

DOES THE DONATION SIZE INFLUENCE ON ATTITUDES TOWARD CAUSE-RELATED MARKETING?

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Abstract:

According to the literature review, many variables can influence consumer's purchase behaviour. In this study we examine the possible influence of one aspect of the marketing strategy on attitudes towards Cause-Related Marketing (CRM), specifically on the conduct component or purchase intention: the donation size. Thus, our aim is to analyze the possible relationship between attitudes towards CRM and purchase intention according to the donation size involved in a CRM campaign.

For this purpose we analyzed a sample of 456 consumers and performed a correlation analysis. Results show that there are significant positive relationships between attitudes toward CRM and purchase intention according to the donation size.

Keywords: *Cause-Related Marketing (CRM); attitudes; purchase intention; donation size*

¿INFLUYE EL TAMAÑO DE LA DONACIÓN EN LAS ACTITUDES HACIA EL MARKETING CON CAUSA?

Resumen:

De acuerdo con la literatura, muchas variables pueden influir en el comportamiento del compra del consumidor. En este estudio se examina la posible influencia de uno de los aspectos de la estrategia de marketing en las actitudes hacia el Marketing Con Causa (MCC), particularmente en el componente conductual o intención de compra: el tamaño de la donación. De este modo, el propósito es analizar la posible relación entre actitudes hacia el MCC y la intención de compra de acuerdo con el tamaño de la donación implicada en una campaña de MCC.

Para ello fue analizada una muestra de 456 consumidores, llevando a cabo un análisis de correlación. Los resultados muestran que existen relaciones positivas significativas entre las actitudes hacia el MCC y la intención de compra en función del tamaño de la donación.

Palabras clave: *Marketing Con Causa (MCC); actitudes; intención de compra; tamaño de la donación*

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1. Introduction

Different types of collaboration strategies between businesses and Non-Profit Organizations (NPOs) have appeared during last decades. The main purposes of the organizations involved have also been different: application of Corporate Social Responsibility (CSR) –by companies–, fundraising –by non-profit organizations–, attraction and satisfaction of responsible consumers, etc. Of these collaborations, Cause-Related Marketing (CRM) particularly stands out.

American Express was the first company that used the term “cause-related marketing” at the beginning of 1980s. Today it is used when we are referring to campaigns in which a company collaborates with a non-profit organization making a monetary and/or in-kind contribution to a specific social cause based on product sales. However, CRM has been defined in different ways (Galán et al. 2013a), either as a commercial activity, a marketing mix tool, a marketing strategy, an alliance between a company (or brand) and a charity (or cause), or an expression of CSR (reflecting the current holistic marketing approach and also considering sustainability). Therefore, it always has a for-profit character, and its main objective is to positively influence consumer attitudes and buying behaviour (Fries et al. 2009). The most crucial aspect of the CRM is that donation is contingent upon the sales of a certain product (Kotler and Lee 2005). The success of the early CRM campaigns quickly spread to all kinds of firms and different countries, experiencing great level of diversification.

Although numerous CRM campaigns have been described, empirical research on this topic is still scarce. So more studies are needed for a better understanding about the consumers’ responses to this specific strategy (Galán et al. 2013b) and factors influencing attitudes towards CRM campaigns and socially responsible behaviour in a general sense. Several streams stand out in CRM analysis (Galán et al. 2013a): one of them is focused on its conceptual dimension and domain (e.g. Varadarajan and Menon 1988; Barnes 1992; Andreasen 1996; Guardia 1998; Adkins 1999; Cone/Roper, 1999; Pringle and Thompson 1999; García 2000; Gibaja et al. 2001; Kotler and Lee 2005; Gonçalves and Alves 2011); a second one highlights the consumer responses to this strategy (e.g. Barnes 1992; Ross et al. 1992; Webb and Mohr 1998; Cone/Roper 1999, 2001; Fundación Empresa y Sociedad 1999; Kropp et al. 1999; Ellen et al. 2000; Chaney and Dollì 2001; Pracejus et al. 2003; Cone 2004; Subrahmanyam 2004; Kim 2005; Currás 2007; Mohiuddin and Mohiuddin 2008; Proença and Pereira 2008; Baghi et al. 2010; Bigné et al. 2010; Langen et al. 2010; Moosmayer and Fuljahn 2010; Demetriou and Papasolomou 2011); and another one is related to the experience of NPOs (e.g. Polonsky and Macdonald 2000; Runté et al. 2009). This paper is included in the second of these three research streams.

Many variables can influence on consumer’s purchase behaviour, according to the literature. In this work, we examine the possible influence of the donation size, one aspect of the marketing strategy, on attitudes towards CRM (particularly, in the conduct component or purchase intention). We consider that, depending on the donation size and the influence or importance that it has for consumers, attitudes towards CRM and the subsequent behaviour could vary. Specifically, our aim is to analyze whether there is a relationship between attitudes towards CRM and purchase intention according to the donation size involved in a CRM campaign. To achieve this aim, the paper is divided in three different parts. First, we review the extant literature to configure the conceptual framework in which the theoretical development of this work is based. After that, we performed a correlation analysis to test the hypothesis proposed and we present the main results, which are brought under discussion. Finally, we present the most relevant conclusions, as well as the theoretical contribution, some managerial implications, and further research.

2. Conceptual framework

2.1. Attitudes toward CRM

Attitudes are a key construct to explain consumer behaviour. They are a summary of the consumer evaluation, a reflection of what consumers think, feel and how they behave; therefore, they can provide important information for marketing managers (Galán et al. 2013b).

An attitude can be defined as “a learned predisposition to respond consistently favourable or unfavourable to a particular object or class of objects” (Assael 1999: p. 274)¹.

¹ The same or similar definitions can be found in other contributions, as those by Wilkie (1994), Hawkins et al. (2004), Stanton et al. (2004), Ruiz (2009) or Santesmases (2012), among others.

Although attitudes are considered multidimensional, the number of components varies according to the different attitude models, then allowing different approaches to their study. On the basis of Baker's statements (2006), we consider three general models:

- The *cognitive-affective-conative* model: it is the traditional model, which includes the three components of knowledge (beliefs), feelings or emotions, and action (purchase intention).
- The *expectation-value* model: it includes two components, only considering beliefs and feelings as components of attitude (it does not consider the attitude as a predisposition to act, so purchase intention would be a mediating variable between attitudes –beliefs and feelings– and behaviours).
- The *affective model*: it only includes one component and attitudes are only defined as affection (feelings or emotions). So attitudes would be based on cognitive beliefs (antecedents) and the intention would mediate between attitudes (feelings) and behaviours.

In this study, we follow the traditional *cognitive-affective-conative* model, as in case of the contributions by Wilkie (1994), Solé (2003), Alonso and Grande (2004), Chiou and Droge (2006), Eagly and Chaiken (2007), Fraj and Martínez (2002, 2003), Lamb et al. (2003), Hawkins et al. (2004), or Santasmases (2012). The main existing studies on consumer attitudes towards CRM are shown in Table 1.

2.2. Donation size

Consumers express mostly positive attitudes when they are asked to evaluate CRM programs in general. However, research demonstrates that elements of the CRM campaign, such as the amount of donation can make a difference (Webb and Mohr 1998). Thus, the *donation size* or donation magnitude, expressed as amount of money spent or actions undertaken for the good cause (Langen 2011), performs as a key aspect in CRM. Specifically, it is defined as the amount provided by the firm to the charitable cause for each consumer transaction (Folse et al. 2010). Research shows donation size is considered to be influential in CRM (Strahilevitz and Myers 1998; Strahilevitz 1999; Chang 2008, 2011, 2012); a determinant of consumer response to CRM campaigns with a potential influence on consumer perceptions of the campaign and its purchase intention (Moosmayer and Fuljahn 2010); as one of the most important factors for the CRM success (Arora and Henderson 2007; Liston-Heyes and Liu 2010); and also appears to be an important factor in the credibility (Kropp et al. 1999) or congruence (Ellen et al. 2000) of the CRM promotion. Moreover, the range of donation magnitudes found in CRM campaigns is quite diverse and also within product categories (Strahilevitz 1999).

In practice, consumer acceptance of CRM campaigns is relatively high in general because they provide the means for consumers to support a charity with comparatively small amounts of money (Moosmayer and Fuljahn 2010) and without further transactional costs (Smith and Alcorn 1991). Moreover, some authors, such as Strahilevitz (1999), consider that higher donations per purchase in CRM campaigns involve greater costs for companies that is likely to be passed on to the consumer in one form or another (e.g. fewer or smaller price promotions). However, consumers appear willing to reward firms for providing greater donations to the NPO (Sinčić-Ćorić et al. 2011).

In this sense, Dahl and Lavack (1995) found that the product was evaluated as more attractive when the donation was higher, and the company was perceived as exploitative of the NPO when the donation was smaller. In consequence, for consumers to respond positively to CRM, they should view the company as having altruistic as well as profit motives, that is, the consumer should view the firm, at least in part, as gift-giver (Ellen et al. 2000). The same conclusion was reached by Mohr et al. (2001) and Langen (2011) also found that higher amounts of donations generate positive willingness to pay. Moreover, Chang and Liu (2012) show that beneficial effects of a complementary-fit cause are enhanced when the donation level is high.

However, in Moosmayer and Fuljahn's study (2010), the impact of the donation size in the consumer response to CRM found limited support. They concluded that the donation size had a significant impact on the attitude towards the CRM campaign and it was considered more beneficial for NPOs with larger donations (but the impact on the attitude towards the company, toward the product, and towards CRM was not significant). These authors suggested two explanations: first, the perception that the NPO is being exploited; and second, consumer self-perception (not feeling well). They also suggested that gender

moderates the relationship between donation size and CRM response: the donation size was particularly relevant for women².

Moreover, when donation size is combined with hedonic products, consumers can consider high CRM donations as an effective way to balance the guilt feelings related to consumption and to allow the consumer to feel generous. When the magnitude of the donation and the corresponding difference in price between the two products is relatively large, however, hedonic CRM products are preferred over utilitarian products. The interaction effects are also very important (Fries et al. 2009).

Table 1. Some noted studies on consumer attitudes toward CRM

Author/s	Main findings / results
Ross et al. (1991)	Consumer attitudes towards organizations involved in CRM are mainly positive
Smith and Alcorn (1991)	Nearly half of respondents say it was more likely to change brands to support companies that make donations to NPOs About a third state that they sometimes buy products simply because the manufacturer supports charitable causes
Barnes (1992)	Most respondents consider that CRM campaigns are a good way for consumers to donate to charities
Holmes and Kilbane (1993)	The promise of a donation to a charity leads to a more positive attitude towards the message but does not affect the attitude towards the store or the purchase intention
Berger and Cunningham (1996)	No significant impact of the CRM campaign by a travel agency is found on brand attitude or purchase intention
Webb and Mohr (1998)	Consumers generally express positive attitudes toward CRM
Kropp et al. (1999)	The most positive attitudes toward CRM appear in those who give more importance to certain values (such as warm relationships, self-actualized and safety) and in women
Chaney and Dolli (2001)	Consumers express a favourable attitude toward CRM and they do not use it as a substitute for more traditional methods of fundraising (in New Zealand)
Cui et al. (2003)	Respondents have overall positive attitudes towards CRM offers made by retailers
Lavack and Kropp (2003a)	On the basis of a review of the existing literature (in Australia), the majority of Australian consumers are more inclined to buy products from socially responsible companies and/or associated with a cause
Cone (2004)	89% of Americans believe that companies and NPOs should work together to raise money and increase awareness about social causes. Moreover, most of them see companies as increasingly focused on socially responsible business practices
Lichtenstein et al. (2004)	In a general sense, socially responsible behaviour can positively affect consumer attitudes towards the company
Nan and Heo (2007)	A CRM message causes more favourable consumer attitudes towards the company (even without taking into account the level of fit between the brand and the sponsored social cause)
Mohiuddin and Mohiuddin (2008)	CRM significantly influences consumer attitudes towards business and towards a particular brand CRM can generate a positive change in the consumer attitude towards a brand promoted
Youn and Kim (2008)	When perceptions of cause–brand alliances are favourable, consumer attitudes toward the cause and the brand improve
Corbishley and Mason (2011)	Consumers are supportive of CRM (they would actually be prepared to change brands to one that is supporting a cause that they cared about)
Cheron et al. (2012)	Consumers show positive attitudes towards CRM (more positively when they perceive a good match between the brand and the cause)

Source: Galán et al. (2013b) and quoted contributions

² CRM campaigns are expected to be most successful when targeting women by promising a substantial donation to the cause. On the other hand, when targeting men, higher donations hardly increase campaign effects at all and thus, small donations may be sufficient for campaigns directed toward men (Moosmayer and Fuljahn 2009, 2010).

Strahilevitz (1999) also investigates how the nature of a product (product type) and the magnitude of a donation to charity interact to determine the effectiveness that a charity incentive will have in promoting a product. The results suggest that sensitivity to magnitude in the case of charity incentives (i.e. the size of the contribution made per purchase) is not as strong as sensitivity to magnitude in the case of monetary incentives (i.e. the percentage of the price being discounted).

Sinčić-Čorić et al. (2011) analyze to what extent consumers' intention to buy a certain brand during a CRM campaign has been influenced by their relation to the cause and donation size from that campaign. The results prove that personal relation to a cause of the campaign and donation size from a single sale, positively influence consumers' purchasing intention to buy a brand that is a subject of CRM campaign. They found that increasing the amount of firm donation increases participation intentions, but the effect size was relatively small; and the effects of firm donation amount on participation intentions were fully mediated by consumer inferences about the firm.

Meanwhile, Hajjat (2003) concludes that the level of donation size (i.e. high or low level) may be perceived either as an important element in the message (i.e. high involvement) or as a peripheral cue (i.e. low involvement), and hence, more relevant and more important in the formation of attitudes and purchase intentions. Results supported the hypothesis that, in conditions where there is a match between levels of involvement and donation (i.e. high-high or low-low), CRM would be superior to ordinary marketing in creating favourable attitudes and purchase intentions.

Koschate-Fischer et al. (2012) find a negative moderating effect of company-cause fit on the link between donation amount and willingness to pay. They conclude that when company-cause fit is high, companies do not need to donate as much. However, when linking with a low-fit cause, firms need to be more careful in setting an appropriate donation amount, particularly when the product is utilitarian and/or consumed privately (they should promise a higher level of donation to avoid less positive motive attributions and a low willingness to pay). These authors also conclude that companies that are willing to set a high donation level have greater flexibility in selecting a cause.

Finally, Holmes and Kilbane (1993) found no differences in consumer responses to the three levels of donations (and three price levels). In other words, greater donation amounts did not lead to more positive behavioural intentions³.

However, this study seems to be the exception as there is a consensus that higher donations are evaluated generally more positive than smaller ones (Moosmayer and Fuljahn 2010); accordingly, when products bought donate only very small quantities, consumers may not feel good (small donations give the impression of exploitation of the NPO by the firm).

In addition to the donation size, its format can influence on the success of the campaign (Arora and Henderson 2007). The way in which the donation size is shown in the CRM campaign can affect its perception and acceptance: it can increase –or decrease– the consumer's concerns about the exploitation of the cause. Thus, for example, often the donation size is communicated in an ambiguous way (e.g. "a percentage of sales") which may increase the scepticism. According to Pracejus et al.'s findings (2003), there are generally three formats⁴: abstract ("a percentage will be donated"), estimable ("X% of the profits will be donated"), and calculable ("X% of the price will be donated").

Pracejus et al. (2003), in a series of three studies, examine potential consumer confusion associated with the advertising copy used to describe CRM campaigns. The first study assesses the relative frequency of various copy formats in CRM on the Internet. These authors find that the majority of the copy formats are abstracts (up to 69.9%), meanwhile 25.6% of them are estimable, and 4.5% are calculable. Subsequent studies find that: i) slight variations in abstract wording in advertising copy leads to considerable differences in consumers' estimates of the amount being donated; ii) the amount of the donation estimate for each abstract copy format varies considerably across individuals; and iii) the donation amount can impact their choice.

³ One limitation of this study was the range of the firm donation amount manipulation (\$0-1) may not have been large enough for significant effects to be obtained (Sinčić-Čorić et al. 2011).

⁴ Other authors have made other classifications. Specifically, Langen et al. (2010) distinguish two ways to communicate the donation: specific donation to the project (e.g. a number of vaccines) or absolute donations of money (e.g. the percentage of the sale price).

Confusion about donation levels can impact some consumer action (e.g. choosing one brand over another). In this sense, Pracejus et al. (2003) show that there is consumer confusion regarding the term “percentage of profit”⁵, often used in CRM campaigns, which also leads to a generalized overestimation of the amount donated.

Kim’s results (2005) also showed that consumers were more sceptical about a subjective, ambiguous, or dubious demand than on an objective one. Moreover, the donation size could influence brand choice and willingness to pay more for luxury products.

It would also be interesting to consider here the conclusions of the study by Baghi et al. (2010) on the mental estimation or calculation of the donation. They consider that CRM is influenced by the mental accounting format used to present the price of the product and the amount of money donated to the social cause: integrated format (the price of the product and the amount of the donation are expressed as a single value) versus separated format (the price of the product and the amount of the donation are expressed as separate values). Thus, the mental accounting format plays a significant role, but its effect is conditioned by the type of product used: an integrated mental accounting induces people to perceive the CRM program more positively than a separated one (but only for hedonic products), and reduces consumer guilt about the purchase of hedonic products.

Meanwhile, the results of Langen et al. (2010) show that most consumers want the donation to come as a percentage (and they would also like to know the exact amount of money reached).

Finally, Chang (2008) examines potential influences associated with donation framing and donation magnitude, among others, on CRM campaigns. Results indicate that beneficial effects of product type (i.e. frivolous products bundled with a cause are more effective than practical ones) occur when donation information is framed in absolute monetary terms. The effects of donation framing are found insignificant when the donation magnitude is high. Influences of donation magnitude on CRM effectiveness are limited in high-priced items. When the donation magnitude is constant, a donation amount framed in absolute monetary-value is more effective than that in percentage terms for low-priced products, and the opposite is true for high-priced items.

Table 2 summarizes the most relevant studies that relate the product type and the attitudes toward CRM. This review of the extant literature leads us to propose the following hypothesis:

H: the donation size positively influences the attitudes towards CRM (a higher donation will generate a more favourable attitude towards CRM).

3. Research design, methodology and results

As mentioned above, the aim of this paper is to analyze the possible relationship between attitudes toward CRM and purchase intention according to the donation size involved in a CRM campaign. The research undertaken to achieve this objective presents a quantitative study based on a survey (structured questionnaire by personal interview). The survey was designed after reviewing the literature on different variables, on CSR in general and CRM in particular.

3.1. Sample

The sample universe consisted of people over 16 living in the Spanish region of Extremadura. The aim was to collect information directly from these consumers and get a representative sample of the population of Extremadura (target population).

Initially, we conducted a pre-test (May-June 2009) to 20 people from different towns and villages of Extremadura, which served to reformulate some questions, facilitating responses and improving their “visibility” and appeal.

A first data collection was conducted between October and December 2009. Subsequently a second one was conducted to complete the sample collection and improve its representativeness (March-May 2010). The final sample size was 456 individuals (valid questionnaires). The estimated sampling error, considering simple random sampling and in case of maximum uncertainty ($p = q = 0.5$), was of 4.68%.

⁵ Gross or net benefit? Price and profit are also confused.

Table 2. Some noted studies linking the donation size to consumer attitudes toward CRM

Author/s	Main findings / results
Holmes and Kilbane (1993)	There is not a significant impact of donation level
Dahl and Lavack (1995)	The smaller the donation to the cause, the more consumers believe that the cause is being exploited
Webb and Mohr (1998)	The amount donated has a prominent role in consumer response (it can make a difference)
Kropp et al. (1999)	The donation size appears to be an important factor in the credibility of the CRM promotion
Strahilevitz (1999)	The study examines the interaction between product type and incentive magnitude in terms of their effects on whether a charity linked product is preferred to a less expensive product. People are more likely to choose a product offering a donation over another offering an equivalent cash discount when the donation and corresponding price difference are relatively small as opposed to when they are relatively large Product type may affect CRM only with a relatively large donation magnitude
Ellen et al. (2000)	Donation size appears to be an important factor in the congruence of the CRM promotion
Mohr et al. (2001)	A small donation can consider the company as exploitative of the NPO
Hajjat (2003)	In conditions where there is a match between levels of involvement and donation, CRM would be superior to ordinary marketing in creating favourable attitudes and purchase intentions
Kim (2005)	The donation size can influence brand choice and willingness to pay more for luxury products
Arora and Henderson (2007)	The donation size is considered as one of the success CRM factors
Chang (2008)	The effects of donation framing are found insignificant when the donation magnitude is high, the influence of donation magnitude on CRM effectiveness being limited in high-priced items
Fries et al. (2009)	Interaction effects between product categories (hedonic vs. utilitarian products) are also important When the magnitude of the donation and the corresponding difference in price between the two products is relatively large, hedonic CRM products are preferred to the utilitarian ones
Moosmayer and Fuljahn (2010)	The donation size has a significant impact on the attitude towards the CRM campaign and it is considered more beneficial for NPOs with larger donations. However, the impact on the attitude toward either the company, the product or CRM is not significant Gender moderates the relationship between donation size and CRM response (the donation size is particularly relevant for women)
Sinčić-Ćorić et al. (2011)	The donation size positively influences consumers' purchasing intention to buy a brand that is a subject of CRM campaign The majority of the respondents agree that it is important to know the donation size, although Croatian consumers found a cause to be more important than a donation size
Langen (2011)	Higher amounts of donations generate positive willingness to pay
Chang and Liu (2012)	Beneficial effects of a complementary-fit cause are enhanced when the donation level is high
Koschate-Fischer et al. (2012)	A negative moderating effect of company-cause fit on the donation amount-willingness to pay link

Source: own elaboration from quoted contributions

The sampling procedure was a non-probability sampling (convenience sample). The reason for using this specific type of sampling was because it allows selecting for the sample to those elements that better suit the researcher convenience, as people who, as volunteers, are willing to answer or that are more accessible to the researcher. One modality of this method is the *snowball* sampling, in which initially selected individuals are used as informants to identify other people with the desired characteristics, these to others, and so on. It is the one that was followed in this work.

The process and data analysis was carried out between June and December 2010. Specific programs were used for this analysis: *Dyane 3.1* and *SPSS 15.0*.

3.2. Measurement of variables

In this study we measured two variables: *attitudes toward CRM* and *consumer purchase intention based on the donation size*. Regarding the measurement of *attitudes toward CRM*, we used the scale by Kropp et al. (1999), including 4 items specifically designed (see Table 3). This scale is accepted in the literature and has the reliability and validity indices suitable for the variable measurement⁶. However, the four items were measured according to a 7-point Likert scale (and not to a 9-point one, as in the original research) in order to facilitate the reply to the questionnaires. Values ranged from 1 (*strongly disagree*) to 7 (*strongly agree*).

On the other hand, we used an item for measuring the donation size⁷ (see Table 4).

3.3. Correlation analysis results

We performed a correlation analysis to see if there is a relationship between attitudes toward CRM and donation size (and, in the case of relationship, measuring the strength and direction –positive or negative– of that association). The correlation analysis between attitudes toward CRM and product type shows that all correlations are significant at 0.01 (bilateral)⁸. The amount of the donation (see Table 5) is a factor to be taken into account because it correlated positively with the attitude (i.e. a more favourable attitude towards CRM is associated with a more significant amount of donation, according to the consumer perspective).

In this sense, this result coincides with Webb and Mohr's findings (1998), who considered that the amount of the donation has a prominent role in consumer response (the amount of donation can make a difference), and also with Langen's (2011), Sinčić-Ćorić et al.'s (2011), and Hajjat's (2003). Moreover, Mohr et al. (2001) indicated that there is evidence that a company's small donation can make it considered as exploitative of the NPO (also Dahl and Lavack 1995; and Moosmayer and Fuljahn 2010). Likewise, Arora and Henderson (2007) have focused on the magnitude of the donation as one of the most important factors for the CRM success.

These results suggest that such campaigns should be noted that the donation size may be associated with consumer attitudes towards CRM (specifically, with the behavioural component).

Table 3. Adapted version of the *Attitudes toward CRM* scale by Kropp et al. (1999)

What is your level of agreement with these four statements?

1. *I like the idea to buy products which donate part of their profits to a social cause or NGO*
 2. *I am willing to pay more for a product if the manufacturer is donating part of the profits to charity or social cause*
 3. *If a company is donating part of its profits to a charity or social cause, then I am more likely to buy its products*
 4. *Companies that advertise that they are donating part of their profits to charity or social cause are good corporate citizens*
-

Source: own elaboration based on Kropp et al. (1999)

Table 4. Item used to measure type products

Would you buy products linked to campaigns in which a company donates a fix amount or a sales percentage of those products to a NPO or social cause...

1. *... considering the amount of donation (if it is / is not significant)?*
-

⁶ The authors applied a factor analysis on the four items of the attitudes towards CRM scale, obtaining a solution of a factor in the sample, indicating therefore that the four items are measuring the same construct. The scale appears to be a valid and reliable measure of attitudes toward CRM (Lavack and Kropp 2003b).

⁷ It does not respond to an actual scale.

⁸ In the univariate analysis of the responses to the survey, the results suggest that the amount of the donation (whether or not significant) would affect the purchase intention of products linked to such campaigns (sometimes). Therefore, it could affect the amount of the donation (it should be meaningful, not merely symbolic).

Table 5. Correlation analysis results between attitudes toward CRM and donation size

		Donation
Attitude 1 <i>I like the idea to buy products which donate part of their profits to a social cause or NGO</i>	Pearson's correlation Sig. (bilateral)	0.302** 0.000
Attitude 2 <i>I am willing to pay more for a product if the manufacturer is donating part of the profits to charity or social cause</i>	Pearson's correlation Sig. (bilateral)	0.379** 0.000
Attitude 3 <i>If a company is donating part of its profits to a charity or social cause, then I am more likely to buy its products</i>	Pearson's correlation Sig. (bilateral)	0.384** 0.000
Attitude 4 <i>Companies that advertise that they are donating part of their profits to charity or social cause are good corporate citizens</i>	Pearson's correlation Sig. (bilateral)	0.281** 0.000

** Correlation is significant at 0.01 level (bilateral). $n = 456$

4. Conclusions

Our study investigates the possible relationship between attitudes towards cause-related marketing and purchase intention according to the donation size involved in a CRM campaign. We conclude that consumer's attitudes towards CRM are related to the donation size.

The correlation analysis shows that there are significant positive relationships between attitudes towards CRM and purchase intention according to the donation size. These results suggest that such campaigns should be noted that the donation size may be associated with consumer attitudes towards CRM (specifically, regarding the behavioural component).

Such conclusion provides the managerial implication that the CRM campaign might be more successful if it were linked to a significant amount of donation, according to the consumer (the attitudes towards CRM would be more favourable), rather than symbolic. In this way, the analysis contributes to the understanding of consumer attitudes and CRM, and adds to knowledge in the domain of CRM. By investigating CRM response in Spain, the study regionally expands existing research.

However, results and conclusions should be qualified according to a number of limitations, which include:

- The fact that this study was made in Extremadura (a region of Spain). Therefore, it is necessary to be careful when transferring these results to other geographical and cultural settings, because the effect on consumer responses may be different.
- There are other variables influencing attitudes, which were outside of the scope for this study (e.g. product quality, product type, available information, brand type, or willingness to pay more), and which could impact on results.
- There is a lack of behavioural measures.

Finally, and from everything mentioned above, we propose the development of new studies and other research related to CRM. For example, we could broaden this study to include other possible aspects from the marketing strategy related to attitudes towards CRM (e.g. the product type, product quality, available information, brand type, or willingness to pay more for a CRM product) and to examine their interrelation effects. Or we could conduct cross-cultural studies to observe the possible influence of culture on attitudes towards CRM, according to the donation size.

The development of experimental designs (i.e. scenarios for different donation sizes and/or different formats) could also be very useful to our research (and we could also compare actual behaviour and purchase intentions). This will allow the continued advancement and expansion of our understanding of CRM.

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