables found the two to be highly correlated. See

Table 4.4 for Pearson's  $r$  and  $p$  values. To avoid confounds of collinearity and overstating the effects of the variables, the two scales were collapsed. All subsequent analysis of identification with the cause includes the six items that were thought to measure identification with the cause as well as the six items that were thought to measure identification with those affected by the cause.

Hypothesis 5 predicted that identification with social cause would influence consumers' expectations of corporate behavior. Following the assertion that "people expect to agree with people they like and disagree with people they dislike" (Eagly and Chaiken 1993, p. 141), the presence of a favorite social cause in an alliance was predicted to lead to expectations of corporate support for the specific cause. Conversely, the presence of a social cause not held in personal favor was predicted to be associated with an absence of expectation of corporate support for the specific cause. Pre-exposure measure of attitude toward the social cause was not a good predictor of expectations of corporate support for the social cause as the two variables were not significantly correlated ( $r = .11, p > .05$ ). However, the collapsed measure of identification with the social cause was a good predictor of expectations for corporate support for the social cause. Specifically, the stronger the identification with the social cause reported, the higher the expectations of corporate support for the social cause reported ( $\beta = .227, t_{(249)} = 3.67, p < .01$ ). Hypothesis 5 also predicted that expectation of corporate support would relate to attributions of corporate motive. Regression analysis suggests that as expectations of corporate support increase, so, too, increases attributions of both other-centric motives ( $\beta = .412, t_{(253)} = 7.17, p < .01$ ) and corporate-centric motives ( $\beta = .178, t_{(254)} = 2.88, p < .01$ ). However, expectation of corporate support is a better predictor of

attributions of other-centric motives (adjusted  $R^2 = .17$ ) than corporate-centric motives (adjusted  $R^2 = .03$ ). This finding offers partial support for hypothesis 5.

Identification with the cause was also predicted to influence attributions of corporate motive. Hypothesis 7 stated that participants who identified with the social cause would make more attributions of other-centric motives while participants who lacked identification with the social cause would make more attributions of corporate-centric motives. As predicted, a relationship between identification with the social cause and attributions of corporate motive was found. First, the stronger the relationship between the participant and the social cause claimed, the more attributions of other-centric motives were made ( $\beta = .339$ ,  $t_{(248)} = 5.67$ ,  $p < .01$ ). However, the other half of the pattern did not emerge as predicted. Participants who reported a strong relationship with the cause still made attributions of corporate-centric motives ( $\beta = .196$ ,  $t_{(250)} = 3.15$ ,  $p < .01$ ). The coefficient of determination suggests that identification with the cause is a better predictor of other-centric motives (adjusted  $R^2 = .11$ ) than of corporate-centric motives (adjusted  $R^2 = .04$ ). These findings provide partial support for hypothesis 7.

**Table 4.4**  
**Correlation of two identification variables**

<b>Social Cause</b>	<b>Pearson's r</b>	<b>p value</b>
social equality in cartography	.62	.01
hurricane disaster relief	.61	.01
water conservation	.57	.01
breast cancer research	.57	.01

### **Perceptions of Social Significance**

As an influence on the connection with the cause, perceptions of social significance were predicted to influence attributions of corporate motive. Specifically, hypothesis 6 predicted that stronger perceptions of social significance would lead to attributions of other-centric motives. Conversely, a lack of perceptions of social significance would lead to attributions of corporate-centric motives. As can be found with the other relationships tested in this study, the hypothesis found partial support as the part of the prediction proved true but the predicted pattern did not emerge. Strong perceptions of social significance were related to attributions other-centric motives ( $\beta = .322$ ,  $t_{(249)} = 5.36$ ,  $p < .01$ ), but those strong perceptions were also related to attributions of corporate-centric motives ( $\beta = .232$ ,  $t_{(250)} = 3.76$ ,  $p < .01$ ). However, once again, the data suggests that the independent variable is a better predictor of the attributions of other-centric motives (adjusted  $R^2 = .10$ ) than of the attributions of corporate-centric motives (adjusted  $R^2 = .05$ ).

### **Relationship with the Corporation**

The assertions of research questions 1 and 2 were based on consumers' relationship with a corporation that would exist prior to exposure to cause-brand alliance. Because this study used a fictitious corporation, the corporate relationship variables (pre-exposure attitude toward the corporation and pre-exposure perceptions of corporate credibility) were not measured as the participants could not have an existing relationship with a corporation that does not exist. Therefore, the research questions could not be tested.



## Gender

The final hypothesis predicted that gender would have a moderating effect on the relationship with social cause. Initial *t*-tests were performed to check for differences in variable means by gender. No statistically significant differences were found. (See Table 4.5 for a complete listing of *t*-scores and *p* values for the tested variables.) Additionally, the study sample is predominantly female; any findings of differences would be suspect. Therefore, hypothesis 8 could not be tested.

**Table 4.5**  
***t*-tests by gender**

	<i>t</i>	<i>p</i> value
Post-exposure attitude toward the cause	.036	.971
Post-exposure attitude toward the company	1.032	.303
Post-exposure perceptions of corporate credibility	-.761	.447
Alliance congruence	.101	.920
Acceptance of the alliance	-.399	.690
Expectations of corporate support	.708	.480
Pre-exposure attitude condition specific	-.777	.438
Cause prevalence condition specific	.193	.847
Corporate-centric motives	.732	.465
Other-centric motives	.669	.504
Familiarity condition specific	-1.472	.142

## **Hierarchical Multiple Regression**

While simple regression analysis is helpful in testing relationships between variables, the previously described analyses were done in isolation, ignoring the effects of the other variables. Hierarchical multiple regression analysis was performed to look at the relationship of the variables in the broader picture. With attitude toward the corporation as the dependent variable, identification with the social cause was entered in the first block. For the second block, the remaining measures of individual differences among participants were subjected to a step-wise regression to predict the influential consumer characteristics. As is demonstrated in Table 4.6, only perceptions of alliance congruence were a significant predictor of consumer characteristics. The third block, which included both other-centric and corporate-centric motives, was also subjected to a step-wise regression. Both motive types were predictors of participant elaborations. Acceptance of the alliance was input into the fourth block, and, finally, perceptions of corporate credibility were input for the fifth block.

The final model explained 27.4% of the variance within the study. With the effects of the variables partialled out, acceptance of the alliance explained the most variance (9.6%). A significant  $\Delta F$  was found for all variables except identification with the cause. (See Table 4.6 for all  $\beta$ ,  $\Delta R^2$ ,  $\Delta F$  and  $R^2$  values.) The final model demonstrated that attributions of corporate motive, acceptance of the alliance and perceptions of corporate credibility were good predictors of attitude toward the corporation.

**Table 4.6**  
**Models of hierarchical regression**  
**for attitude toward the corporation as dependent variable**

Predictor variables	Model 1	Model 2	Model 3	Model 4	Model 5	Model 6	$\Delta F$	$R^2$	$\Delta R^2$
<b>Model 1</b>							3.31	.01	.01
ID	.12*	.04	-.01	-.05	-.05	-.01			
<b>Model 2</b>							12.12	.06	.05
Congruence		.27**	.22*	.16**	.01	.00			
<b>Model 3</b>							16.94	.13	.07
CCM			.26**	.23**	.15**	.11*			
<b>Model 4</b>							6.49	.15	.02
OCM				.18**	.13*	.07			
<b>Model 5</b>							28.88	.25	.10
Acceptance					.38**	.34**			
<b>Model 6</b>									
Corporate credibility						.18**	7.41	.27	.02

ID = identification with the social cause, Congruence = participant perceptions of congruence, CCM = corporate-centric motives, OCM = other-centric motives, Acceptance = acceptance of the alliance, Corporate credibility = participant perceptions of corporate credibility

\*  $p < .05$ , \*\*  $p < .01$

### Step-down Analysis

The previous regression analysis showed that many of the independent variables were good indicators of most of the outcome variables without indicating any mediating variables. One way to test this order is through step-down analysis. By examining the dependent variables in a pre-arranged order, a stronger comprehension of the consumer response to the cause-brand alliance can develop. This test of the sequential order of the effects of the dependent variable (Roy 1958) begins with step-down  $F$  values that originate from the univariate  $F$  values of an ANCOVA on the attributions of corporate motive (with congruence and prevalence as independent variables and five covariates: expectations of corporate support, pre-exposure attitude toward the cause, familiarity with the cause, identification with the cause and perceptions of social significance of the

cause). Next, the effects of the independent variables, prevalence and congruence, on acceptance of the alliance were tested with the attributions of corporate motive as additional covariates. The third step tested the effects of the congruence and prevalence on the perception with corporate credibility while adding the acceptance of the alliance as another covariate. Finally, a test of the effects of the independent variables on attitude was done while adding the final covariate of perceptions of corporate credibility. Table 4.7 shows the step-down analysis results.

The step-down analysis helps determine which variables have mediating roles in consumer response to CRM campaigns. As the regression analysis suggests, attribution of corporate motive is an important predictor of consumer response to a cause-brand alliance. Additionally, the step-down analysis highlights the importance of consumer acceptance of a cause-brand alliance. Acceptance influences both perceptions of corporate credibility and attitude toward the corporation. Consistent with the regression analysis, the step-down analysis suggests that even when making attributions of corporate-centric motive, consumers will accept a cause-brand alliance.

For two relationships between variables, additional analyses were performed to further gauge any mediation effects. The first such relationship included the predicted mediating effects of acceptance of the alliance on the relationship between attribution of motive and perceptions of corporate credibility, and the second relationship was the predicted mediating effect of perceptions of corporate credibility on the relationship between the acceptance of an alliance and attitude toward the corporate alliance partner. In both cases, the effects of the predicted independent variable remained significant even while controlling for the mediating variable. For example, when controlling for the

mediating effects of perceptions of corporate credibility, the effects of acceptance of the alliance on the attitude toward the corporate alliance partner were still significant.

Following the Baron and Kenny procedure (1986) for establishing mediation, three conditions must be met. First, regression analysis must show that the independent variable affects the mediator. Next, the independent variable must affect the dependent variable. Finally, the dependent variable must be affected by the mediator. All three conditions were met for both relationships tested. In the case of the mediating effect of the acceptance of the alliance on the relationship between attribution of motives and perceptions of corporate credibility, regression analysis demonstrated that attribution of motives affected acceptance ( $\beta_{OCM} = .26$ ,  $t(247) = 4.35$ ,  $p < .01$ ,  $\beta_{CCM} = .24$ ,  $t(247) = 4.02$ ,  $p < .01$ ,  $R^2 = .16$ ) and that attributions of motive affected perceptions of corporate credibility ( $\beta_{OCM} = .28$ ,  $t(249) = 4.71$ ,  $p < .01$ ,  $\beta_{CCM} = .23$ ,  $t(249) = 3.84$ ,  $p < .01$ ,  $R^2 = .17$ ). However, the effect of the attributions of motive on perceptions of corporate credibility decreased when regressed along with acceptance of the alliance ( $\beta_{OCM} = .22$ ,  $t(244) = 2.94$ ,  $p < .01$ ,  $\beta_{CCM} = .24$ ,  $t(244) = 3.83$ ,  $p < .01$ ,  $R^2 = .22$ ). These findings offer additional support for the mediating role of acceptance of alliance in the relationship between the attribution of motive and perceptions of corporate credibility.

A similar pattern emerged when testing for mediation in the relationship between acceptance of the alliance and attitude toward the company by perceptions of corporate credibility. Regression analysis shows that the independent variable, acceptance of the alliance) affects the mediating variable (perceptions of corporate credibility,  $\beta = .37$ ,  $t(247) = 6.21$ ,  $p < .01$ ,  $R^2 = .14$ ) and the dependent variable (attitude toward the company, ( $\beta_{OCM} = .45$ ,  $t(242) = 7.86$ ,  $p < .01$ ,  $R^2 = .20$ ), but when the mediating variable of

perceptions of credibility is regressed along with the independent variable, the effects of acceptance of the alliance decreases ( $\beta = .38, t(249) = 6.31, p < .01, R^2 = .24$ ).

**Table 4.7a**  
**Step down analysis**

Variable Ordering	Sources of Variation	Univariate <i>F</i>	<i>p</i>	Step-down <i>F</i>	<i>p</i>
Other-centric motives	Congruence	.01	.91		
	Prevalence	1.67	.20		
	Congruence x Prevalence	.16	.69		
	Identification <sup>a</sup>	5.60	.02		
	Significance	1.86	.17		
	Support				
	Expectations <sup>a</sup>	22.85	.00		
	Pre-exposure attitude	.02	.90		
Corporate-centric motives	Congruence	.20	.65		
	Prevalence	.06	.81		
	Congruence x Prevalence	.01	.93		
	Identification	.29	.59		
	Significance	2.00	.16		
	Support				
	Expectations	2.51	.12		
	Pre-exposure attitude	1.66	.20		
Alliance acceptance	OCM <sup>b</sup>			9.7	.00
	CCM <sup>b</sup>			7.90	.01
	Congruence	1.78	.18	1.52	.22
	Prevalence <sup>a, b</sup>	4.64	.03	4.17	.04
	Congruence x Prevalence	1.93	.17	2.50	.12
	Identification	.82	.37	2.35	.13
	Significance	3.19	.08	1.66	.20
	Support				
	Expectations <sup>a, b</sup>	19.37	.00	9.75	.00
	Pre-exposure attitude <sup>a, b</sup>	4.64	.03	4.36	.04

The step-down *F* is based on analysis of covariance (ANCOVA) with the variable(s) as an additional covariate(s). All the tests were based on ANCOVAs controlling for pretest attitude toward the cause, perceptions of social significance, expectations of corporate support, familiarity with the cause and identification with the cause.

a = significant at the .05 level in the univariate ANCOVA

b = significant at the .05 level in the step-down ANCOVA

**Table 4.7b**  
**Step down analysis continued**

Variable Ordering	Sources of Variation	Univariate <i>F</i>	<i>p</i>	Step-down <i>F</i>	<i>p</i>
Corporate Credibility	OCM <sup>b</sup>			20.76	.00
	CCM <sup>b</sup>			15.39	.00
	Acceptance <sup>b</sup>			17.87	.00
	Congruence	.10	.75	1.96	.16
	Prevalence	.00	.98	.48	.49
	Congruence X Prevalence	1.06	.31	.97	.33
	Identification	.51	.48	2.11	.15
	Significance	1.62	.21	.03	.87
	Support				
	Expectations <sup>a</sup>	5.74	.02	.15	.70
	Pre-exposure attitude	.24	.62	1.88	.17
Attitude toward the Company	OCM			2.04	.16
	CCM			1.05	.31
	Acceptance <sup>b</sup>			18.10	.00
	Corporate Credibility <sup>b</sup>			10.75	.00
	Congruence	.29	.59	.09	.76
	Prevalence <sup>b</sup>	1.41	.24	4.27	.04
	Congruence x Prevalence <sup>b</sup>	3.04	.10	3.12	.06
	Identification	.40	.53	.33	.57
	Significance <sup>a</sup>	3.79	.05	1.61	.21
	Support				
	Expectations	1.38	.24	1.99	.16
	Pre-exposure attitude <sup>a, b</sup>	20.20	.00	20.41	.00

The step-down *F* is based on analysis of covariance (ANCOVA) with the variable(s) as an additional covariate(s). All the tests were based on ANCOVAs controlling for pretest attitude toward the cause, perceptions of social significance, expectations of corporate support, familiarity with the cause and identification with the cause.

a = significant at the .05 level in the univariate ANCOVA

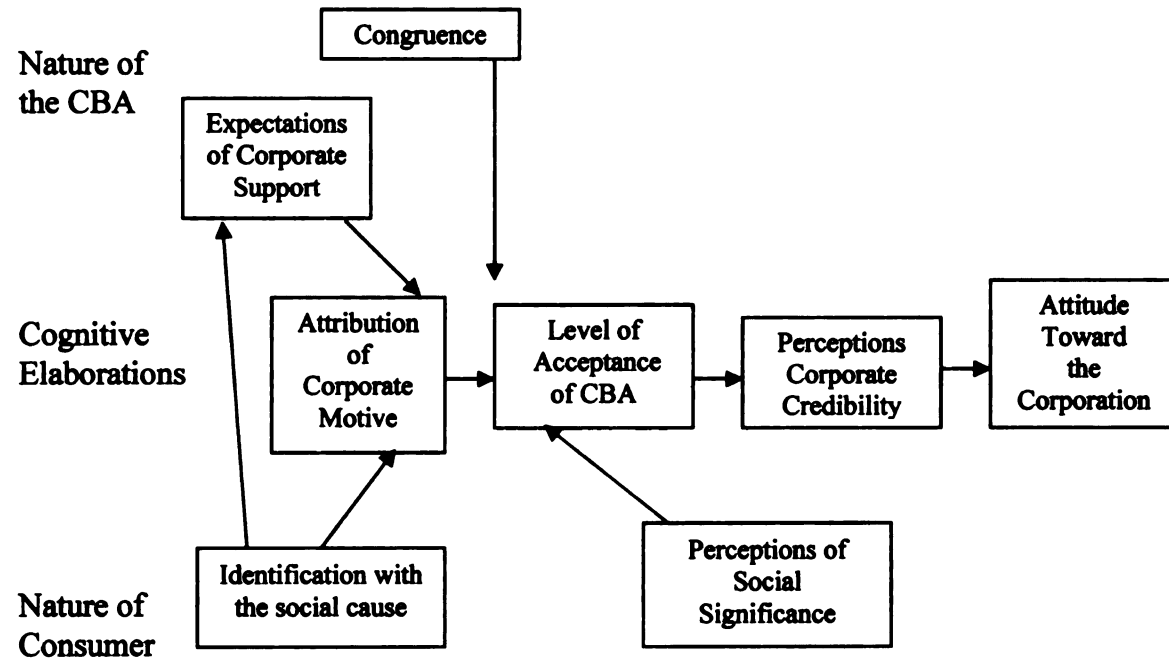
b = significant at the .05 level in the step-down ANCOVA



**Table 4.8**  
**List of hypotheses and findings**

<b>Hypothesis</b>	<b>Relationship Predicted</b>	<b>Supported?</b>
<b>H1a</b>	CCM attributions lessen alliance acceptance	No
<b>H1b</b>	OCM attributions increase alliance acceptance	Yes
<b>H2</b>	Alliance acceptance increases credibility perceptions	Yes
<b>H3</b>	Credibility perceptions elicit more positive attitudes	Yes
<b>H4a</b>	Incongruent alliance leads to CCM attributions	No
<b>H4b</b>	Congruent alliance leads to OCM attributions	Yes
<b>H5a</b>	Identification with the cause leads to corporate support expectations	Yes
<b>H5b</b>	Higher corporate support expectations lead to OCM attributions	Yes
<b>H5c</b>	Lower corporate support expectations lead to CCM attributions	No
<b>H6a</b>	Lower significance perceptions lead to CCM attributions	No
<b>H6b</b>	Higher significance perceptions lead to OCM attributions	Yes
<b>H7a</b>	Identification with those affected leads OCM attributions	No
<b>H7b</b>	Identification with the cause leads to OCM attributions	Yes
<b>H7c</b>	Lack of identification with those affected leads to CCM attributions	No
<b>H7d</b>	Lack of identification with the cause leads to CCM attributions	No
<b>H8a</b>	Women who identify with affected will make OCM attributions	No
<b>H8b</b>	Women identify with the cause will make OCM attributions	No
<b>H8c</b>	Women who do not identify with those affected with make CCM attributions	No
<b>H8d</b>	Women who do not identify with the cause will make CCM attributions	No

**Figure 4.1**  
**Model of Consumer Response to Cause-Brand Alliances as Found in This Study**



## CHAPTER FIVE

### DISCUSSION

#### **Discussion**

As a marketing strategy, cause-related marketing is expected to exceed \$1.34 billion in corporate support in 2006 (Rexrode 2006). That is a 20% increase in corporate support from 2005, and an increase of over 200% from the late 1990s. The continued growth of CRM raises both empirical and strategic questions. Empirically, consumer response to cause-brand alliances offers insight into the cognitive processes that precede consumer purchase decisions. Strategically, consumer response offers insight into which alliances provide the most benefit for corporate alliance partners.

The influence of the ubiquitous presence of cause-related marketing today can be found in the findings that consumers respond more positively to prevalent social causes. While more research is necessary to determine why consumers respond so well to prevalent causes, it suggests, at first glance, a safe strategic option for practitioners. The findings from this study show that breast cancer research is almost its own special case, separate and removed from the cognitive processing elicited by other social causes. Again, at first glance, it seems as if forming an alliance with breast cancer research is a safe way to encourage a positive consumer response to a corporation. However, early CRM research focused on the practitioners' concerns of perceptions of exploitation, and cause-brand alliances with breast cancer causes have become so common that new concerns of exploitation are rising ([www.thinkbeforeyoupink.org](http://www.thinkbeforeyoupink.org)). Accusations of "pinkwashing" have arisen where companies with business practices that are neither

female- or family-friendly are accused of draping themselves in the pink ribbon of breast cancer support to wash away the stain of the reality of their business practices.

The premise of this study was to gauge the effects of differences in individuals and differences in the characteristics of cause-related marketing campaigns on consumer response. Two such individual differences, identification with the social cause and identification with those affected by the social cause, were found to have a positive effect on a consumer's response to a CRM campaign. Though the two variables were found to be highly correlated and were subsequently collapsed into one identification variable, identification with a social cause was shown to be a good predictor of consumer response to a cause-brand alliance. These findings are consistent with previous research that suggests that the self-perception of identity is an important element of consumer responses (Lichtenstein, Drumwright and Braig 2004; Gupta and Pirsch 2006).

The contribution of this study can be differentiated from past work through the strength of the relationship between identification with a social cause and post-exposure measures of attitude toward the corporation and corporate credibility. Initial attempts to explicate self-perceptions of identification have rested on how a consumer feels and have simply used existing affect measures such as attitudes and involvement (Lichtenstein, Drumwright and Braig 2004) or values (Gupta and Pirsch 2006) as a means to measure identification. The effects of pre-exposure attitudes have been previously established whether labeled as identification or affect. Newer measures of values as an indicator for identification have been less successful. Stepping away from affective measures, this study uses a consumer's past behaviors as an indication of identification. Behavioral questions have long been used in employment interviews as human resources

professionals consider past behavior to be the best predictor of future behavior. This logic was extended to consumer purchase behavior by predicting that consumers whose current behavior shows support for a social cause through the clothes they wear and the media stories they follow (past behavior) would be more likely to respond positively to a cause-brand alliance involving that social cause (future behavior). The use of past behavior circumvents the artifact of social desirability that can inflate affective identification measures. Many consumers may report that they have a positive attitude toward a social cause without ever donating time or money toward the cause. The use of behavioral measures helps separate out the consumers who say a social cause is good or involving from the consumers who act like a social cause is good or involving. To use a cliché, the behavioral measures pinpoint a consumer who is willing to put her money where her mouth is. For corporations considering the development of a CBA, the success of the behavioral measures in predicting post-exposure measures of attitudes and corporate credibility allows corporations to turn that cliché on its head. By putting a product's or brand's promotional budget (mouth) where consumers are already putting their money or time, corporations can create CBAs that please their customer base and improve consumer perceptions of the corporation.

In addition to individual differences among consumers, differences in characteristics of CRM campaigns were expected to elicit differing responses from consumers. Specifically, congruent alliances and prevalent social causes were predicted to elicit more positive consumer responses. Support for these predictions was consistent with some previous findings (Brown and Dacin 1997; Porter and Kramer 2002; Broderick, Jogi and Garry 2003; Pracejus and Olsen 2004; Berger, Cunningham and

Drumwright 2004; Trimble and Rifon 2006). However, support for congruency in CBAs has not been unequivocal, so it is not enough to say that consumers respond positively to congruent alliances because in some cases (Ellen, Mohr and Webb 2000; Mizerski, Mizerski and Sandler 2001) consumers have reported negative reactions to congruent alliances. Therefore, it seems prudent to redefine a positive consumer response as an acceptance of a CBA. Put colloquially, the difference between congruence leading to positive consumer response and acceptance as positive consumer response is the difference between a consumer who thinks “these partners are the same, therefore, I like them” and a consumer who simply thinks “I have no objections. This alliance is fine.” The results of this study suggest when consumers accept an alliance that their perceptions of corporate credibility are stronger. Strong perceptions of corporate credibility then lead to more positive attitudes toward the corporate alliance partner.

Past research (Trimble and Rifon 2006) as well as the differences between the pretest findings and final study findings of this project has suggested that consumer evaluation of supposedly congruent alliances can be inconsistent. Additionally, consumers’ perceptions of congruence have been shown as a better predictor of positive consumer response than the actual characteristics of an alliance. Together these findings suggest it is difficult to predict when consumers might think “these partners are the same, therefore, I like them.” This re-emphasizes the importance of individual differences in consumers, like identification with a social cause and pre-exposure measures of attitude, and suggests that the characteristics of a CBA can not shape consumer response alone. By accounting for the individual differences in consumers, alliance partners can better predict how consumers will perceive any given characteristic.

Consumer attributions of corporate motive were predicted to mediate the effects of the characteristics of the CRM campaign on consumer responses. Specifically, congruent alliances were predicted to lead to attributions of other-centric motives and then onto positive consumer responses. Conversely, consumers who made attributions of corporate-centric motives were expected to respond less positively to a CBA. However, consumers who perceived an alliance to be congruent simultaneously made attributions of other-centric motives and attributions of corporate-centric motives. Attribution of other-centric motives was a better predictor of positive consumer response, but a correlation between attribution of corporate-centric motives and positive consumer response exists, nonetheless. On its face, the ability of consumers to credit corporate decision making simultaneously to a desire to help others and to a desire to help the corporation is counter-intuitive. It does, however, have support in the sponsorship literature (Rifon *et al.* 2004) and is found again when both the influence of the expectations of corporate support and perceptions of social significance are measured. Consumers who reported that they expected the corporation to participate in behavior (like forming a cause-brand alliance with a particular social cause) simultaneously made attributions of other-centric and corporate-centric motives. Additionally, consumers who reported stronger perceptions of social significance of the social cause in a CBA simultaneously made attributions of other-centric and corporate-centric motives. Again, however, the expectations of corporate support and perceptions of social significance were better predictors of attributions of other-centric motives than of company centric motives.

Because a positive relationship was found between identification with a social cause and expectations of corporate support, it is possible that a strong relationship with a cause allows consumers to attribute altruistic and profit-oriented motives to the corporations that form alliances with the consumer's preferred social cause. For example, the more a consumer identifies with a social cause, the more a consumer would expect the cause to be salient for others. Therefore, the more a consumer identifies with a social cause, the more a consumer would expect a corporation to support the social cause. Stronger expectations of support then lead to stronger attributions of all corporate motives, so while attributions of corporate-centric motives continue to increase, these attributions are not as strong a predictor of consumer response as attributions of motive based on the consumer's identification with the social cause.

Because the simultaneous attributions of motive occur in three situations that ultimately lead to a positive consumer response to a CBA (identification with a social cause, perception of a congruent alliance and perception of a socially significant cause), it appears that even when consumers believe that corporations support a social cause in order to further the corporation's bottom line some consumers are still willing to look favorably upon the alliance. With several antecedents necessary for consumers to overlook their attributions of corporate-centric motives, these findings suggest that cause-brand alliances should be strategically planned to fit the specific characteristics of a corporation's customer base. Alliances meant to appeal to a broad, general audience that are not tailored to the characteristics of that audience may not contain the antecedents necessary for the audience to make stronger attributions of other-centric motives than attributions of corporate-centric motives.



## **Limitations**

As with any study, the discussion of the findings must include the limitations of the project at hand. First, women were disproportionately represented in the sample. Most of the student sample of the final study was enrolled in a large, Midwestern public university where 54.4% of the student body is female. In the final study, 73.7% of the sample was female. This disproportionate representation was a result of self-selection for study participation. While not intentional, the gender make-up of the final study sample made any findings (or non-findings) based on gender suspect. Because relationships were predicted based on interaction between gender and individual differences, the study findings must be considered incomplete without a valid gender comparison.

Another limitation of the sample was the use of student participants. Conventional wisdom on college students states that they should not be considered full-fledged consumers. While many college students at large, public universities (like those used in the pretests and the final study) are living away from their parents and making consumer purchase decisions of their own, these same students frequently have considerable financial support from their parents. Therefore, their consumer purchase decisions may not necessarily carry the same consequences as consumers who provide the sole means of their own financial support. Without the same concern for consequence and risk, a sample of college students made not be generalizable to a population at large. In this particular study, the product associated with the CBA would be considered a low-cost item that would carry less risk or consequence, and it is a product appropriate for a college student sample. However, this does not eliminate all concerns about generalizing the findings of the sample to the population.

Another concern for generalizing the findings is the use of a fictitious company devoid of reputation or history with consumers. Likewise, the lack of mention of a specific NPO that supports the social cause removes another element of reputation or history with the consumer. These omissions may remove important variables from the model of consumer response to a cause-brand alliance. A consumer's past experience with either a corporation or an NPO may affect the attribution of corporate motives. For example, the findings that some consumers are willing to overlook their own attributions of corporate-centric motive may not hold true when the relationships with the NPO and the corporation are included. The same past experience could also influence the acceptance of an alliance. Without the use of a real corporation or mention of an NPO, the findings of this study are subject to the artificial nature of their creation.

Another artificial construct of the study was using a press release as the stimulus material. Even though many corporations now have press releases available on their Web sites, press releases are not typical reading material for consumers. A press release was chosen over an advertisement to avoid any confounds of the visual imagery of advertisements. However, consumers typically would experience the verbal content of a press release after the information had been rewritten by a newspaper or magazine journalist. While the external validity of the study would have improved through the use of a newspaper article as the stimulus material, it is possible that the credibility of the source (in this instance, the newspaper) could have influenced the results. Therefore, the use of a press release avoids the confounds of visual imagery and source credibility but weakens the external validity of the findings.

A final limitation of the study suggests the first step for future research. The regression analysis and step-down analysis used in this study provide a first glance into the relationships between individual consumer differences and consumer response to a CBA as well as the relationships between differences in CBA characteristics and consumer response to a CBA. However, more powerful statistical analysis is available to test the model of effects, but was not performed.

### **Future Research**

The limitations of this sample for this study also suggest some direction for future research. First, a more balanced gender distribution would allow for testing of the predicted interaction between gender and differences among individual consumers. Because past research suggests that differences between genders can be expected (Berger, Cunningham and Kozinets 1999; Ross, Patterson and Stutts 1992; Ross, Stutts and Patterson 1990), a future study that allows for testing of the predicted interactions would contribute to the literature. Because past gender differences in response to a CBA were attributed to social constructions of gender (women are considered more nurturing and more prosocial) without measuring why participants responded differently by gender, it would be beneficial to test comparisons between individual differences like attitude and identification measures and group differences like gender. Additionally, a study sample that did not solely consist of the traditional 18-24 year old college students should provide findings that are more generalizable and that make a stronger contribution than the limited nature of the findings from the current study.

One aspect of the influence of prevalence of a social cause that was not fully captured in this study were the antecedents for the prevalence. The study measured only the perceptions of prevalence and not the differences between situation-driven and enduring causes. Some causes are on-going while other social causes reflect a dramatic and newsworthy change in society. The current study did not differentiate between prevalence as result of a enduring, systemic problem and that of a time-sensitive social anomaly. For example, Hurricane Katrina brought hurricane disaster relief efforts to the forefront of the charitable efforts. Prior to that specific situation, hurricane disaster relief was not a prevalent cause. While hurricane have struck the United States before and after Hurricane Katrina hit the Gulf Shores, this prevalence of hurricane disaster relief as a social cause is likely driven by this one event and the preponderance of resulting media coverage. This is different from an enduring social cause like breast cancer research which has no seasonal or geographical restrictions and no pandemic tendencies that call for immediate action and media coverage. Research exists that compares long-term and short-term commitments to social causes (Van den Brink, Odekerken-Schroder and Pauwels 2006) and compares support for disaster-related causes and ongoing causes (Cui *et al.* 2003; Ellen, Mohr and Webb 2000). However, the past research does not compare social causes of equal prevalence. Therefore, a future study have compares equally prevalent social causes of different types (event-driven and enduring) would provide strategic insight to the development of cause-brand alliances.

The current study found a high correlation between the two measured identification variables and collapsed the two. A future direction for CBA research could try to tease out any discernible differences between identification with the social cause

and identification with those affected by the cause. On their face, the two variables seem different enough to separate. For example, a consumer who does not normally identify with hurricane disaster relief might have identified with citizens of New Orleans affected by Hurricane Katrina because of racial or socio-economic identity. That same consumer would not necessarily identify with the residents of a tony Miami beach community when they are threatened with a hurricane. There is a face validity to the assertion that these two types of identification are differentiable and actionable. However, the items used to measure the two variables did not provide results that were differentiable or actionable. Further testing of the scale items with different populations and different social causes is recommended.

Additionally, the identification items were behavioral in nature because past behavior was predicted to be a good indicator of future behavior. However, the current study only measure consumer response through measures of attitude and perceptions of corporate credibility. To completely test the assertion that past behavior predicts future behavior, measures of purchase intention or purchase behavior are needed.

One measure of purchase behavior that has been tested in past cause-related marketing research is consumer acceptance of price and performance trade-offs (Barone, Miyazaki and Taylor 2000; Meyer 1999; Pracejus and Olsen 2004). Gender (Barone, Miyazaki and Taylor 2000) and characteristics of the alliance (Meyer 1999; Pracejus and Olsen 2004; Subrahmanyam 2004) have been found to influence the amount of price and performance trade-offs consumers will accept in order to provide support to a social cause. Because this study found a relationship between identification with a social and acceptance of an alliance that arguably leads to a positive consumer response to the

alliance, a major contribution to the literature could be made with a study that tested a model of effects that started with identification with a social cause and ended with measured acceptance of price or performance trade-offs. For example, it would first be informative to know if identification with a social cause is, indeed, related to acceptance of trade-offs. Additionally, comparing the trade-offs accepted between several antecedents including identification with a social cause, congruence of an alliance and gender would provide great insight to managers trying to create a strategic cause-brand alliance.

Finally, the measures of consumer response in this study focused almost solely on measures related to the corporate alliance partner. Little emphasis was placed on the risks and rewards available to NPO alliance partners or the consumers themselves. Because participants who identified with the social cause reported attributions of both corporate-centric motives and other-centric motives, it would be beneficial to the non-profit and voluntary sector to understand if the attributions of corporate-centric motives had a negative effect on the participants' relationship with the social cause. As mentioned previously, social psychology suggests that consumers expect to agree with those that they like, and if a consumer likes an NPO that supports a specific social cause but does not agree with the actions of that social cause, the resulting dissonance of disagreeing with someone a consumer likes might have an impact on the consumer's relationship with the social cause.

Similarly, consumers themselves are exposed to risks and rewards by supporting (or withholding support for) a cause-brand alliance. Very little research has been done on consumers' mental states after exposure to a CBA. It is not reported in the literature if

consumers feeling guilty about or benevolent about or hounded by the current preponderance of CBAs. Without any knowledge of consumer affective response as related to the consumer him- or herself, it is difficult to predict if consumers will dread future CBAs (like they might political advertising) or eagerly anticipate them (like they might Super Bowl advertising). This practically untapped direction of research could also provide insight into the established antecedents of consumer response tested within this project—individual difference among consumers and the characteristics of the cause-brand alliance.

## **APPENDIX A**

### **Pretest 1 questionnaire items and instructions**



Please click on the circle closest to the word or phrase which best reflects your feelings about the social causes listed.

Social Cause

charity leader	_____	_____	_____	_____	_____	_____	_____	not a
charity leader								
popular	_____	_____	_____	_____	_____	_____	_____	not
popular								
widely accepted	_____	_____	_____	_____	_____	_____	_____	not
widely accepted								
many like it	_____	_____	_____	_____	_____	_____	_____	few
like it								

Please click on the circle closest to the word or phrase which best reflects your feelings about each combination described below.

Water Bottling Company and the Social Cause

complementary	_____	_____	_____	_____	_____	_____	_____	
noncomplementary								
appropriate	_____	_____	_____	_____	_____	_____	_____	
inappropriate								
logical	_____	_____	_____	_____	_____	_____	_____	
illogical								
good fit	_____	_____	_____	_____	_____	_____	_____	bad
fit								
consistent	_____	_____	_____	_____	_____	_____	_____	
inconsistent								
makes sense	_____	_____	_____	_____	_____	_____	_____	
doesn't make sense								

## Demographics

**We would like to collect some descriptive information about each participant. Please mark the appropriate answer.**

1. What is your sex?

Male	_____
Female	_____
  
2. What is your age?

_____
-------
  
3. What is your race?  
Please mark one or more of the following.

Asian	_____
African-American	_____
Caucasian	_____
Hispanic/Latino	_____
Native American	_____
Other	_____
  
4. What is the highest level of education you have obtained?

Grade school	_____
High school diploma	_____
Some college	_____
College degree	_____
Some graduate school	_____
Graduate degree	_____
Other	_____

## **APPENDIX B**

### **Pretest 2 questionnaire items and instructions**

Some businesses provide support to social causes through donations, sponsorships and other alliances. For the following list of social causes, please mark the circle that best indicates your opinion about how much support these causes receive from businesses. Consider your personal experiences having seen or not seen ads, news reports, or other communications about how wide or substantial the support each cause receives.

	strongly agree	agree	neither agree or disagree	disagree	strongly disagree
1.The social cause is strongly supported by the business community.	1	2	3	4	5
2.The social cause is frequently part of business promotions.	1	2	3	4	5
3.The support from the business community for the social cause is highly visible.	1	2	3	4	5
4.I can easily recall an example of the support the business community provides the social cause.	1	2	3	4	5
5.The social cause is popular with business.	1	2	3	4	5
6.The social cause appears to be a charity leader in terms of the support offered by the business community.	1	2	3	4	5
7.The social cause is widely accepted by businesses as a cause to support	1	2	3	4	5
8.The social cause is well-liked by the business community.	1	2	3	4	5

Some businesses support social causes with donations generated by consumer purchases. The next set of statements are meant to measure your beliefs about the nature of the relationship between a water bottling company and the social causes it might support with donations generated by consumer purchases. Please click on the circle closest to the word or phrase which best reflects your feelings.

**The congruence of the alliance between Enrichment Bottling and the cause. We would like to know your perceptions about the relationship between Enrichment Bottling and the cause that they support** Please mark to the choice which best reflects your feelings about *the relationship between Enrichment Bottling and the cause* in the press release you read

	strongly agree	agree	neither agree or disagree	disagree	strongly disagree
1.If the donation were made up of the donor's products instead of financial contributions, the donation would still be important to the social cause.	1	2	3	4	5
2.The products made by the donor help fix the problems of the social cause.	1	2	3	4	5
3.The business expertise of the donor is as important to the social cause as its monetary contributions.	1	2	3	4	5
4.There is a direct relationship between the expertise of the donor and the problems of the social cause.	1	2	3	4	5

## Demographics

**We would like to collect some descriptive information about each participant. Please mark the appropriate answer.**

1. What is your sex?

Male	_____
Female	_____
2. What is your age?

_____
-------
3. What is your race?  
Please mark one or more of the following.

Asian	_____
African-American	_____
Caucasian	_____
Hispanic/Latino	_____
Native American	_____
Other	_____
4. What is the highest level of education you have obtained?

Grade school	_____
High school diploma	_____
Some college	_____
College degree	_____
Some graduate school	_____
Graduate degree	_____
Other	_____

## **APPENDIX C**

### **Pretest 3 questionnaire items and instructions**

Some businesses provide support to social causes through donations, sponsorships and other alliances. For the following list of social causes, please mark the circle that best indicates your opinion about how much support these causes receive from businesses. Consider your personal experiences having seen or not seen ads, news reports, or other communications about how wide or substantial the support each cause receives.

	strongly agree	agree	neither agree or disagree	disagree	strongly disagree
1.The social cause is strongly supported by the business community.	1	2	3	4	5
2.The social cause is frequently part of business promotions.	1	2	3	4	5
3.The support from the business community for the social cause is highly visible.	1	2	3	4	5
4.I can easily recall an example of the support the business community provides the social cause.	1	2	3	4	5
5.The social cause is popular with business.	1	2	3	4	5
6.The social cause appears to be a charity leader in terms of the support offered by the business community.	1	2	3	4	5
7.The social cause is widely accepted by businesses as a cause to support	1	2	3	4	5
8.The social cause is well-liked by the business community.	1	2	3	4	5



**The congruence of the alliance between Enrichment Bottling and the cause.** When choosing a social cause for an alliance, corporations often support a social cause that is considered a good fit with the corporation. A good fit for an alliance happens when the donating company and the recipient of the donation are closely related.

The next set of statements are meant to measure your beliefs about the fit of the relationship between a water bottling company and hurricane disaster relief. Please click on the circle closest to the word or phrase which best reflects your feelings.

	strongly agree	agree	neither agree or disagree	disagree	strongly disagree
1. The company and the social cause are a good fit.	1	2	3	4	5
2. For the company, the actions of bottling water and the social cause are consistent.	1	2	3	4	5
3. The water bottling company and the social cause are compatible with each other.	1	2	3	4	5
4. A relationship between the company and the social cause is a good match.	1	2	3	4	5
5. An alliance between the water bottling company and the social cause is logical.	1	2	3	4	5
6. A relationship between the water bottling company and the social cause makes sense.	1	2	3	4	5

## Demographics

**We would like to collect some descriptive information about each participant. Please mark the appropriate answer.**

1. What is your sex?

Male	_____
Female	_____
2. What is your age?

_____
-------
3. What is your race?  
Please mark one or more of the following.

Asian	_____
African-American	_____
Caucasian	_____
Hispanic/Latino	_____
Native American	_____
Other	_____
4. What is the highest level of education you have obtained?

Grade school	_____
High school diploma	_____
Some college	_____
College degree	_____
Some graduate school	_____
Graduate degree	_____
Other	_____

## **APPENDIX D**

**Questionnaire for the high congruence, high prevalence condition**

**1-A.**

**Please check closest to the word within each pair that best describes how you feel about the following social causes.** For example, if you think that breast cancer matters to you, you might respond like this:

Matters to me \_\_\_\_\_   X   \_\_\_\_\_ does not matter to me

**Breast cancer research**

good	_____	_____	_____	_____	_____	_____	_____	bad
unpleasant	_____	_____	_____	_____	_____	_____	_____	pleasant
unfavorable	_____	_____	_____	_____	_____	_____	_____	favorable
familiar	_____	_____	_____	_____	_____	_____	_____	unfamiliar

**Hurricane disaster relief**

good	_____	_____	_____	_____	_____	_____	_____	bad
unpleasant	_____	_____	_____	_____	_____	_____	_____	pleasant
unfavorable	_____	_____	_____	_____	_____	_____	_____	favorable
familiar	_____	_____	_____	_____	_____	_____	_____	unfamiliar

**Social equality in cartography**

good	_____	_____	_____	_____	_____	_____	_____	bad
unpleasant	_____	_____	_____	_____	_____	_____	_____	pleasant
unfavorable	_____	_____	_____	_____	_____	_____	_____	favorable
familiar	_____	_____	_____	_____	_____	_____	_____	unfamiliar

**Water conservation**

good	_____	_____	_____	_____	_____	_____	_____	bad
unpleasant	_____	_____	_____	_____	_____	_____	_____	pleasant
unfavorable	_____	_____	_____	_____	_____	_____	_____	favorable
familiar	_____	_____	_____	_____	_____	_____	_____	unfamiliar

**1-B.**

Some businesses provide support to social causes through donations, sponsorships and other alliances. For the following list of social causes, please mark the circle that best indicates your opinion about how much support these causes receive from businesses. Consider your personal experiences having seen or not seen ads, news reports, or other communications about how wide or substantial the support each cause receives.

	strongly agree	agree	neither agree or disagree	disagree	strongly disagree
1.Breast cancer research is strongly supported by the business community.	1	2	3	4	5
2.Breast cancer research is frequently part of business promotions.	1	2	3	4	5
3.The support from the business community for breast cancer research is highly visible.	1	2	3	4	5
4.I can easily recall an example of the support the business community provides breast cancer research.	1	2	3	4	5
5. Breast cancer research is popular with business.	1	2	3	4	5
6. Breast cancer research appears to be a charity leader in terms of the support offered by the business community.	1	2	3	4	5
7. Breast cancer research is widely accepted by businesses as a cause to support.	1	2	3	4	5
8. Breast cancer research is well-liked by the business community.	1	2	3	4	5
9.Hurricane disaster relief is strongly supported by the business community.	1	2	3	4	5
10.Hurricane disaster relief is frequently part of business promotions.	1	2	3	4	5

<b>11.The support from the business community for hurricane disaster relief is highly visible.</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>12.I can easily recall an example of the support the business community provides hurricane disaster relief.</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>13. Hurricane disaster relief is popular with business.</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>14. Hurricane disaster relief appears to be a charity leader in terms of the support offered by the business community</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>15. Hurricane disaster relief is widely accepted by businesses as a cause to support.</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>16. Hurricane disaster relief is well-liked by the business community.</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>17.Social equality in cartography is strongly supported by the business community.</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>18. Social equality in cartography is frequently part of business promotions.</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>19.The support from the business community for social equality in cartography is highly visible.</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>20.I can easily recall an example of the support the business community provides social equality in cartography.</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>21. Social equality in cartography is popular with business</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>22. Social equality in cartography appears to be a charity leader in terms of the support offered by the business community.</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>

<b>23. Social equality in cartography is widely accepted by businesses as a cause to support.</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>24. Social equality in cartography is well-liked by the business community.</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>25. Water conservation is strongly supported by the business community.</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>26. Water conservation is frequently part of business promotions.</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>27. The support from the business community for water conservation is highly visible.</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>28. I can easily recall an example of the support the business community provides water conservation.</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>29. Water conservation is popular with business.</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>30. Water conservation appears to be a charity leader in terms of the support offered by the business community.</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>31. Water conservation is widely accepted by businesses as a cause to support.</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>32. Water conservation is well-liked by the business community.</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>

**1-C.**

**Reactions to those affected by social causes** This section contains questions about your *reactions to those affected by social causes*. Please read each statement and circle the number that best reflects your opinion about your *reactions to those affected by social causes*.

	strongly agree	agree	neither agree or disagree	disagree	strongly disagree
1. When someone criticizes those affected by breast cancer research, it feels like a personal insult.	1	2	3	4	5
2. I am very interested in what others think about those affected by breast cancer research.	1	2	3	4	5
3. When I talk about those affected by breast cancer research, I usually say <i>we</i> rather than <i>they</i> .	1	2	3	4	5
4. The successes of those affected by breast cancer research are my successes.	1	2	3	4	5
5. When someone praises those affected by breast cancer research, it feels like a personal compliment.	1	2	3	4	5
6. If a story in the media criticized those affected by breast cancer research, I would feel embarrassed.	1	2	3	4	5



7. When someone criticizes those affected by hurricane disaster relief, it feels like a personal insult.	1	2	3	4	5
8. I am very interested in what others think about those affected by hurricane disaster relief.	1	2	3	4	5
9. When I talk about those affected by hurricane disaster relief, I usually say <i>we</i> rather than <i>they</i> .	1	2	3	4	5
10. The successes of those affected by hurricane disaster relief are my successes.	1	2	3	4	5
11. When someone praises those affected by hurricane disaster relief, it feels like a personal compliment.	1	2	3	4	5
12. If a story in the media criticized those affected by hurricane disaster relief, I would feel embarrassed.	1	2	3	4	5
13. When someone criticizes those affected by social equality in cartography, it feels like a personal insult.	1	2	3	4	5
14. I am very interested in what others think about those affected by social equality in cartography.	1	2	3	4	5
15. When I talk about those affected by social equality in cartography, I usually say <i>we</i> rather than <i>they</i> .	1	2	3	4	5
16. The successes of those affected by social equality in cartography are my successes.	1	2	3	4	5

17. When someone praises those affected by social equality in cartography, it feels like a personal compliment.	1	2	3	4	5
18. If a story in the media criticized those affected by social equality in cartography, I would feel embarrassed.	1	2	3	4	5
19. When someone criticizes those affected by water conservation, it feels like a personal insult.	1	2	3	4	5
20. I am very interested in what others think about those affected by water conservation.	1	2	3	4	5
21. When I talk about those affected by water conservation, I usually say <i>we</i> rather than <i>they</i> .	1	2	3	4	5
22. The successes of those affected by water conservation are my successes.	1	2	3	4	5
23. When someone praises those affected by water conservation, it feels like a personal compliment.	1	2	3	4	5
24. If a story in the media criticized those affected by water conservation, I would feel embarrassed.	1	2	3	4	5

**1-D.**

**Social causes** This section contains questions about *how you feel about social causes*. Please read each statement and circle the number that best reflects your opinion about *social causes*.

	strongly agree	agree	neither agree or disagree	disagree	strongly disagree
1. It is important to me that the goal of breast cancer research is achieved.	1	2	3	4	5
2. I see myself as a supporter of breast cancer research.	1	2	3	4	5
3. My friends see me as a supporter of breast cancer research.	1	2	3	4	5
4. I closely follow news of the cause breast cancer research via ANY of the following: a) on the Internet, b) on television news or a newspaper, or c) in person.	1	2	3	4	5
5. Being a supporter of breast cancer research is important to me.	1	2	3	4	5
6. I always display my support of breast cancer research with words or logos at school, work, where I live, or on my clothing.	1	2	3	4	5
7. Breast cancer research is everyone's problem.	1	2	3	4	5
8. I believe that breast cancer research affects too many people.	1	2	3	4	5
9. The impact of breast cancer research extends beyond the number of people directly affected.	1	2	3	4	5

10.It is important to me that the goal of hurricane disaster relief is achieved.	1	2	3	4	5
11.I see myself as a supporter of hurricane disaster relief.	1	2	3	4	5
12.My friends see me as a supporter of hurricane disaster relief.	1	2	3	4	5
13.I closely follow news of hurricane disaster relief via ANY of the following: a) on the Internet, b) on television news or a newspaper, or c) in person.	1	2	3	4	5
14.Being a supporter of hurricane disaster relief is important to me.	1	2	3	4	5
15.I always display my support of hurricane disaster relief with words or logos at school, work, where I live, or on my clothing.	1	2	3	4	5
16.Hurricane disaster relief is everyone's problem.	1	2	3	4	5
17.I believe that hurricane disaster relief affects too many people.	1	2	3	4	5
18.The impact of hurricane disaster relief extends beyond the number of people directly affected.	1	2	3	4	5

19.It is important to me that the goal of social equality in cartography is achieved.	1	2	3	4	5
20.I see myself as a supporter of social equality in cartography.	1	2	3	4	5
21.My friends see me as a supporter of social equality in cartography.	1	2	3	4	5
22.I closely follow news of social equality in cartography via ANY of the following: a) on the Internet, b) on television news or a newspaper, or c) in person.	1	2	3	4	5
23.Being a supporter of social equality in cartography is important to me.	1	2	3	4	5
24.I always display my support of social equality in cartography with words or logos at school, work, where I live, or on my clothing.	1	2	3	4	5
25.Social equality in cartography is everyone's problem.	1	2	3	4	5
26.I believe that social equality in cartography affects too many people.	1	2	3	4	5
27.The impact of social equality in cartography extends beyond the number of people directly affected.	1	2	3	4	5

28.It is important to me that the goal of water conservation is achieved.	1	2	3	4	5
29.I see myself as a supporter of water conservation.	1	2	3	4	5
30.My friends see me as a supporter of water conservation.	1	2	3	4	5
31.I closely follow news of water conservation via ANY of the following: a) on the Internet, b) on television news or a newspaper, or c) in person.	1	2	3	4	5
32.Being a supporter of water conservation is important to me.	1	2	3	4	5
33.I always display my support of water conservation with words or logos at school, work, where I live, or on my clothing.	1	2	3	4	5
34.Water conservation is everyone's problem.	1	2	3	4	5
35.I believe that water conservation affects too many people.	1	2	3	4	5
36.The impact of water conservation extends beyond the number of people directly affected.	1	2	3	4	5

**Once you have completed this first set of questions, please take a moment to read the press release that follows. After reading the press release, please complete the remainder of the questionnaire.**

**Please take a moment to read the press release on the next page. After reading the press release, you may complete the remainder of the questionnaire.**

Help is on the way for those in need of hurricane disaster relief, according to officials from Enrichment Bottling. Enrichment Bottling is introducing a new campaign to raise money for hurricane disaster relief

“We can help. So we will,” stated an Enrichment Bottling spokesperson. “There’s a way for us help someone else while we go about the every day business of our business.”

Enrichment Bottling will donate a portion of its profits from the sales of the bottled water purchased during the month of August to hurricane disaster relief. In-store displays will carry the information about the donations, and Enrichment Bottling will soon have information about the donations on its Web site. The Enrichment spokesperson said that the Web site will include information for individuals wanting to make their own donations.

**2-A.**

**Enrichment Bottling and Hurricane Disaster Relief** Below is a set of word pairs. Please mark closest to the word which best reflects your feelings about *Enrichment Bottling* and *Hurricane Disaster Relief* in the advertisement you saw.

**Enrichment Bottling**

good	_____	_____	_____	_____	_____	_____	_____	bad
unpleasant	_____	_____	_____	_____	_____	_____	_____	pleasant
unfavorable	_____	_____	_____	_____	_____	_____	_____	favorable

**Hurricane Disaster Relief**

good	_____	_____	_____	_____	_____	_____	_____	bad
unpleasant	_____	_____	_____	_____	_____	_____	_____	pleasant
unfavorable	_____	_____	_____	_____	_____	_____	_____	favorable

**2-B.**

**Enrichment Bottling** This section contains questions about *Enrichment Bottling*. Please read each statement and circle the number that best reflects your opinion about *Enrichment Bottling*.

	strongly agree	agree	neither agree or disagree	disagree	strongly disagree
1. Enrichment Bottling has a great amount of experience.	1	2	3	4	5
2. Enrichment Bottling is skilled in what they do.	1	2	3	4	5
3. Enrichment Bottling has great expertise.	1	2	3	4	5
4. Enrichment Bottling does not have much experience.	1	2	3	4	5
5. I trust Enrichment Bottling.	1	2	3	4	5



6. Enrichment Bottling makes truthful claims.	1	2	3	4	5
7. Enrichment Bottling is honest.	1	2	3	4	5
8. I do not believe what Enrichment Bottling tells me.	1	2	3	4	5

## 2-C.

**The congruence of the alliance between Enrichment Bottling and hurricane disaster relief.** When choosing a social cause for an alliance, corporations often support a social cause that is considered a good fit with the corporation. A good fit for an alliance happens when the donating company and the recipient of the donation are closely related.

The next set of statements are meant to measure your beliefs about the fit of the relationship between a water bottling company and hurricane disaster relief. Please click on the circle closest to the word or phrase which best reflects your feelings.

	strongly agree	agree	neither agree or disagree	disagree	strongly disagree
1. The company and hurricane disaster relief are a good fit.	1	2	3	4	5
2. For the company, the actions of bottling water and hurricane disaster relief are consistent.	1	2	3	4	5
3. The water bottling company and the social cause are compatible with each other.	1	2	3	4	5
4. A relationship between the company and hurricane disaster relief is a good match.	1	2	3	4	5
5. An alliance between the water bottling company and hurricane disaster relief is logical.	1	2	3	4	5
6. A relationship between the water bottling company and hurricane disaster relief makes sense.	1	2	3	4	5

**2-D.**

**The alliance between Enrichment Bottling and hurricane disaster relief** Please read each statement and circle the number of the response that best reflects your feelings about **why Enrichment Bottling is supporting hurricane disaster relief** in the press release you read.

	strongly agree	agree	neither agree or disagree	disagree	strongly disagree
1. The company supports hurricane disaster relief because they care about the people affected.	1	2	3	4	5
2. The company does not have a genuine concern for the welfare of the people affected.	1	2	3	4	5
3. The company really cares about publicizing hurricane disaster relief to the public.	1	2	3	4	5
4. The company supports hurricane disaster relief because it will increase profits.	1	2	3	4	5
5. The company supports hurricane disaster relief to persuade me to buy its products.	1	2	3	4	5
6. The company supports hurricane disaster relief to create a positive public image.	1	2	3	4	5
7. The company benefits by supporting hurricane disaster relief.	1	2	3	4	5
8. The company supports hurricane disaster relief because it is the ethical thing to do.	1	2	3	4	5
9. The company supports hurricane disaster relief because it is a lobbying tool.	1	2	3	4	5
10. The company supports hurricane disaster relief because customers like it.	1	2	3	4	5

11.Cause-related marketing is the popular thing to do, and that's why The (no cap) company is doing it.	1	2	3	4	5
12. The company likes to give back to the community.	1	2	3	4	5
13.Supporting hurricane disaster relief helps The (no cap)company compete with other companies who donate to worthy causes.	1	2	3	4	5
14.Supporting hurricane disaster relief earns the company free press, and that is why the company does it.	1	2	3	4	5
15. The company believes it doesn't need to lower prices when it uses cause-related marketing.	1	2	3	4	5
16. The company donates to hurricane disaster relief because other companies donate to similar causes.	1	2	3	4	5
17. The company is legally required to donate to worthy causes.	1	2	3	4	5
18.The company can charge higher prices for its products when it donates to hurricane disaster relief.	1	2	3	4	5
19. The alliance will create higher stock prices for the company.	1	2	3	4	5

**2-E.**

**The Alliance between the company and hurricane disaster relief** Please read each statement and circle the number of the response that best reflects your feelings about *the alliance between the company and hurricane disaster relief* in the advertisement you saw.

	strongly agree	agree	neither agree or disagree	disagree	strongly disagree
1. I agree with the alliance between the company and hurricane disaster relief.	1	2	3	4	5
2. I don't have any problems with the alliance between the company and hurricane disaster relief.	1	2	3	4	5
3. More companies should do something like the alliance between the company and hurricane disaster relief.	1	2	3	4	5
4. The alliance between the company and hurricane disaster relief is a bad idea.	1	2	3	4	5
5. I reject the alliance between the company and hurricane disaster relief.	1	2	3	4	5
6. I approve of the alliance between the company and hurricane disaster relief	1	2	3	4	5
7. I expect a company like Enrichment Bottling to support a cause like hurricane disaster relief.	1	2	3	4	5
8. I am not surprised that Enrichment Bottling is making a donation to hurricane disaster relief.	1	2	3	4	5
9. I could have predicted that a water bottling company would offer help to hurricane disaster relief.	1	2	3	4	5

**2-F.**

**Demographics**

**We would like to collect some descriptive information about each participant. Please mark the appropriate answer.**

1. What is your sex?                      Male                      \_\_\_\_\_  
   Female                      \_\_\_\_\_

2. What is your age?                      \_\_\_\_\_

3. What is your race?  
Please mark one or more of the following.  
   Asian                      \_\_\_\_\_  
   African-American                      \_\_\_\_\_  
   Caucasian                      \_\_\_\_\_  
   Hispanic/Latino                      \_\_\_\_\_  
   Native American                      \_\_\_\_\_  
   Other                      \_\_\_\_\_

4.        What is the highest level of education you have obtained?  
   Grade school                      \_\_\_\_\_  
   High school diploma                      \_\_\_\_\_  
   Some college                      \_\_\_\_\_  
   College degree                      \_\_\_\_\_  
   Some graduate school                      \_\_\_\_\_  
   Graduate degree                      \_\_\_\_\_  
   Other                      \_\_\_\_\_

## APPENDIX E

**Questionnaire for the high congruence, low prevalence condition**

1-A.

Please check closest to the word within each pair that best describes how you feel about the following social causes. For example, if you think that breast cancer matters to you, you might respond like this:

Matters to me \_\_\_\_\_   X   \_\_\_\_\_ does not matter to me

**Breast cancer research**

good	_____	_____	_____	_____	_____	_____	_____	bad
unpleasant	_____	_____	_____	_____	_____	_____	_____	pleasant
unfavorable	_____	_____	_____	_____	_____	_____	_____	favorable
familiar	_____	_____	_____	_____	_____	_____	_____	unfamiliar

**Hurricane disaster relief**

good	_____	_____	_____	_____	_____	_____	_____	bad
unpleasant	_____	_____	_____	_____	_____	_____	_____	pleasant
unfavorable	_____	_____	_____	_____	_____	_____	_____	favorable
familiar	_____	_____	_____	_____	_____	_____	_____	unfamiliar

**Social equality in cartography**

good	_____	_____	_____	_____	_____	_____	_____	bad
unpleasant	_____	_____	_____	_____	_____	_____	_____	pleasant
unfavorable	_____	_____	_____	_____	_____	_____	_____	favorable
familiar	_____	_____	_____	_____	_____	_____	_____	unfamiliar

**Water conservation**

good	_____	_____	_____	_____	_____	_____	_____	bad
unpleasant	_____	_____	_____	_____	_____	_____	_____	pleasant
unfavorable	_____	_____	_____	_____	_____	_____	_____	favorable
familiar	_____	_____	_____	_____	_____	_____	_____	unfamiliar

**1-B.**

Some businesses provide support to social causes through donations, sponsorships and other alliances. For the following list of social causes, please mark the circle that best indicates your opinion about how much support these causes receive from businesses. Consider your personal experiences having seen or not seen ads, news reports, or other communications about how wide or substantial the support each cause receives.

	strongly agree	agree	neither agree or disagree	disagree	strongly disagree
1. Breast cancer research is strongly supported by the business community.	1	2	3	4	5
2. Breast cancer research is frequently part of business promotions.	1	2	3	4	5
3. The support from the business community for breast cancer research is highly visible.	1	2	3	4	5
4. I can easily recall an example of the support the business community provides breast cancer research.	1	2	3	4	5
5. Breast cancer research is popular with business.	1	2	3	4	5
6. Breast cancer research appears to be a charity leader in terms of the support offered by the business community.	1	2	3	4	5
7. Breast cancer research is widely accepted by businesses as a cause to support.	1	2	3	4	5
8. Breast cancer research is well-liked by the business community.	1	2	3	4	5
9. Hurricane disaster relief is strongly supported by the business community.	1	2	3	4	5
10. Hurricane disaster relief is frequently part of business promotions.	1	2	3	4	5



11.The support from the business community for hurricane disaster relief is highly visible.	1	2	3	4	5
12.I can easily recall an example of the support the business community provides hurricane disaster relief.	1	2	3	4	5
13. Hurricane disaster relief is popular with business.	1	2	3	4	5?
14. Hurricane disaster relief appears to be a charity leader in terms of the support offered by the business community.	1	2	3	4	5
15. Hurricane disaster relief is widely accepted by businesses as a cause to support.	1	2	3	4	5
16. Hurricane disaster relief is well-liked by the business community.	1	2	3	4	5
17.Social equality in cartography is strongly supported by the business community.	1	2	3	4	5
18. Social equality in cartography is frequently part of business promotions.	1	2	3	4	5
19.The support from the business community for social equality in cartography is highly visible.	1	2	3	4	5
20.I can easily recall an example of the support the business community provides social equality in cartography.	1	2	3	4	5
21. Social equality in cartography is popular with business.	1	2	3	4	5
22. Social equality in cartography appears to be a charity leader in terms of the support offered by the business community.	1	2	3	4	5

23. Social equality in cartography is widely accepted by businesses as a cause to support.	1	2	3	4	5
24. Social equality in cartography is well-liked by the business community.	1	2	3	4	5
25. Water conservation is strongly supported by the business community.	1	2	3	4	5
26. Water conservation is frequently part of business promotions.	1	2	3	4	5
27. The support from the business community for water conservation is highly visible.	1	2	3	4	5
28. I can easily recall an example of the support the business community provides water conservation.	1	2	3	4	5
29. Water conservation is popular with business.	1	2	3	4	5
30. Water conservation appears to be a charity leader in terms of the support offered by the business community.	1	2	3	4	5
31. Water conservation is widely accepted by businesses as a cause to support.	1	2	3	4	5
32. Water conservation is well-liked by the business community.	1	2	3	4	5

1-C.

**Reactions to those affected by social causes** This section contains questions about your *reactions to those affected by social causes*. Please read each statement and circle the number that best reflects your opinion about your *reactions to those affected by social causes*.

	strongly agree	agree	neither agree or disagree	disagree	strongly disagree
1. When someone criticizes those affected by breast cancer research, it feels like a personal insult.	1	2	3	4	5
2. I am very interested in what others think about those affected by breast cancer research.	1	2	3	4	5
3. When I talk about those affected by breast cancer research, I usually say <i>we</i> rather than <i>they</i> .	1	2	3	4	5
4. The successes of those affected by breast cancer research are my successes.	1	2	3	4	5
5. When someone praises those affected by breast cancer research, it feels like a personal compliment.	1	2	3	4	5
6. If a story in the media criticized those affected by breast cancer research, I would feel embarrassed.	1	2	3	4	5

7. When someone criticizes those affected by hurricane disaster relief, it feels like a personal insult.	1	2	3	4	5
8. I am very interested in what others think about those affected by hurricane disaster relief.	1	2	3	4	5
9. When I talk about those affected by hurricane disaster relief, I usually say <i>we</i> rather than <i>they</i> .	1	2	3	4	5
10. The successes of those affected by hurricane disaster relief are my successes.	1	2	3	4	5
11. When someone praises those affected by hurricane disaster relief, it feels like a personal compliment.	1	2	3	4	5
12. If a story in the media criticized those affected by hurricane disaster relief, I would feel embarrassed.	1	2	3	4	5
13. When someone criticizes those affected by social equality in cartography, it feels like a personal insult.	1	2	3	4	5
14. I am very interested in what others think about those affected by social equality in cartography.	1	2	3	4	5
15. When I talk about those affected by social equality in cartography, I usually say <i>we</i> rather than <i>they</i> .	1	2	3	4	5
16. The successes of those affected by social equality in cartography are my successes.	1	2	3	4	5

17. When someone praises those affected by social equality in cartography, it feels like a personal compliment.	1	2	3	4	5
18. If a story in the media criticized those affected by social equality in cartography, I would feel embarrassed.	1	2	3	4	5
19. When someone criticizes those affected by water conservation, it feels like a personal insult.	1	2	3	4	5
20. I am very interested in what others think about those affected by water conservation.	1	2	3	4	5
21. When I talk about those affected by water conservation, I usually say <i>we</i> rather than <i>they</i> .	1	2	3	4	5
22. The successes of those affected by water conservation are my successes.	1	2	3	4	5
23. When someone praises those affected by water conservation, it feels like a personal compliment.	1	2	3	4	5
24. If a story in the media criticized those affected by water conservation, I would feel embarrassed.	1	2	3	4	5

**1-D.**

**Social causes** This section contains questions about *how you feel about social causes*. Please read each statement and circle the number that best reflects your opinion about *social causes*.

	strongly agree	agree	neither agree or disagree	disagree	strongly disagree
1. It is important to me that the goal of breast cancer research is achieved.	1	2	3	4	5
2 I see myself as a supporter of breast cancer research.	1	2	3	4	5
3. My friends see me as a supporter of breast cancer research.	1	2	3	4	5
4. I closely follow news of the cause breast cancer research via ANY of the following: a) on the Internet, b) on television news or a newspaper, or c) in person.	1	2	3	4	5
5. Being a supporter of breast cancer research is important to me.		1	2	3	4
6. I always display my support of breast cancer research with words or logos at school, work, where I live, or on my clothing.	1	2	3	4	5
7. Breast cancer research is everyone's problem.	1	2	3	4	5
8. I believe that breast cancer research affects too many people.	1	2	3	4	5
9. The impact of breast cancer research extends beyond the number of people directly affected.	1	2	3	4	5

10.It is important to me that the goal of hurricane disaster relief is achieved.	1	2	3	4	5
11.I see myself as a supporter of hurricane disaster relief.	1	2	3	4	5
12.My friends see me as a supporter of hurricane disaster relief.	1	2	3	4	5
13.I closely follow news of hurricane disaster relief via ANY of the following: a) on the Internet, b) on television news or a newspaper, or c) in person.	1	2	3	4	5
14.Being a supporter of hurricane disaster relief is important to me.	1	2	3	4	5
15.I always display my support of hurricane disaster relief with words or logos at school, work, where I live, or on my clothing.	1	2	3	4	5
16.Hurricane disaster relief is everyone's problem.	1	2	3	4	5
17.I believe that hurricane disaster relief affects too many people.	1	2	3	4	5
18.The impact of hurricane disaster relief extends beyond the number of people directly affected.	1	2	3	4	5

19.It is important to me is it that the goal of social equality in cartography is achieved.	1	2	3	4	5
20.I see myself as a supporter of social equality in cartography.	1	2	3	4	5
21.My friends see me as a supporter of social equality in cartography.	1	2	3	4	5
22.I closely follow news of social equality in cartography via ANY of the following: a) on the Internet, b) on television news or a newspaper, or c) in person.	1	2	3	4	5
23.Being a supporter of social equality in cartography is important to me.	1	2	3	4	5
24.I always display my support of social equality in cartography with words or logos at school, work, where I live, or on my clothing.	1	2	3	4	5
25.Social equality in cartography is everyone's problem.	1	2	3	4	5
26.I believe that social equality in cartography affects too many people.	1	2	3	4	5
27.The impact of social equality in cartography extends beyond the number of people directly affected.	1	2	3	4	5



28.It is important to me that the goal of water conservation is achieved.	1	2	3	4	5
29.I see myself as a supporter of water conservation.	1	2	3	4	5
30.My friends see me as a supporter of water conservation.	1	2	3	4	5
31.I closely follow news of water conservation via ANY of the following: a) on the Internet, b) on television news or a newspaper, or c) in person.	1	2	3	4	5
32.Being a supporter of water conservation is important to me.	1	2	3	4	5
33.I always display my support of water conservation with words or logos at school, work, where I live, or on my clothing.	1	2	3	4	5
34.Water conservation is everyone's problem.	1	2	3	4	5
35.I believe that water conservation affects too many people.	1	2	3	4	5
36.The impact of water conservation extends beyond the number of people directly affected.	1	2	3	4	5

**Once you have completed this first set of questions, please take a moment to read the press release that follows. After reading the press release, please complete the remainder of the questionnaire.**

**Please take a moment to read the press release on the next page. After reading the press release, you may complete the remainder of the questionnaire.**

Help is on the way for those in need of water conservation, according to officials from Enrichment Bottling. Enrichment Bottling is introducing a new campaign to raise money for water conservation

“We can help. So we will,” stated an Enrichment Bottling spokesperson. “There’s a way for us help someone else while we go about the every day business of our business.”

Enrichment Bottling will donate a portion of its profits from the sales of the bottled water purchased during the month of August to water conservation. In-store displays will carry the information about the donations, and Enrichment Bottling will soon have information about the donations on its Web site. The Enrichment spokesperson said that the Web site will include information for individuals wanting to make their own donations.

**2-A.**

**Enrichment Bottling and Water conservation** Below is a set of word pairs. Please mark closest to the word which best reflects your feelings about *Enrichment Bottling and Water Conservation* in the advertisement you saw.

**Enrichment Bottling**

good	_____	_____	_____	_____	_____	_____	_____	bad
unpleasant	_____	_____	_____	_____	_____	_____	_____	pleasant
unfavorable	_____	_____	_____	_____	_____	_____	_____	favorable

**Water Conservation**

good	_____	_____	_____	_____	_____	_____	_____	bad
unpleasant	_____	_____	_____	_____	_____	_____	_____	pleasant
unfavorable	_____	_____	_____	_____	_____	_____	_____	favorable

**2-B.**

**Enrichment Bottling** This section contains questions about *Enrichment Bottling*. Please read each statement and circle the number that best reflects your opinion about *Enrichment Bottling*.

	strongly agree	agree	neither agree or disagree	disagree	strongly disagree
1. Enrichment Bottling has a great amount of experience.	1	2	3	4	5
2. Enrichment Bottling is skilled in what they do.	1	2	3	4	5
3. Enrichment Bottling has great expertise.	1	2	3	4	5
4. Enrichment Bottling does not have much experience.	1	2	3	4	5
5. I trust Enrichment Bottling.	1	2	3	4	5

6. Enrichment Bottling makes truthful claims.	1	2	3	4	5
7. Enrichment Bottling is honest.	1	2	3	4	5
8. I do not believe what Enrichment Bottling tells me.	1	2	3	4	5

## 2-C.

### **The congruence of the alliance between Enrichment Bottling and Water Conservation.**

When choosing a social cause for an alliance, corporations often support a social cause that is considered a good fit with the corporation. A good fit for an alliance happens when the donating company and the recipient of the donation are closely related.

The next set of statements are meant to measure your beliefs about the fit of the relationship between a water bottling company and water conservation. Please click on the circle closest to the word or phrase which best reflects your feelings.

	strongly agree	agree	neither agree or disagree	disagree	strongly disagree
1. The company and water conservation are a good fit.	1	2	3	4	5
2. For the company, the actions of bottling water and water conservation are consistent.	1	2	3	4	5
3. The water bottling company and the social cause are compatible with each other.	1	2	3	4	5
4. A relationship between the company and water conservation is a good match.	1	2	3	4	5
5. An alliance between the water bottling company and water conservation is logical.	1	2	3	4	5
6. A relationship between the water bottling company and water conservation makes sense.	1	2	3	4	5

**2-D.**

**The alliance between Enrichment Bottling and Water Conservation** Please read each statement and circle the number of the response that best reflects your feelings about why *Enrichment Bottling is supporting water conservation* in the press release you read.

	strongly agree	agree	neither agree or disagree	disagree	strongly disagree
1. The company supports water conservation because they care about the people affected.	1	2	3	4	5
2. The company does not have a genuine concern for the welfare of the people affected.	1	2	3	4	5
3. The company really cares about publicizing water conservation to the public.	1	2	3	4	5
4. The company supports water conservation because it will increase profits.	1	2	3	4	5
5. The company supports water conservation to persuade me to buy its products.	1	2	3	4	5
6. The company supports water conservation to create a positive public image.	1	2	3	4	5
7. The company benefits by supporting water conservation.	1	2	3	4	5
8. The company supports water conservation because it is the ethical thing to do.	1	2	3	4	5
9. The company supports water conservation because it is a lobbying tool.	1	2	3	4	5
10. The company supports water conservation because customers like it.	1	2	3	4	5

11.Cause-related marketing is the popular thing to do, and that's why the company is doing it.	1	2	3	4	5
12. The company likes to give back to the community.	1	2	3	4	5
13.Supporting water conservation helps the company compete with other companies who donate to worthy causes.	1	2	3	4	5
14.Supporting water conservation earns the company free press, and that is why the company does it.	1	2	3	4	5
15. The company believes it doesn't need to lower prices when it uses cause-related marketing.	1	2	3	4	5
16. The company donates to water conservation because other companies donate to similar causes.	1	2	3	4	5
17. The company is legally required to donate to worthy causes.	1	2	3	4	5
18.The company can charge higher prices for its products when it donates to water conservation.	1	2	3	4	5
19. The alliance will create higher stock prices for the company.	1	2	3	4	5

**2-E.**

**The Alliance between Enrichment Bottling and Water Conservation** Please read each statement and circle the number of the response that best reflects your feelings about *the alliance between Enrichment Bottling and Water Conservation* in the advertisement you saw.

	strongly agree	agree	neither agree or disagree	disagree	strongly disagree
1. I agree with the alliance between the company and water conservation.	1	2	3	4	5
2. I don't have any problems with the alliance between the company and water conservation.	1	2	3	4	5
3. More companies should do something like the alliance between the company and water conservation.	1	2	3	4	5
4. The alliance between the company and water conservation is a bad idea.	1	2	3	4	5
5. I reject the alliance between the company and water conservation.	1	2	3	4	5
6. I approve of the alliance between the company and water conservation	1	2	3	4	5
7. I expect a company like Enrichment Bottling to support a cause like water conservation.	1	2	3	4	5
8. I am not surprised that Enrichment Bottling is making a donation to water conservation.	1	2	3	4	5
9. I could have predicted that a water bottling company would offer help to water conservation.	1	2	3	4	5

**2-F.**

**Demographics**

**We would like to collect some descriptive information about each participant. Please mark the appropriate answer.**

1. What is your sex?                      Male                      \_\_\_\_\_  
   Female                      \_\_\_\_\_

2. What is your age?                      \_\_\_\_\_

3. What is your race?  
Please mark one or more of the following.

Asian	_____
African-American	_____
Caucasian	_____
Hispanic/Latino	_____
Native American	_____
Other	_____

4.        What is the highest level of education you have obtained?

Grade school	_____
High school diploma	_____
Some college	_____
College degree	_____
Some graduate school	_____
Graduate degree	_____
Other	_____



## APPENDIX F

Questionnaire for the low congruence, high prevalence condition

1-A.

Please check closest to the word within each pair that best describes how you feel about the following social causes. For example, if you think that breast cancer matters to you, you might respond like this:

Matters to me \_\_\_\_\_   X   \_\_\_\_\_ does not matter to me

**Breast cancer research**

good	_____	_____	_____	_____	_____	_____	_____	bad
unpleasant	_____	_____	_____	_____	_____	_____	_____	pleasant
unfavorable	_____	_____	_____	_____	_____	_____	_____	favorable
familiar	_____	_____	_____	_____	_____	_____	_____	unfamiliar

**Hurricane disaster relief**

good	_____	_____	_____	_____	_____	_____	_____	bad
unpleasant	_____	_____	_____	_____	_____	_____	_____	pleasant
unfavorable	_____	_____	_____	_____	_____	_____	_____	favorable
familiar	_____	_____	_____	_____	_____	_____	_____	unfamiliar

**Social equality in cartography**

good	_____	_____	_____	_____	_____	_____	_____	bad
unpleasant	_____	_____	_____	_____	_____	_____	_____	pleasant
unfavorable	_____	_____	_____	_____	_____	_____	_____	favorable
familiar	_____	_____	_____	_____	_____	_____	_____	unfamiliar

**Water conservation**

good	_____	_____	_____	_____	_____	_____	_____	bad
unpleasant	_____	_____	_____	_____	_____	_____	_____	pleasant
unfavorable	_____	_____	_____	_____	_____	_____	_____	favorable
familiar	_____	_____	_____	_____	_____	_____	_____	unfamiliar

**1-B.**

Some businesses provide support to social causes through donations, sponsorships and other alliances. For the following list of social causes, please mark the circle that best indicates your opinion about how much support these causes receive from businesses. Consider your personal experiences having seen or not seen ads, news reports, or other communications about how wide or substantial the support each cause receives.

	strongly agree	agree	neither agree or disagree	disagree	strongly disagree
1.Breast cancer research is strongly supported by the business community.	1	2	3	4	5
2.Breast cancer research is frequently part of business promotions.	1	2	3	4	5
3.The support from the business community for breast cancer research is highly visible.	1	2	3	4	5
4.I can easily recall an example of the support the business community provides breast cancer research.	1	2	3	4	5
5. Breast cancer research is popular with business.	1	2	3	4	5
6. Breast cancer research appears to be a charity leader in terms of the support offered by the business community.	1	2	3	4	5
7. Breast cancer research is widely accepted by businesses as a cause to support.	1	2	3	4	5
8. Breast cancer research is well-liked by the business community.	1	2	3	4	5
9.Hurricane disaster relief is strongly supported by the business community.	1	2	3	4	5
10.Hurricane disaster relief is frequently part of					

business promotions.	1	2	3	4	5
11.The support from the business community for hurricane disaster relief is highly visible.	1	2	3	4	5
12.I can easily recall an example of the support the business community provides hurricane disaster relief.	1	2	3	4	5
13. Hurricane disaster relief is popular with business.	1	2	3	4	5
14. Hurricane disaster relief appears to be a charity leader in terms of the support offered by the business community.	1	2	3	4	5
15. Hurricane disaster relief is widely accepted by businesses as a cause to support.	1	2	3	4	5
16. Hurricane disaster relief is well-liked by the business community.	1	2	3	4	5
17.Social equality in cartography is strongly supported by the business community.	1	2	3	4	5
18. Social equality in cartography is frequently part of business promotions.	1	2	3	4	5
19.The support from the business community for social equality in cartography is highly visible.	1	2	3	4	5
20.I can easily recall an example of the support the business community provides social equality in cartography.	1	2	3	4	5
21. Social equality in cartography is popular with business.	1	2	3	4	5
22. Social equality in cartography appears to be a charity leader in terms of the support offered by the business community.	1	2	3	4	5

23. Social equality in cartography is widely accepted by businesses as a cause to support.	1	2	3	4	5
24. Social equality in cartography is well-liked by the business community.	1	2	3	4	5
25. Water conservation is strongly supported by the business community.	1	2	3	4	5
26. Water conservation is frequently part of business promotions.	1	2	3	4	5
27. The support from the business community for water conservation is highly visible.	1	2	3	4	5
28. I can easily recall an example of the support the business community provides water conservation.	1	2	3	4	5
29. Water conservation is popular with business.	1	2	3	4	5
30. Water conservation appears to be a charity leader in terms of the support offered by the business community.	1	2	3	4	5
31. Water conservation is widely accepted by businesses as a cause to support.	1	2	3	4	5
32. Water conservation is well-liked by the business community.	1	2	3	4	5

**1-C.**

**Reactions to those affected by social causes** This section contains questions about your *reactions to those affected by social causes*. Please read each statement and circle the number that best reflects your opinion about your *reactions to those affected by social causes*.

	strongly agree	agree	neither agree or disagree	disagree	strongly disagree
1. When someone criticizes those affected by breast cancer research, it feels like a personal insult.	1	2	3	4	5
2. I am very interested in what others think about those affected by breast cancer research.	1	2	3	4	5
3. When I talk about those affected by breast cancer research, I usually say <i>we</i> rather than <i>they</i> .	1	2	3	4	5
4. The successes of those affected by breast cancer research are my successes.	1	2	3	4	5
5. When someone praises those affected by breast cancer research, it feels like a personal compliment.	1	2	3	4	5
6. If a story in the media criticized those affected by breast cancer research, I would feel embarrassed.	1	2	3	4	5

7. When someone criticizes those affected by hurricane disaster relief, it feels like a personal insult.	1	2	3	4	5
8. I am very interested in what others think about those affected by hurricane disaster relief.	1	2	3	4	5
9. When I talk about those affected by hurricane disaster relief, I usually say <i>we</i> rather than <i>they</i> .	1	2	3	4	5
10. The successes of those affected by hurricane disaster relief are my successes.	1	2	3	4	5
11. When someone praises those affected by hurricane disaster relief, it feels like a personal compliment.	1	2	3	4	5
12. If a story in the media criticized those affected by hurricane disaster relief, I would feel embarrassed.	1	2	3	4	5
13. When someone criticizes those affected by social equality in cartography, it feels like a personal insult.	1	2	3	4	5
14. I am very interested in what others think about those affected by social equality in cartography.	1	2	3	4	5
15. When I talk about those affected by social equality in cartography, I usually say <i>we</i> rather than <i>they</i> .	1	2	3	4	5
16. The successes of those affected by social equality in cartography are my successes.	1	2	3	4	5

17. When someone praises those affected by social equality in cartography, it feels like a personal compliment.	1	2	3	4	5
18. If a story in the media criticized those affected by social equality in cartography, I would feel embarrassed.	1	2	3	4	5
19. When someone criticizes those affected by water conservation, it feels like a personal insult.	1	2	3	4	5
20. I am very interested in what others think about those affected by water conservation.	1	2	3	4	5
21. When I talk about those affected by water conservation, I usually say <i>we</i> rather than <i>they</i> .	1	2	3	4	5
22. The successes of those affected by water conservation are my successes.	1	2	3	4	5
23. When someone praises those affected by water conservation, it feels like a personal compliment.	1	2	3	4	5
24. If a story in the media criticized those affected by water conservation, I would feel embarrassed.	1	2	3	4	5



**1-D.**

**Social causes** This section contains questions about *how you feel about social causes*. Please read each statement and circle the number that best reflects your opinion about *social causes*.

	strongly agree	agree	neither agree or disagree	disagree	strongly disagree
1. It is important to me that the goal of breast cancer research is achieved.	1	2	3	4	5
2 I see myself as a supporter of breast cancer research.	1	2	3	4	5
3. My friends see me as a supporter of breast cancer research.	1	2	3	4	5
4. I closely follow news of the cause breast cancer research via ANY of the following: a) on the Internet, b) on television news or a newspaper, or c) in person.	1	2	3	4	5
5. Being a supporter of breast cancer research 5 is important to me.		1	2	3	4
6. I always display my support of breast cancer research with words or logos at school, work, where I live, or on my clothing.	1	2	3	4	5
7. Breast cancer research is everyone's problem.	1	2	3	4	5
8. I believe that breast cancer research affects too many people.	1	2	3	4	5
9. The impact of breast cancer research extends beyond the number of people directly affected.	1	2	3	4	5

10.It is important to me that the goal of hurricane disaster relief is achieved.	1	2	3	4	5
11.I see myself as a supporter of hurricane disaster relief.	1	2	3	4	5
12.My friends see me as a supporter of hurricane disaster relief.	1	2	3	4	5
13.I closely follow news of hurricane disaster relief via ANY of the following: a) on the Internet, b) on television news or a newspaper, or c) in person.	1	2	3	4	5
14.Being a supporter of hurricane disaster relief is important to me.	1	2	3	4	5
15.I always display my support of hurricane disaster relief with words or logos at school, work, where I live, or on my clothing.	1	2	3	4	5
16.Hurricane disaster relief is everyone's problem.	1	2	3	4	5
17.I believe that hurricane disaster relief affects too many people.	1	2	3	4	5
18.The impact of hurricane disaster relief extends beyond the number of people directly affected.	1	2	3	4	5

19.It is important to me that the goal of social equality in cartography is achieved.	1	2	3	4	5
20.I see myself as a supporter of social equality in cartography.	1	2	3	4	5
21.My friends see me as a supporter of social equality in cartography.	1	2	3	4	5
22.I closely follow news of social equality in cartography via ANY of the following: a) on the Internet, b) on television news or a newspaper, or c) in person.	1	2	3	4	5
23.Being a supporter of social equality in cartography is important to me.	1	2	3	4	5
24.I always display my support of social equality in cartography with words or logos at school, work, where I live, or on my clothing.	1	2	3	4	5
25.Social equality in cartography is everyone's problem.	1	2	3	4	5
26.I believe that social equality in cartography affects too many people.	1	2	3	4	5
27.The impact of social equality in cartography extends beyond the number of people directly affected.	1	2	3	4	5

28.It is important to me that the goal of water conservation is achieved.	1	2	3	4	5
29.I see myself as a supporter of water conservation.	1	2	3	4	5
30.My friends see me as a supporter of water conservation.	1	2	3	4	5
31.I closely follow news of water conservation via ANY of the following: a) on the Internet, b) on television news or a newspaper, or c) in person.	1	2	3	4	5
32.Being a supporter of water conservation is important to me.	1	2	3	4	5
33.I always display my support of water conservation with words or logos at school, work, where I live, or on my clothing.	1	2	3	4	5
34.Water conservation is everyone's problem.	1	2	3	4	5
35.I believe that water conservation affects too many people.	1	2	3	4	5
36.The impact of water conservation extends beyond the number of people directly affected.	1	2	3	4	5

**Once you have completed this first set of questions, please take a moment to read the press release that follows. After reading the press release, please complete the remainder of the questionnaire.**

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Enrichment Bottling will donate a portion of its profits from the sales of the bottled water purchased during the month of August to breast cancer relief. In-store displays will carry the information about the donations, and Enrichment Bottling will soon have information about the donations on its Web site. The Enrichment spokesperson said that the Web site will include information for individuals wanting to make their own donations.

**2-A.**

**Enrichment Bottling and Breast Cancer Research** Below is a set of word pairs. Please mark closest to the word which best reflects your feelings about *Enrichment Bottling and Breast Cancer Research* in the advertisement you saw.

**Enrichment Bottling**

good	_____	_____	_____	_____	_____	_____	_____	bad
unpleasant	_____	_____	_____	_____	_____	_____	_____	pleasant
unfavorable	_____	_____	_____	_____	_____	_____	_____	favorable

**Breast Cancer Research**

good	_____	_____	_____	_____	_____	_____	_____	bad
unpleasant	_____	_____	_____	_____	_____	_____	_____	pleasant
unfavorable	_____	_____	_____	_____	_____	_____	_____	favorable

**2-B.**

**Enrichment Bottling** This section contains questions about *Enrichment Bottling*. Please read each statement and circle the number that best reflects your opinion about *Enrichment Bottling*.

	strongly agree	agree	neither agree or disagree	disagree	strongly disagree
1. Enrichment Bottling has a great amount of experience.	1	2	3	4	5
2. Enrichment Bottling is skilled in what they do.	1	2	3	4	5
3. Enrichment Bottling has great expertise.	1	2	3	4	5
4. Enrichment Bottling does not have much experience.	1	2	3	4	5
5. I trust Enrichment Bottling.	1	2	3	4	5

6. Enrichment Bottling makes truthful claims.	1	2	3	4	5
7. Enrichment Bottling is honest.	1	2	3	4	5
8. I do not believe what Enrichment Bottling tells me.	1	2	3	4	5

## 2-C.

### **The congruence of the alliance between Enrichment Bottling and Breast Cancer**

**Research.** When choosing a social cause for an alliance, corporations often support a social cause that is considered a good fit with the corporation. A good fit for an alliance happens when the donating company and the recipient of the donation are closely related.

The next set of statements are meant to measure your beliefs about the fit of the relationship between a water bottling company and breast cancer research. Please click on the circle closest to the word or phrase which best reflects your feelings.

	strongly agree	agree	neither agree or disagree	disagree	strongly disagree
1. The company and breast cancer research are a good fit.	1	2	3	4	5
2. For the company, the actions of bottling water and breast cancer research are consistent.	1	2	3	4	5
3. The water bottling company and the social cause are compatible with each other.	1	2	3	4	5
4. A relationship between the company and breast cancer research is a good match.	1	2	3	4	5
5. An alliance between the water bottling company and breast cancer research is logical.	1	2	3	4	5
6. A relationship between the water bottling company and breast cancer research makes sense.	1	2	3	4	5

## 2-D.

**The alliance between Enrichment Bottling and Breast Cancer Research** Please read each statement and circle the number of the response that best reflects your feelings about why *Enrichment Bottling is supporting breast cancer research* in the press release you read.

	strongly agree	agree	neither agree or disagree	disagree	strongly disagree
1. The company supports breast cancer research because they care about the people affected.	1	2	3	4	5
2. The company does not have a genuine concern for the welfare of the people affected.	1	2	3	4	5
3. The company really cares about publicizing breast cancer research to the public.	1	2	3	4	5
4. The company supports breast cancer research because it will increase profits.	1	2	3	4	5
5. The company supports breast cancer research to persuade me to buy its products.	1	2	3	4	5
6. The company supports breast cancer research to create a positive public image.	1	2	3	4	5
7. The company benefits by supporting breast cancer research.	1	2	3	4	5
8. The company supports breast cancer research because it is the ethical thing to do.	1	2	3	4	5
9. The company supports breast cancer research because it is a lobbying tool.	1	2	3	4	5
10. The company supports breast cancer research because customers like it.	1	2	3	4	5



11. Cause-related marketing is the popular thing to do, and that's why The company is doing it.	1	2	3	4	5
12. The company likes to give back to the community.	1	2	3	4	5
13. Supporting breast cancer research helps the company compete with other companies who donate to worthy causes.	1	2	3	4	5
14. Supporting breast cancer research earns the company free press, and that is why the company does it.	1	2	3	4	5
15. The company believes it doesn't need to lower prices when it uses cause-related marketing.	1	2	3	4	5
16. The company donates to breast cancer research because other companies donate to similar causes.	1	2	3	4	5
17. The company is legally required to donate to worthy causes.	1	2	3	4	5
18. The company can charge higher prices for its products when it donates to breast cancer research.	1	2	3	4	5
19. The alliance will create higher stock prices for the company.	1	2	3	4	5

**2-E.**

**The Alliance between Enrichment Bottling and Breast Cancer Research** Please read each statement and circle the number of the response that best reflects your feelings about *the alliance between Enrichment Bottling and Breast Cancer Research* in the advertisement you saw.

	strongly agree	agree	neither agree or disagree	disagree	strongly disagree
1. I agree with the alliance between the company and breast cancer research.	1	2	3	4	5
2. I don't have any problems with the alliance between the company and breast cancer research.	1	2	3	4	5
3. More companies should do something like the alliance between the company and breast cancer research.	1	2	3	4	5
4. The alliance between the company and breast cancer research is a bad idea.	1	2	3	4	5
5. I reject the alliance between the company and breast cancer research.	1	2	3	4	5
6. I approve of the alliance between the company and breast cancer research	1	2	3	4	5
7. I expect a company like Enrichment Bottling to support a cause like breast cancer research.	1	2	3	4	5
8. I am not surprised that Enrichment Bottling is making a donation to breast cancer research.	1	2	3	4	5
9. I could have predicted that a water bottling company would offer help to breast cancer research.	1	2	3	4	5

**2-F.**

**Demographics**

**We would like to collect some descriptive information about each participant. Please mark the appropriate answer.**

1. What is your sex?                      Male                      \_\_\_\_\_  
   Female                      \_\_\_\_\_

2. What is your age?                      \_\_\_\_\_

3. What is your race?  
Please mark one or more of the following.

Asian	_____
African-American	_____
Caucasian	_____
Hispanic/Latino	_____
Native American	_____
Other	_____

4. What is the highest level of education you have obtained?

Grade school	_____
High school diploma	_____
Some college	_____
College degree	_____
Some graduate school	_____
Graduate degree	_____
Other	_____

## APPENDIX G

Questionnaire for low congruence, low prevalence condition

**1-A.**

**Please check closest to the word within each pair that best describes how you feel about the following social causes.** For example, if you think that breast cancer matters to you, you might respond like this:

Matters to me \_\_\_\_\_   X   \_\_\_\_\_ does not matter to me

**Breast cancer research**

good	_____	_____	_____	_____	_____	_____	_____	bad
unpleasant	_____	_____	_____	_____	_____	_____	_____	pleasant
unfavorable	_____	_____	_____	_____	_____	_____	_____	favorable
familiar	_____	_____	_____	_____	_____	_____	_____	unfamiliar

**Hurricane disaster relief**

good	_____	_____	_____	_____	_____	_____	_____	bad
unpleasant	_____	_____	_____	_____	_____	_____	_____	pleasant
unfavorable	_____	_____	_____	_____	_____	_____	_____	favorable
familiar	_____	_____	_____	_____	_____	_____	_____	unfamiliar

**Social equality in cartography**

good	_____	_____	_____	_____	_____	_____	_____	bad
unpleasant	_____	_____	_____	_____	_____	_____	_____	pleasant
unfavorable	_____	_____	_____	_____	_____	_____	_____	favorable
familiar	_____	_____	_____	_____	_____	_____	_____	unfamiliar

**Water conservation**

good	_____	_____	_____	_____	_____	_____	_____	bad
unpleasant	_____	_____	_____	_____	_____	_____	_____	pleasant
unfavorable	_____	_____	_____	_____	_____	_____	_____	favorable
familiar	_____	_____	_____	_____	_____	_____	_____	unfamiliar

**1-B.**

Some businesses provide support to social causes through donations, sponsorships and other alliances. For the following list of social causes, please mark the circle that best indicates your opinion about how much support these causes receive from businesses. Consider your personal experiences having seen or not seen ads, news reports, or other communications about how wide or substantial the support each cause receives.

	strongly agree	agree	neither agree or disagree	disagree	strongly disagree
1.Breast cancer research is strongly supported by the business community.	1	2	3	4	5
2.Breast cancer research is frequently part of business promotions.	1	2	3	4	5
3.The support from the business community for breast cancer research is highly visible.	1	2	3	4	5
4.I can easily recall an example of the support the business community provides breast cancer research.	1	2	3	4	5
5. Breast cancer research is popular with business.	1	2	3	4	5
6. Breast cancer research appears to be a charity leader in terms of the support offered by the business community.	1	2	3	4	5
7. Breast cancer research is widely accepted by businesses as a cause to support.	1	2	3	4	5
8. Breast cancer research is well-liked by the business community.	1	2	3	4	5
9.Hurricane disaster relief is strongly supported by the business community.	1	2	3	4	5
10.Hurricane disaster relief is frequently part of					

business promotions.	1	2	3	4	5
11.The support from the business community for hurricane disaster relief is highly visible.	1	2	3	4	5
12.I can easily recall an example of the support the business community provides hurricane disaster relief.	1	2	3	4	5
13. Hurricane disaster relief is popular with business.	1	2	3	4	5
14. Hurricane disaster relief appears to be a charity leader in terms of the support offered by the business community.	1	2	3	4	5
15. Hurricane disaster relief is widely accepted by businesses as a cause to support.	1	2	3	4	5
16. Hurricane disaster relief is well-liked by the business community.	1	2	3	4	5
17.Social equality in cartography is strongly supported by the business community.	1	2	3	4	5
18. Social equality in cartography is frequently part of business promotions.	1	2	3	4	5
19.The support from the business community for social equality in cartography is highly visible.	1	2	3	4	5
20.I can easily recall an example of the support the business community provides social equality in cartography.	1	2	3	4	5
21. Social equality in cartography is popular with business.	1	2	3	4	5
22. Social equality in cartography appears to be a charity leader in terms of the support offered by the business community.	1	2	3	4	5

<b>23. Social equality in cartography is widely accepted by businesses as a cause to support.</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>24. Social equality in cartography is well-liked by the business community.</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>25. Water conservation is strongly supported by the business community.</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>26. Water conservation is frequently part of business promotions.</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>27. The support from the business community for water conservation is highly visible.</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>28. I can easily recall an example of the support the business community provides water conservation.</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>29. Water conservation is popular with business.</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>30. Water conservation appears to be a charity leader in terms of the support offered by the business community..</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>31. Water conservation is widely accepted by businesses as a cause to support.</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>32. Water conservation is well-liked by the business community.</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>



**1-C.**

**Reactions to those affected by social causes** This section contains questions about your *reactions to those affected by social causes*. Please read each statement and circle the number that best reflects your opinion about your *reactions to those affected by social causes*.

	strongly agree	agree	neither agree or disagree	disagree	strongly disagree
1. When someone criticizes those affected by breast cancer research, it feels like a personal insult.	1	2	3	4	5
2. I am very interested in what others think about those affected by breast cancer research.	1	2	3	4	5
3. When I talk about those affected by breast cancer research, I usually say <i>we</i> rather than <i>they</i> .	1	2	3	4	5
4. The successes of those affected by breast cancer research are my successes.	1	2	3	4	5
5. When someone praises those affected by breast cancer research, it feels like a personal compliment.	1	2	3	4	5
6. If a story in the media criticized those affected by breast cancer research, I would feel embarrassed.	1	2	3	4	5

7. When someone criticizes those affected by hurricane disaster relief, it feels like a personal insult.	1	2	3	4	5
8. I am very interested in what others think about those affected by hurricane disaster relief.	1	2	3	4	5
9. When I talk about those affected by hurricane disaster relief, I usually say <i>we</i> rather than <i>they</i> .	1	2	3	4	5
10. The successes of those affected by hurricane disaster relief are my successes.	1	2	3	4	5
11. When someone praises those affected by hurricane disaster relief, it feels like a personal compliment.	1	2	3	4	5
12. If a story in the media criticized those affected by hurricane disaster relief, I would feel embarrassed.	1	2	3	4	5
13. When someone criticizes those affected by social equality in cartography, it feels like a personal insult.	1	2	3	4	5
14. I am very interested in what others think about those affected by social equality in cartography.	1	2	3	4	5
15. When I talk about those affected by social equality in cartography, I usually say <i>we</i> rather than <i>they</i> .	1	2	3	4	5
16. The successes of those affected by social equality in cartography are my successes.	1	2	3	4	5

17. When someone praises those affected by social equality in cartography, it feels like a personal compliment.	1	2	3	4	5
18. If a story in the media criticized those affected by social equality in cartography, I would feel embarrassed.	1	2	3	4	5
19. When someone criticizes those affected by water conservation, it feels like a personal insult.	1	2	3	4	5
20. I am very interested in what others think about those affected by water conservation.	1	2	3	4	5
21. When I talk about those affected by water conservation, I usually say <i>we</i> rather than <i>they</i> .	1	2	3	4	5
22. The successes of those affected by water conservation are my successes.	1	2	3	4	5
23. When someone praises those affected by water conservation, it feels like a personal compliment.	1	2	3	4	5
24. If a story in the media criticized those affected by water conservation, I would feel embarrassed.	1	2	3	4	5

**1-D.**

**Social causes** This section contains questions about *how you feel about social causes*. Please read each statement and circle the number that best reflects your opinion about *social causes*.

	strongly agree	agree	neither agree or disagree	disagree	strongly disagree
1. It is important to me that the goal of breast cancer research is achieved.	1	2	3	4	5
2 I see myself as a supporter of breast cancer research.	1	2	3	4	5
3. My friends see me as a supporter of breast cancer research.	1	2	3	4	5
4. I closely follow news of the cause breast cancer research via ANY of the following: a) on the Internet, b) on television news or a newspaper, or c) in person.	1	2	3	4	5
5. Being a supporter of breast cancer research is important to me.	1	2	3	4	5
6. I always display my support of breast cancer research with words or logos at school, work, where I live, or on my clothing.	1	2	3	4	5
7. Breast cancer research is everyone's problem.	1	2	3	4	5
8. I believe that breast cancer research affects too many people.	1	2	3	4	5
9. The impact of breast cancer research extends beyond the number of people directly affected.	1	2	3	4	5

10.It is important to me that the goal of hurricane disaster relief is achieved.	1	2	3	4	5
11.I see myself as a supporter of hurricane disaster relief.	1	2	3	4	5
12.My friends see me as a supporter of hurricane disaster relief.	1	2	3	4	5
13.I closely follow news of hurricane disaster relief via ANY of the following: a) on the Internet, b) on television news or a newspaper, or c) in person.	1	2	3	4	5
14.Being a supporter of hurricane disaster relief is important to me.	1	2	3	4	5
15.I always display my support of hurricane disaster relief with words or logos at school, work, where I live, or on my clothing.	1	2	3	4	5
16.Hurricane disaster relief is everyone's problem.	1	2	3	4	5
17.I believe that hurricane disaster relief affects too many people.	1	2	3	4	5
18.The impact of hurricane disaster relief extends beyond the number of people directly affected.	1	2	3	4	5

19.It is important to me that the goal of social equality in cartography is achieved.	1	2	3	4	5
20.I see myself as a supporter of social equality in cartography.	1	2	3	4	5
21.My friends see me as a supporter of social equality in cartography.	1	2	3	4	5
22.I closely follow news of social equality in cartography via ANY of the following: a) on the Internet, b) on television news or a newspaper, or c) in person.	1	2	3	4	5
23.Being a supporter of social equality in cartography is important to me.	1	2	3	4	5
24.I always display my support of social equality in cartography with words or logos at school, work, where I live, or on my clothing.	1	2	3	4	5
25.Social equality in cartography is everyone's problem.	1	2	3	4	5
26.I believe that social equality in cartography affects too many people.	1	2	3	4	5
27.The impact of social equality in cartography extends beyond the number of people directly affected.	1	2	3	4	5

28.It is important to me that the goal of water conservation is achieved.	1	2	3	4	5
29.I see myself as a supporter of water conservation.	1	2	3	4	5
30.My friends see me as a supporter of water conservation.	1	2	3	4	5
31.I closely follow news of water conservation via ANY of the following: a) on the Internet, b) on television news or a newspaper, or c) in person.	1	2	3	4	5
32.Being a supporter of water conservation is important to me.	1	2	3	4	5
33.I always display my support of water conservation with words or logos at school, work, where I live, or on my clothing.	1	2	3	4	5
34.Water conservation is everyone's problem.	1	2	3	4	5
35.I believe that water conservation affects too many people.	1	2	3	4	5
36.The impact of water conservation extends beyond the number of people directly affected.	1	2	3	4	5

**Once you have completed this first set of questions, please take a moment to read the press release that follows. After reading the press release, please complete the remainder of the questionnaire.**

**Please take a moment to read the press release on the next page. After reading the press release, you may complete the remainder of the questionnaire.**

Help is on the way for those in need of social equality in cartography, according to officials from Enrichment Bottling. Enrichment Bottling is introducing a new campaign to raise money for social equality in cartography

“We can help. So we will,” stated an Enrichment Bottling spokesperson. “There’s a way for us help someone else while we go about the every day business of our business.”

Enrichment Bottling will donate a portion of its profits from the sales of the bottled water purchased during the month of August to social equality in cartography. In-store displays will carry the information about the donations, and Enrichment Bottling will soon have information about the donations on its Web site. The Enrichment spokesperson said that the Web site will include information for individuals wanting to make their own donations.



**2-A.**

**Enrichment Bottling and Social Equality in Cartography** Below is a set of word pairs. Please mark closest to the word which best reflects your feelings about *Enrichment Bottling* and *Water Conservation* in the advertisement you saw.

**Enrichment Bottling**

good	_____	_____	_____	_____	_____	_____	_____	bad
unpleasant	_____	_____	_____	_____	_____	_____	_____	pleasant
unfavorable	_____	_____	_____	_____	_____	_____	_____	favorable

**Social Equality in Cartography**

good	_____	_____	_____	_____	_____	_____	_____	bad
unpleasant	_____	_____	_____	_____	_____	_____	_____	pleasant
unfavorable	_____	_____	_____	_____	_____	_____	_____	favorable

**2-B.**

**Enrichment Bottling** This section contains questions about *Enrichment Bottling*. Please read each statement and circle the number that best reflects your opinion about *Enrichment Bottling*.

	strongly agree	agree	neither agree or disagree	disagree	strongly disagree
1. Enrichment Bottling has a great amount of experience.	1	2	3	4	5
2. Enrichment Bottling is skilled in what they do.	1	2	3	4	5
3. Enrichment Bottling has great expertise.	1	2	3	4	5
4. Enrichment Bottling does not have much experience.	1	2	3	4	5
5. I trust Enrichment Bottling.	1	2	3	4	5

6. Enrichment Bottling makes truthful claims.	1	2	3	4	5
7. Enrichment Bottling is honest.	1	2	3	4	5
8. I do not believe what Enrichment Bottling tells me.	1	2	3	4	5

## 2-C.

**The congruence of the alliance between Enrichment Bottling and Social Equality in Cartography.** When choosing a social cause for an alliance, corporations often support a social cause that is considered a good fit with the corporation. A good fit for an alliance happens when the donating company and the recipient of the donation are closely related.

The next set of statements are meant to measure your beliefs about the fit of the relationship between a water bottling company and social equality in cartography. Please click on the circle closest to the word or phrase which best reflects your feelings.

	strongly agree	agree	neither agree or disagree	disagree	strongly disagree
1. The company and social equality in cartography are a good fit.	1	2	3	4	5
2. For the company, the actions of bottling water and social equality in cartography are consistent.	1	2	3	4	5
3. The water bottling company and the social cause are compatible with each other.	1	2	3	4	5
4. A relationship between the company and social equality in cartography is a good match.	1	2	3	4	5
5. An alliance between the water bottling company and social equality in cartography is logical.	1	2	3	4	5
6. A relationship between the water bottling company and social equality in cartography makes sense.	1	2	3	4	5

## 2-D.

**The alliance between Enrichment Bottling and Social Equality in Cartography** Please read each statement and circle the number of the response that best reflects your feelings about why *Enrichment Bottling is supporting Social Equality in Cartography* in the press release you read.

	strongly agree	agree	neither agree or disagree	disagree	strongly disagree
1.Enrichment Bottling supports social equality in cartography because they care about the people affected.	1	2	3	4	5
2.Enrichment Bottling does not have a genuine concern for the welfare of the people affected.	1	2	3	4	5
3.Enrichment Bottling really cares about publicizing social equality in cartography to the public.	1	2	3	4	5
4.Enrichment Bottling supports social equality in cartography because it will increase profits.	1	2	3	4	5
5.Enrichment Bottling supports social equality in cartography to persuade me to buy its products.	1	2	3	4	5
6.Enrichment Bottling supports social equality in cartography to create a positive public image.	1	2	3	4	5
7.Enrichment Bottling benefits by supporting social equality in cartography.	1	2	3	4	5
8.Enrichment Bottling supports social equality in cartography because it is the ethical thing to do.	1	2	3	4	5
9.Enrichment Bottling supports social equality in cartography because it is a lobbying tool.	1	2	3	4	5
10. Enrichment Bottling supports social equality in cartography because	1	2	3	4	5

customers like it.

11.Cause-related marketing is the popular thing to do, and that's why Enrichment Bottling is doing it.	1	2	3	4	5
12. Enrichment Bottling likes to give back to the community.	1	2	3	4	5
13.Supporting social equality in cartography helps Enrichment Bottling compete with other companies who donate to worthy causes.	1	2	3	4	5
14.Supporting social equality in cartography earns Enrichment Bottling free press, and that is why Enrichment Bottling does it.	1	2	3	4	5
15. Enrichment Bottling believes it doesn't need to lower prices when it uses cause-related marketing.	1	2	3	4	5
16. Enrichment Bottling donates to social equality in cartography because other companies donate to similar causes.	1	2	3	4	5
17. Enrichment Bottling is legally required to donate to worthy causes.	1	2	3	4	5
18.Enrichment Bottling can charge higher prices for its products when it donates to social equality in cartography.	1	2	3	4	5
19. The alliance will create higher stock prices for Enrichment Bottling.	1	2	3	4	5

**2-E.**

**The Alliance between Enrichment Bottling and Social equality in cartography** Please read each statement and circle the number of the response that best reflects your feelings about *the alliance between Enrichment Bottling and Water Conservation* in the advertisement you saw.

	strongly agree	agree	neither agree or disagree	disagree	strongly disagree
1. I agree with the alliance between Enrichment Bottling and social equality in cartography.	1	2	3	4	5
2. I don't have any problems with the alliance between Enrichment Bottling and social equality in cartography.	1	2	3	4	5
3. More companies should do something like the alliance between Enrichment Bottling and social equality in cartography.	1	2	3	4	5
4. The alliance between Enrichment Bottling and social equality in cartography is a bad idea.	1	2	3	4	5
5. I reject the alliance between Enrichment Bottling and social equality in cartography.	1	2	3	4	5
6. I approve of the alliance between Enrichment Bottling and social equality in cartography.	1	2	3	4	5
7. I expect a company like Enrichment Bottling to support a cause like social equality in cartography.	1	2	3	4	5
8. I am not surprised that Enrichment Bottling is making a donation to social equality in cartography.	1	2	3	4	5
9. I could have predicted that a water bottling company would offer help to social equality in cartography.	1	2	3	4	5

**2-F.**

**Demographics**

**We would like to collect some descriptive information about each participant. Please mark the appropriate answer.**

1. What is your sex?                      Male                      \_\_\_\_\_  
   Female                      \_\_\_\_\_
2. What is your age?                      \_\_\_\_\_
3. What is your race?  
Please mark one or more of the following.
- |                  |       |
|------------------|-------|
| Asian            | _____ |
| African-American | _____ |
| Caucasian        | _____ |
| Hispanic/Latino  | _____ |
| Native American  | _____ |
| Other            | _____ |
4. What is the highest level of education you have obtained?
- |                      |       |
|----------------------|-------|
| Grade school         | _____ |
| High school diploma  | _____ |
| Some college         | _____ |
| College degree       | _____ |
| Some graduate school | _____ |
| Graduate degree      | _____ |
| Other                | _____ |

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