



**Online Cause-Related Marketing: The Impact of  
Donation Amount and Congruence on Consumers'  
Response**

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## **Copyright Statement**

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## Abstract

Cause-related marketing (CRM) is an increasingly popular corporate tactic, used to achieve sales promotion objective while supporting social causes. Originally, it was practised offline, and academic research on CRM has focused on that context (Ha 2008; Segev et al. 2014). However, the online medium presents unique characteristics, such as interactivity and global access, which influence marketing. Advances in digital technology and e-commerce innovations enable online marketers to target charity site visitors with their products through affiliated cause marketing (ACM) and cause-sponsorship (CS) advertisement tactics which are forms of online CRM.

Typically, firms communicate an offer through an explicit donation to the charity in question, contingent on purchases made via a banner advertisement linked from the brand's site (ACM ad format), or make a declaration of the brand's association with the charity (CS ad format). In light of this, this study investigates the impact of the main design features of the two typical forms of advertisers' banner advert on charity websites by asking:

- I. Whether and how the donation amount in an ACM ad format influences consumers' response regarding purchase intention.
- II. Whether and how the ad context congruence in a CS ad format influences consumers' response regarding purchase intention.
- III. Do consumers respond more positively towards an ACM ad than a CS ad regarding attitudes and purchase intentions?

The study uses a web-based experimental-survey design, with 538 UK national representative panel participants to generate field data. It examines this data using ANOVA and structural equation modelling (SEM) techniques.

The main findings: i) support the hypothesised positive direct effects of donation amount (with respect to ACM ad format) and ad-context congruence (with respect to CS ad

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format) on consumers' purchase intention; ii) the media effect in CRM demonstrates the serial mediating roles of 'attitudes towards the ad' and 'perceived CSR motive of firm' of the donation amount-purchase intention link, while 'attitudes towards the ad' mediates the ad-context congruence and purchase intention link; iii) charity cause involvement moderates the positive link of ad-context congruence to purchase intention; iv) attitude towards CS is found to be stronger than ACM with small donation; and iv) purchase intention towards the ACM ad formats is stronger than towards the CS ad format. The study makes theoretical and practical contributions by identifying composite models of consumers' response towards ACM and CS tactics, with more favourable purchase intention towards ACM than CS.

**KEYWORDS:** Cause-related marketing, online advertising, affiliate marketing, donation amount, ad-context congruence, banner advertisement.

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## Declaration

I declare that no material contained in the thesis has been used in any other submission for an academic award.

Signature ..... Date .....

NDASI WILSON

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## Glossary

Noted below is a list of the most important terminologies and abbreviations which are used throughout this thesis.

**Ad, advert, banner ad:** these terms are used interchangeably but in a certain context one may read better than another.

**ACM:** Affiliated Cause Marketing, the practice of firms displaying a banner advert on an affiliated charity website with an explicit donation amount.

**Ad-context congruence, congruence, ad-website congruence:** these terms are used interchangeably but in a certain context one may read better than another.

**AM:** Affiliate Marketing

**Cause:** a 'cause' in cause-related marketing includes any good cause, charity or non-profit organisation activity that provides a social service, as opposed to a profit-making venture (Adkins 1999, p.10).

**CFA:** Confirmatory Factor Analysis.

**CSR:** Corporate Social Responsibility.

**CS:** Cause Sponsorship.

**CRM:** Cause-related Marketing.

**Donation amount and perceived donation amount:** the donation amount is operationalised and measured in the study as perceived donation amount (continuous variable).

**EFA:** Exploratory Factor Analysis.

**Internet, online:** the terms internet and online are used interchangeably in this research to refer to activity which occurs via the medium of, and is facilitated by, the electronic

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exchange and processing of information on the world wide web. However, in a certain context one may read better than another.

**PI:** Purchase Intention

**SEM:** Structural Equation Modelling

**Strategy:** ‘any plan for achieving goals and objectives’ (Imber and Toffler 2000, p.525).

**Tactic:** ‘A set of strategic methods intended to promote the goods and services of a business with the goal of increasing sales and maintaining a competitive product’ (businessdictionary.com).

## **Chapter 1 - Introduction**

### **1.1 Introduction to Chapter**

This chapter begins by presenting a brief background to the topic, before defining and discussing online cause-related marketing (CRM) in the context of affiliate marketing (AM) and cause-sponsorship (CS). It establishes the fundamental concepts of donation amount and ad-context congruence in the design of online cause-related marketing ads, and highlights gaps in the literature before setting out the study's research questions. The proposed research framework and hypotheses, which are determined in Chapter 2, are presented, together with an outline of the significance of this research and the motivation to undertake it. The methods employed in the investigation are briefly indicated with the resultant contributions, and the structure of the thesis is set out.

### **1.2 Background**

The last two decades have overseen the growth of various forms of online advertising due to the opportunities which the online marketplace provides for businesses to market their products and services. UK spending on online advertising was £8.6 billion in 2015, of which 35% accounted for display advertising formats (IAB 2016). This growth in online advertising expenditure provides unprecedented opportunities for researchers and advertisers to explore effective online marketing strategies.

In this quest, advertising scholars recognise the need to evaluate traditional marketing strategies, such as CRM and AM, in the context of the online marketplace (Ha 2008; Segev et al. 2014). For example, the placement of a firm's banner advertisements on charity fundraising websites to target visitors is both innovative and increasingly popular. This advertising tactic is conceptually grounded in CRM (Harrison-Walker and Williamson 2000; Husted and Whitehouse Jr 2002) and AM (Goldschmidt et al. 2004; Brown 2009; Hofer 2012; Bowie et al. 2014). Typically, both strategies are 'win-win', as the marketer pays only for planned and achieved results, such as a completed purchase transaction, while the charity (or affiliate) partner gains a bounty (donation) for

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facilitating customer traffic towards the brand. The alliance of firms and charities through CRM provides financial and social benefits to charities and businesses.

CRM originated in the early 1980s, when American Express launched a national campaign to generate funds for the renovation of the Statue of Liberty (Varadajan and Menon 1998; Adkins 1999; Polonsky and Speed 2001). Since then, it has become a standard marketing strategy or tactic to demonstrate corporate social responsibility across products and services (BITC 2016), which researchers predict will intensify in the future (Koschate-Fischer et al. 2012). Implementation of it became possible online with the start of online banner advertising in 1994, and this is conceptualised as AM (Goldschmidt et al. 2004; Brown 2009).

The purpose of this study is to examine the effectiveness of display ads on charity fundraising websites, which represent the operationalisation of CRM online. In fact, CRM is often used as a firm's communication activity to achieve a set objective, such as to generate a favourable purchase intent, gain favourable customer attitudes towards a company, increase favourable purchase intentions toward company brands, create a higher level of visibility for an organisation, and to gain an enhanced corporate image and access to a non-profit organisation's supporters, who could be potential customers.

## **1.3 Setting the Context**

### **1.3.1 Online Consumers and Advertising**

Both the internet and the rapid development of technology have resulted in a new global market with no barriers in terms of time and space. The extensive integration of the internet into the daily lives of billions has led to the emergence of a new consumer profile, called the 'online consumer' (Racolta-Paina and Luca 2010; Akar and Nasir 2015). The purchase decision-making process of an online customer is affected by different factors from those affecting a consumer in a physical store, which are discussed based on the commercial nature of the internet, including instructiveness, global reach, timelessness and informativeness (Cheng et al. 2009; Hoffman and Novak 2009; Racolta-Paina and Luca 2010). These influence the shopping orientation and habits of an online customer

differently compared to a traditional shopper, who can see, touch and feel the products (Akar and Nasir 2015).

The broad acceptance of the internet as a commercial medium and its phenomenal development has meant that having an online presence has become a business imperative (IAB 2016). E-marketers are on the lookout for online promotional approaches which can be effective in breaking through the clutter of ever-increasing competition to gain, satisfy and keep customers in a cost-efficient and measurable way. ‘Online advertising’ refers to any commercial content available on the internet that is designed by businesses to inform consumers about a product or service (Schlosser and Shavitt 1999). While these may include various tools and techniques, this study considers the use of a display banner advertisement in the promotion of CRM messages, with charity fundraising websites as the affiliate publisher.

As will be discussed in detail in Chapter 2, banner adverts convey their advertising message visually, typically using text, photographs or other graphics. Advertisers target particular traits to increase an ad’s impact, and visitors to charity/cause websites have unique characteristics that may be targeted by advertisers. As these sites are often focused on a social issue, they attract readers who are socially conscious, interested in that issue, know about it and want to contribute (Lee et al. 2013). This profile of charity/cause website visitors means they have both the motivation and ability to process information related to a particular charity, two fundamental tenets of involvement (Petty and Cacioppo 1981), which may influence information processing and support ad effectiveness. Therefore, context may be more important for advertising charity websites compared to other media, providing advertisers with the opportunity for narrow targeting to reach a very interested consumer audience. This study will provide advertisers with insights into how to strategise CRM ad placement on this media platform more effectively.

### **1.3.2 Online Cause-Related Marketing**

The precise conceptualisation and definition of such marketing in the literature is a subject of debate, leading this research to specify a perspective which applies to the online medium. Essentially, it is grounded in relationship marketing between a firm and a charity/cause partner (Husted and Whitehouse Jr 2002; Stewart and Pavlou 2002),

amounting to a ‘win-win’ plan concerning marketing outcomes between the partners. The conceptual arguments regarding what constitutes the strategy or tactic centre on whether a firm’s support for a charity/cause is ‘conditioned’ on consumers making a purchase of a nominated product (Varadarajan and Menon 1988), or whether it is ‘non-conditional’, which entails a firm establishing a contract with a charity and guaranteeing it a fixed amount for the use of its name. This study adopts an expanded perspective of CRM, which holds that a firm’s support for a charity can be ‘conditional’ and ‘non-conditional’; therefore, CRM is:

“A commercial activity by which businesses and charities form a partnership with each other to market an image, product or service for mutual benefit.”  
(Adkins 1999, p.11)

According to this definition, the design of a CRM ad message placed on a charity website may require that site visitors purchase the brand to generate a contribution to the charity/cause (i.e. conditioned CRM), as in the planning and implementation of an AM tactic. In this form of conditioned, sometimes referred to as transactional (Varadarajan and Menon 1998), support, the consumer implicitly donates to a charity by making a purchase via the banner advert link to the main advertiser website. The implication is that the donation amount offered is a key design feature of the ad message, which may determine its effectiveness. The above definition of CRM also implies that the donation to charity may not be tied to a consumer making a purchase (non-conditioned), a tactic which describes a form of Cause Sponsorship(CS) (Wang 2015).

In CS, the context of the ad message or ad-context congruence effect (Segev et al. 2014) can determine the effectiveness of a banner advert. As will be discussed in Chapter 2, firms use a conditioned or non-conditioned CRM to pursue a variety of marketing objectives, such as increased sales, attracting new customers, retaining existing customers, increasing market share, gaining a competitive edge, improving customer loyalty, enhancing their corporate image, improving social responsibility, countering negative publicity, increasing brand awareness, and attracting media attention (Cunningham 1997; Ross et al. 1991; Smith and Alcorn 1991; Varadarajan and Menon 1988; Adkins 1999). As not all advertising plans achieve all these objectives, it is

therefore crucial that the marketer should understand how the design features of an ad may impact on consumers' attitudinal and behavioural responses.

Accordingly, this study concentrates on ad donation amount and congruence as key intrinsic ad design features (Brajnik and Gabrielli 2010), to investigate the effectiveness of conditioned and non-conditional CRM banner adverts displayed on charity websites. The importance of the concepts of donation amount and ad-context congruence in the design and implementation of online conditional (ACM) and non-conditioned CRM (CS) is elucidated to provide a foundation for the study's conceptual framework.

### **1.3.3 Donation Amount in Affiliated Cause Marketing Ad Format**

As the preceding section set out, conditioned CRM coincides with the online AM plan, and donation amount is the key intrinsic ad design feature. In this study, donation amount is defined as the percentage of the product sales price provided by a firm to a charitable cause for each consumer transaction. AM designates the promotion organised by third parties to generate potential customers for the online advertiser. A third party or affiliate receives a payment based on sales made through their advertising (Goldschmidt et al. 2004; Brown 2009); this amounts to a 'win-win' relationship between advertiser and charity, which characterises traditional CRM.

For example, rather than accessing an airline's e-commerce website to purchase an airline ticket, charity-minded individuals may instead conduct their online shopping via a banner advertisement for the airline on their favourite charity's website, which promises that a set percentage of the ticket selling price will go to the charity. In this plan, the standard price of the ticket remains the same, but as the customer makes the purchase via the charity's website, the organisation in question can earn a set percentage of the price.

Tracking technology (referred to as 'cookies') enables the identification of customers' purchasing paths, and facilitates resultant contributions to a designated charity (Grobman 2000; Harrison-Walker and Williamson 2000; Husted and Whitehouse Jr. 2002). Online consumers implicitly donate to a chosen charity by shopping via a firm's ad link on its fundraising page. Typically, a contribution to an affiliated charity may include three standard processes: cost per thousand, cost per click and cost per action, e.g. where the

purchase is completed on the firm's e-commerce site via the charity's site (Goldschmidt et al. 2004; Brown 2009; Techopedia 2016).

### **1.3.3.1 Affiliate Cause Marketing as a Tactical form of Online Cause-related Marketing**

As a review of the literature does not indicate an inclusive term which describes the placement of a conditional CRM banner advert on a charity's website (with a donation amount offer), this study introduces the term 'affiliated cause marketing' (ACM) to describe the practice of firms displaying a banner advert on an affiliated charity website, with an explicit donation amount. Throughout this study, this ad format will be designated as ACM. Although the literature has characterised models of CRM as either strategic (Varadarajan and Menon 1988, Sundar 2007) or tactical (Drumwright and Murphy 2001; Van den Brink et al. 2006; Sundar 2007), in this study ACM is investigated as a tactical form of online CRM campaign. ACM is tactical in nature because it involves short-term commitment of a firm or business unit towards a marketing campaign with the lesser involvement of senior company management, which may distinguish it from strategic marketing (Van den Brink et al. 2006; Sundar 2007).

Examples of ACM include Laithwaites, a wine company, placing an advertisement on the National Trust's website in 2014 that offered to donate 3% of each sale of a case of wine sold through the site; similarly, Traidcraft offered Christian Aid 10% from sales of its products advertised on the latter's site, ASDA offered the Prince's Trust 10% of the sales price of glassware (Prince's Trust 2014), Cancer Research UK received 25% of the price of any Arena Flowers sold via the former's website (Cancer Research 2014), and the Little Good Company (LGC) donated seven pence to Christian Aid from every pack of sausages sold via the latter's website (Christian Aid 2014). What these examples show is that in AC, the donation amount can be highly variable, and the impact on the overall effectiveness of advertising needs to be clearly understood.

### **1.3.3.2 ACM as an Online Market Communication Tactic**

This research situates the theoretical foundation of ACM in the wider field of marketing communications. The distinctive attribute of the online promotion tactic is that it proposes benefits of a brand to socially minded customers and a social cause as well as the unique

differences of a brand with the intention of stimulating a purchase or behaviourally moving the consumer toward a sale. Also, the study presents ACM to firms facing the realities of online competition with a revolutionary advertising thought, which has emerged as a natural evolution in marketing communications, brought about by the interactivity of internet technology. Conceptually, ACM does combine the various facets of marketing communications such as advertising, direct response, sales promotion and public relations to provide clarity, consistency, and maximum online communication impact.

### **1.3.4 Congruence in the Cause Sponsorship Ad Format**

While conditional CRM coincides with AM, non-conditional CRM represents CS, which refers to advertising for which a firm pays a charity or cause, in exchange for access to the consumers who support that charity or cause (Wang 2015). Sponsorship is widely used online by firms as a means of marketing communication, thereby enabling a sponsor brand to develop increased awareness, build its brand and enhance purchase propensity (Daw 2011; Chang 2012; Wang 2015). Like ACM, CS is investigated in this study as another form for a tactical online CRM communication.

Websites have become an important way of leveraging CS (Wang 2015) via CRM, and charities embrace sponsorship mostly for financial or fundraising reasons (Andreasen 1996; Berglind & Nakata 2005). The distinguishing feature of CS, compared to ACM, is that the online customer is invariably unaware of the donation amount which firms offer a charity/cause before using its website as a display ad medium. Existing studies suggest that ad-context congruence is a fundamental concept considered in the design of such ads (Harrison-Walker and Williamson 2000; Rodgers 2004).

Ad-context congruence is defined as the degree to which the advertising material is thematically like the editorial content of the media vehicle (Zanjani et al. 2011). As charity websites provide the medium through which to advertise various products, the effect of congruence on the effectiveness of CS ad formats also needs to be understood. The next section sets out this study's research framework.

## 1.4 Research Gaps

The previous section described the use of ACM and CS formats in the implementation of online CRM. Importantly, the discussion highlighted the concepts of donation amount and congruence in the design of ‘conditioned’ and ‘non-conditional’ formats of online CRM. A key marketing outcome variable measure is that of purchase intention (PI), where consumer PI estimates the possibility of a consumer buying a product (Morwitz & Schmittlein 1992).

Donation amount and PI are of great importance because both can affect the profitability of the ad-sponsoring firm. On the positive side, a higher donation should create more benefits for customers and establish a good feeling in them, which in turn should lead to a higher PI. Moreover, increases in donation amounts from potential customers can induce brand switching for products with CRM (Cone 2015). However, donating more involves greater costs for a firm, which can reduce profitability (Krishna and Rajan 2009). Thus, understanding how donation level affects PI in ACM is essential; yet this study is not aware of any research which has addressed this in the context of online CRM.

Although the main effect of donation amount has been found to induce favourable consumers’ responses (Arora and Henderson 2007; Human and Terblanche 2012; Koschate Fischer et al. 2012) and sometimes no significant responses (Chang 2008), this research argues against extrapolating such findings to online CRM. Online media has unique characteristics which can influence market communication outcomes, such as interactivity, wide reach, convenience, or timelessness (Wolfenbarger and Gilly 2001), that may have a differential effect on consumers’ responses. Thus, investigating how donation amount impacts on online consumers’ responses is clearly necessary.

The literature review suggests that only a few studies have examined the effect of ad-context congruence (e.g. Newman et al. 2004; Segev et al. 2014; Rieger et al. 2015) and has highlighted the important role of congruence in enhancing brand recall and click-through rates for purchase behaviour. However, research addressing how this effect may vary across situations and circumstances is lacking. This study argues that such a limited approach to the study of the main effects of donation amount and congruence may fail to capture the real effect which the interaction of several relevant factors may cause in the

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implementation of CRM, particularly via the internet. Accordingly, in an effort to close this gap this study examines a set of mediating variables (attitudes towards the ad, perceived corporate social responsibility (CSR) motive of firms), which may explain how the main effects of donation amount and congruence impact upon PI, as well as a set of moderating variables (helping behaviour, religiosity, cause involvement, and perceived firms' credibility), which may strengthen or weaken the impact of the main effects, through the formulation of three research questions which are set out in the next section.

## **1.5 Research Questions and Hypotheses**

The purpose of this study is to examine whether and how the donation amount in ACM and congruence in CS ads impacts on consumer PI. As e-marketers often must decide to implement either ACM or CS in their online CRM, this research seeks to compare consumers' responses towards these ad formats. Specifically:

- I. Whether and how the donation amount in ACM ads influences consumers' responses regarding PI.
- II. Whether and how the ad-context congruence in CS ads influences consumers' responses regarding PI.
- III. Whether consumers respond more positively towards ACM ads than CS ads in terms of attitudes and PI.

To address these research questions a number of hypotheses have been developed from the literature review which consists of a critical examination of empirical studies of conventional CRM and online advertising, looking at areas such as marketing communications and consumer values.

### **Research question one (ACM) hypotheses:**

*H<sub>1a</sub>: There is a positive direct relationship between the company donation amount and click PI in online CRM banner advertisements (ACM).*

*H<sub>1a2</sub>: Ad-website congruency moderates the positive relationship between perceived donation amount and PI, such that the greater the congruence the stronger the impact of donation on PI.*

*H<sub>1b</sub>: There is a direct and positive relationship between consumers' perception of the CS ad-charity website congruence and PI.*

*H<sub>2a</sub>: Consumers' perceived company CSR motive mediates the impact of the donation amount on PI in ACM ads.*

*H<sub>3a</sub>: Consumers' attitudes towards a ACM ad mediates the impact of the donation amount on PI.*

*H<sub>3b</sub>: Consumers' attitudes towards a CS ad mediates the impact of ad-website congruence on PI.*

*H<sub>4a</sub>: Consumers' perceived firm's CSR motive in ACM has a direct and positive influence on attitude towards an ad.*

*H<sub>5a</sub>: Helping behaviour positively moderates the impact of the donation amount on PI, such that the stronger the helping behaviour the stronger the effect in ACM.*

*H<sub>6a</sub>: Involvement positively moderates the impact of the donation amount on PI, such that the stronger the involvement the stronger the effect in ACM.*

*H<sub>7a</sub>: A firm's credibility positively moderates the impact of the donation amount on PI, such that the stronger the credibility the stronger the effect in ACM.*

*H<sub>8a</sub>: Religiosity positively moderates the impact of the donation amount on PI, such that the stronger the religiosity the stronger the effect in ACM.*

**Research question two (CS) Hypotheses:**

*H<sub>1b</sub>: There is a direct and positive relationship between consumers' perception of the CS ad-site context, congruence, and PI.*

*H<sub>2b</sub>: Consumers' perceived company CSR motive mediates the impact of the congruence on PI in a CS ad.*

*H<sub>3b</sub>: Consumers' attitudes towards a CS ad mediate the impact of ad-website congruence on PI.*

*H<sub>4b</sub>: Consumers' perceived firm's CSR motive in CS has a direct and positive influence on attitude towards an ad.*

*H<sub>5b</sub>*: Helping behaviour positively moderates the impact of ad-congruence on PI, such that the stronger the helping behaviour the stronger the effect in CS.

*H<sub>6b</sub>*: Involvement positively moderates the impact of ad-congruence on PI, such that the stronger the involvement the stronger the effect in CS.

*H<sub>7b</sub>*: A firm's credibility positively moderates the impact of ad-congruence on PI, such that the stronger the credibility the stronger the effect in CS.

*H<sub>8b</sub>*: Religiosity positively moderates the impact of ad-congruence on PI, such that the stronger the religiosity the stronger the effect in CS.

### Research question three hypotheses:

*H<sub>9a</sub>*: Online consumers will have a more positive attitude towards an ACM ad than a CS ad.

*H<sub>9b</sub>*: Online consumers will have a more positive PI towards an ACM ad than a CS ad.

Figure 1.1 and Figure 1.2 set out the research frameworks for this study; these models are developed and described in Chapter 2.

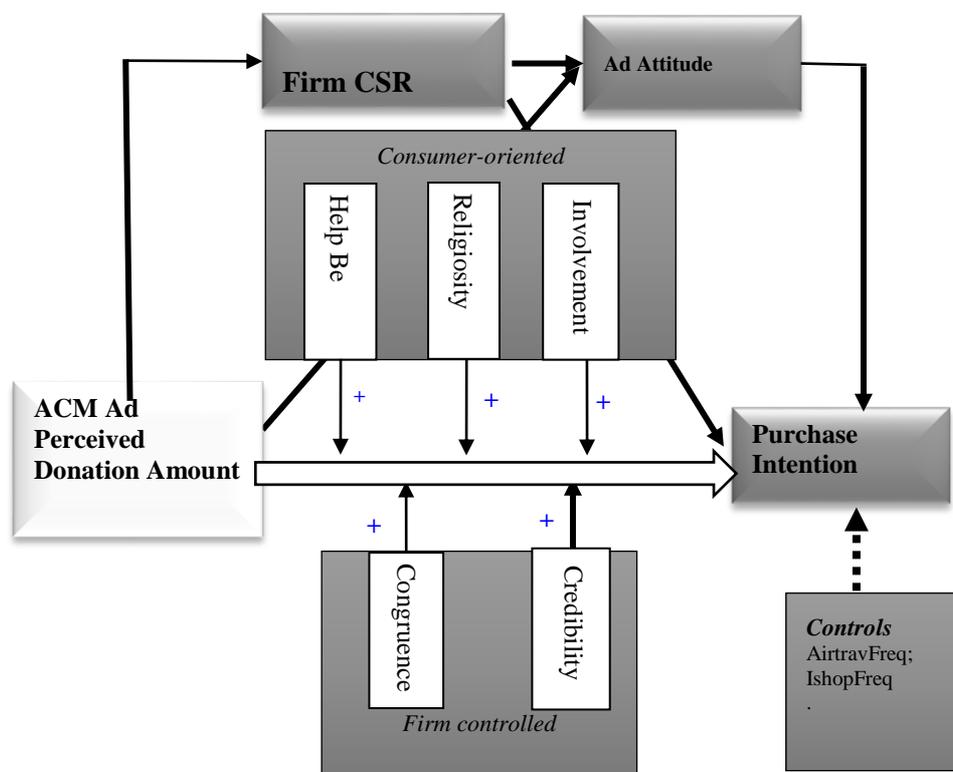


Figure 1.1: ACM consumers response framework

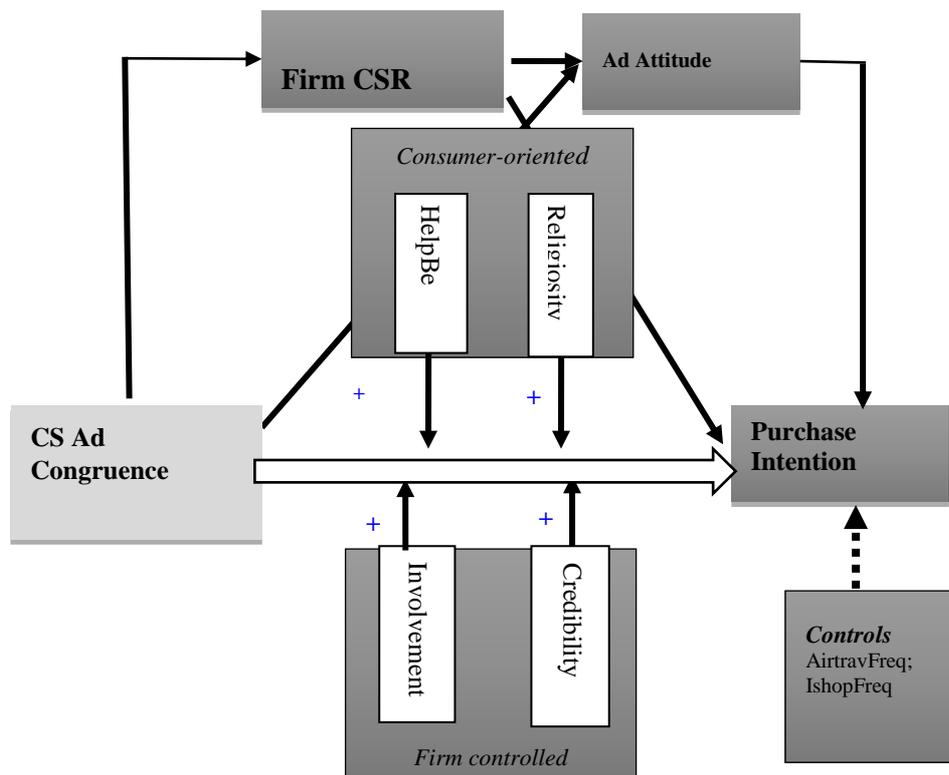


Figure 1.2: CS consumers' response framework

## 1.6 Methodology

The research questions were investigated using a quantitative approach and experimental/survey strategy; specifically, an online experimental survey between groups was used. An online-based experimental survey enabled the recruitment of a large representative sample of online UK consumers (through the form of a panel), and provides ecological validity, imperative to the nature of this study. The panel participants were randomly assigned to a manipulated donation amount group and a CS ad format group. Online survey instruments were developed by adapting existing scales to measure the variable constructs of interest, and the data generated were analysed using structural equation modelling (SEM) (Q1 and Q2) and analyses of variance (ANOVA-Q3) based techniques.

## **1.7 Relevance of the Study**

In addition to the academic interest regarding how this research pertains to the theoretical gaps and managerial issues noted earlier, the potential benefit of this study for key stakeholders motivates the choice of research topic. The findings should be of importance to academics, advertisers, online fundraisers and socially conscious online consumers.

### **1.7.1 Support for Corporate Social Responsibility**

Today, CSR has attained ever-greater recognition and increasingly enthusiastic acceptance in both the academic literature and corporate practice (Kotler et al. 2012). The current study reinforces the idea of ‘doing well by doing good’ by introducing an innovative approach, and explains how online enterprises can benefit from CSR, as well as contribute to society. ACM enables consumers to trigger a contribution to a charity from an enterprise, contingent on a complete purchase transaction.

### **1.7.2 Understanding Media Effects on Cause-Related Marketing Research**

Researchers have extensively studied and reported the influence of CRM on consumer behaviour in traditional mediums. Yet the internet can provide greater levels of convenience, interactivity, accessibility and location utility, as well as almost instant search times.

This study responds to extant research calls to investigate the application of conventional marketing theories and practices on the internet (Ha 2008). The unique characteristics of the internet present challenges and opportunities for both research and practice in terms of advertising effectiveness (Ha 2008; Segev and Wang 2014). The distinctiveness of charity websites is clear; usually, they are issue-focused, covering areas such as religion, health, education, environment, or poverty relief, and they attract visitors who are interested in these issues, want more information and contribute (Chun-Tuan 2008).

These features mean that charity website visitors have both the motivation and ability to process the message content of the site; important attributes of involvement necessary for ad message processing (Petty and Cacioppo 1981). The issue or context might be an important element in advertising on charity websites when compared to other media,

enabling advertisers to target an interested, attentive audience. Therefore, this study can provide advertisers with insights on how to strategise banner advert placement in this media more effectively.

### **1.7.3 Cost-Effective Internet Advertising**

Many small internet retailers have limited budgets and may not be aware of the most cost-effective advertising methods. Through performance-based advertising plans they can avoid the risk of making expensive payments which may be ineffective. Advertising on charity websites can provide an effective means of attracting highly interested customers. The distinctive feature of CRM is that an advertiser's contribution to a designated cause is often 'linked to the buyers engaging in revenue-producing exchanges with the advertiser' (Varadarajan and Menon 1988).

### **1.7.4 Fundraising Channels for Charity**

The UK non-profit sector has in the past been heavily reliant on traditional forms of fundraising, such as radio, television and door-to-door collections. The growing number of charity organisations vying for support, as well as competition for donations, indicates the pressing need for innovative fundraising techniques. Moreover, fundraising methods need improving because of the pressure and increased demands on charitable funds (Bennett 2009). Fewer collectors and rising costs have imposed pressures on traditional methods of fundraising, leaving charities in search of alternatives.

This study describes a fundraising mechanism which does not require a consumer to donate from their 'pocket money' to charity. Rather, the retailers with which consumers shop can donate on behalf of customers when purchases are completed. This research sets out a mechanism through which internet customers can integrate pro-citizen behaviour with how they spend money online. This study facilitates understanding of consumer behaviour and perceptions towards the design of the promotional method.

## **1.8 Findings and Key Contributions**

This study builds upon previous CRM and online advertising research addressing the effects of donation amount and congruence on consumer response in online CRM, and

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serves as a building block in our understanding of consumer behaviour in the online environment. Its findings indicate that:

- i. The main effects of donation amount and ad-context congruence positively impact upon consumers' PIs.
- ii. Attitudes towards the ad and perceived firms' CSR motives mediate the impact of the donation amount on PI.
- iii. Attitudes towards the ad mediate the impact of context congruence on PI.
- iv. Charity/cause involvement moderates the relationship between ad-context congruence and PI, but not the effect of donation amount on PI.
- v. Helping behaviour, religiosity, and perceived firm's credibility are not significant moderators of the primary effects of donation amount and congruence on PI.
- vi. Attitudes and PI towards ACM ads are stronger than towards CS ads.

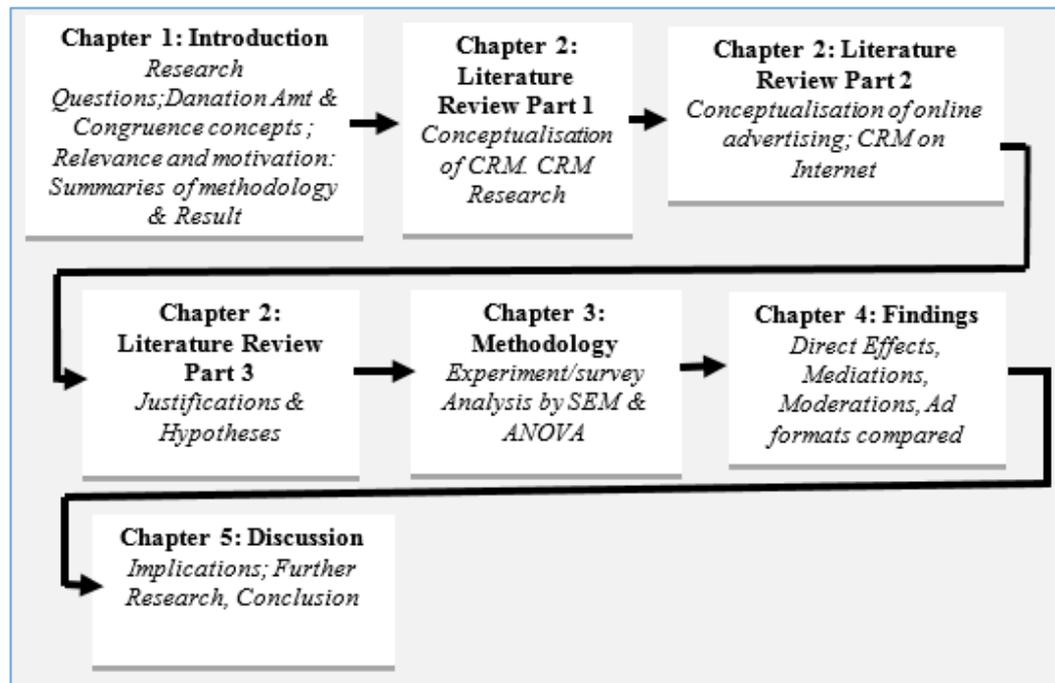
**The main contributions of the study:**

- i. Identify ACM and CS composite models of consumer responses towards online CRM, verifiable by using a children's charity website medium in the UK.
- ii. Indicate the media effect on CRM and confirm the positive effects of donation amount on consumer response behaviour, found in the traditional CRM context. However, the results contradict the moderating effects of helping behaviour and involvement identified in a similar study in the traditional CRM context (Koschate-Fischer et al. 2012).
- iii. In response to calls in the literature to explore the mechanisms which might enhance or mitigate the effectiveness of ad-context congruence online (De Pelsmacker et al. 2002; Moore et al. 2005; Zanjani et al. 2011), this study extends the previous research. It finds that attitudes towards the ad mediate ad-context congruence on the charity's website. This result demonstrates the critical role of cause-involvement in moderating this effect (congruence-PI) and validates the results of a recent study of this effect on ad blogs (Segev et al. 2014).

- iv. The study also suggests that online consumers may have more favourable PIs towards ACM than CS ad formats, and provides valuable information for e-marketers considering options for online CRM advertising campaigns.

The findings, contribution and implications of the research are discussed in detail in Chapter 5.

## 1.9 Conclusions and Outline of the Dissertation



**Figure 1.3: The research process**

This chapter has set out the research questions directing this study, conceptualised and introduced the ACM ad and CS ad formats, and established the concepts of donation amount and congruence in the design of ad formats. It has also outlined key areas of relevance and motivation.

Chapter 2 presents the literature review in three parts, which are structured to contextualise the phenomenon of ACM and CS marketing within the parent disciplines of CRM (Part One) and online marketing (Part Two), while Part Three sets out the arguments which guide the formulation of the hypothesis. Chapter 3 presents and justifies the researcher's chosen positivist philosophical stance, quantitative approach, and

experimental survey strategy against possible alternatives. It also justifies the SEM and ANOVA tools adopted to analyse the field data.

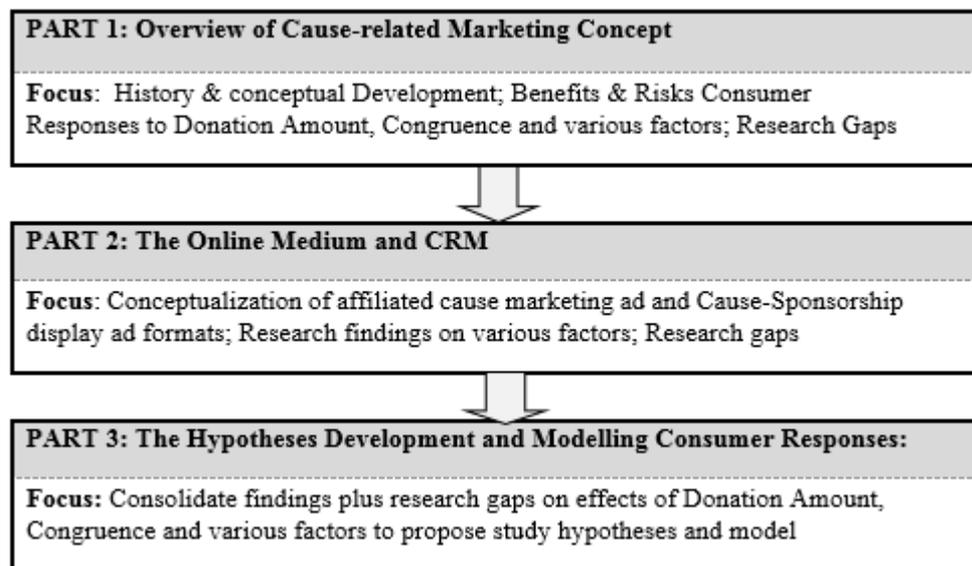
Chapter 4 presents the study's findings and specifies the impact of the direct effects of donation amount and ad-context congruence on consumer PI. The findings clearly indicate the mediator and moderator effects on the direct relationships of donation (ACM ads) and congruence (CS ads) on consumer PI, leading to modifications of the proposed models in Chapter 2 depicting consumers' responses towards online CRM. The chapter also looks at the comparative effectiveness of the two ad formats.

Finally, Chapter 5 discusses the findings in the context of the current literature by logically mapping each hypothesis and finding against related research. The chapter presents implications for theory and practice, identifies the study's limitations, and makes recommendations for areas of further research.

## Chapter 2 - Literature Review

### 2.1 Introduction

Neuman (2006) states that the goals of the literature review in any piece of research are to: i) demonstrate familiarity with the relevant body of knowledge and build credibility; ii) indicate the current state of research, and show how the study fits in and adds to the wider body of knowledge; iii) integrate and summarise what is known in an area; and iv) stimulate new ideas (p.111). This chapter sets out to achieve these goals by drawing primarily from the literature on traditional CRM and online advertising to provide the foundation for this study. Accordingly, Figure 2.1 depicts the organisation of the review, which is divided into three parts.



**Figure 2.1: Organisation of Chapter 2**

Part One will present an overview of conventional CRM by considering the conceptual development, marketing communication objectives, associated benefits and risks, and consumers' responses to the effects of various factors, primarily the donation amount to charity and ad-context congruence. In addition, in this part significant gaps in the literature will be identified and summarised. Part 2 is concerned with advertising in

relation to CRM in the internet medium. It covers the attributes of the internet for advertising and the conceptualisation of CS and AM ad formats for internet CRM. Research on various relevant factors affecting consumers' behaviour on the internet is examined, and further relevant literature is identified. In addition, a reflection on the ethical implications of CRM in general is presented. Finally, Part Three consolidates the existing research findings and literature gaps highlighted in Part One and Part Two to formulate the research hypotheses regarding consumer responses to CRM display adverts on charity websites.

## 2.2 Documentation

This review on CRM research commences with a presentation of the key studies in Table 2.1 followed by a critical review of the relevant areas.

**Table 2.1: Overview of CRM research**

Author	Focal feature/Effect	Finding/Comment
<b>Section 1: Conceptualisation</b>		
Adkins 1999	Conceptualisation	Discusses the concept, principle and practice of CRM.
Daw 2006	Conceptualisation	Discusses the concept, principle and practice of CRM.
Varadarajan and Menon 1988	Conceptualisation	Conceptualisation of CRM.
Andreasen 1996	Conceptualisation	Models of CRM include transaction based promotion, joint issue promotion, licensing (e.g. logos), and risk in CRM.
Cunningham 1997	Conceptualisation	CRM can involve ethical issues, so must be carefully planned
Drumwright 2001	Conceptualisation	CRM is a form of societal marketing, like strategic philanthropy, sponsorship.
Gupta and Pirsch 2006	Conceptualisation	Overview of CRM as a concept, advantages and disadvantages.
Andersen and Johansen 2016	Conceptualisation	CRM in the context of relation marketing, serves as a communication tool that explicitly conveys the connection between company and cause, enforces the commitment of the company to the cause.

Author	Focal feature/Effect	Finding/Comment
<b>Section 2: Donation Amount</b>		
Müller et al. 2014a	Donation Amount	Donation amount enhances CRM if consumers do not have to trade off monetary benefit.
Krishna and Rajan 2009	Donation	Shows that consumers involved in CRM can end up giving less money directly to a social cause or charity.
Arora and Henderson 2007	Donation Amount	Small donation amounts are more effective than an equivalent price discount in CRM.
Krishna 2011	Donation Amount	Shows that consumers who buy cause-marketing products end up giving less money to charity. Cause marketing can result in fewer donations.
Müller et al. 2014	Donation Amount Donation Framing	Donation size impacts CRM success. Affects choice of brand. Donation framing moderates impact of donation size.
Human and Terblanche 2012	Donation Amount	Lack of significant differences pertaining to attitudes towards CRM, alliance and participation intention.
Holmes and Kilbane 1993	Donation Amount	Retailers considering CRM have a range to allocate donation amount.
Koschate-Fischer et al., 2012	Donation Amount	Impact of donation amount is moderated by helping behaviour, warm glow, familiarity, and involvement.
Strahilevitz 1999	Donation Amount Product Type	Donation amount interacts with product type. Calls for investigation of effect addition variables.
Moosmayer and Fuljahn 2010	Donation Amount	Donation size has a significant influence on consumer goodwill toward the CRM campaign and on consumer perception of the benefit to the NPO.
Chang 2008	Donation Framing	Beneficial effects of product type on CRM most often occur when donation is framed in absolute monetary terms.
Chun-Tuan 2011	Donation Amount	Hedonic product (guilt appeal) is more effective than utilitarian product type in CRM. A high donation amount for a hedonic product may not be favourable.
Ellen et al. 2000,	Donation Situation	Consumer response to a disaster related cause was more positive than ongoing cause. No effect on the evaluation of brand's commitment. Mixed results were found regarding congruency of product to cause.
Webb and Mohr 1998	Donation Amount	Found a group who were sceptical of donations as mainly brand self-serving.

<b>Author</b>	<b>Focal feature/Effect</b>	<b>Finding/Comment</b>
Pracejus and Olsen 2003	Donation Amount	Literature review. With large donations, CRM is more effective when it is applied to frivolous products; with small donations, there are no differences between product types.
Folse et al. 2010	Donation Amount	Donation amount - PI link in CRM has impact on firm inferences and customers' acceptance of CRM.
Moosmayer and Fuljahn 2013	Donation Amount	Donation amount has an influence on consumer goodwill toward CRM, external perceptions, and is moderated by gender.
Koschate-Fischer et al. 2012	Donation Amount	Motives attributed to the company mediate the moderating impact of fit on the donation.
<b>Section 3: Congruence (or Fit)</b>		
Barone et al. 2007.	Congruence	Congruence positively moderates perceptions of firms CSR motives for engaging in CRM, and the affinity of the consumer toward the partnering cause.
Bigné-Alcañiz et al. 2009	Congruence	Congruence between a company and the charity cause generate more positive CSR attribution and enhance credibility and attitude toward the sponsor. Sponsors' credibility mediates congruence attitudes toward CRM.
Rifon et al. 2004)	Congruence	Congruency engenders stronger responses.
Becker-Olsen et al. 2006	Congruence	None congruency negatively impacts consumer beliefs, attitudes, and intentions irrespective of firm's motivation.
Lafferty et al. 2004	Congruence	Attitudes toward both cause and brand are enhanced if perceptions of the alliance are favourable.
Pracejus and Olsen 2004	Congruence	Brand and charity congruence influence choice. Donation to a high congruence charity can result in 5–10 times the value of donation to a low cause situation.
Hamlin and Wilson 2004	Congruence	Congruence between products and causes does have a significant effect on consumers' evaluations of products that carry a cause 'brand identity' as part of a CRM campaign.

Author	Focal feature/Effect	Finding/Comment
Chen et al. 2014	Congruence	The interplay between corporate associations and cause congruence suggests that incongruent causes are preferable for companies more strongly associated with corporate ability, while congruent causes are preferred for companies more strongly associated with CSR.
Barone et al. 2007	Congruence	<b>The two variables of consumer's affinity to the charity cause and perceptions of the company motive in CRM can moderate the evaluation of CRM.</b>
Zdravkovic et al. 2010	Congruence	Fit sub-dimensions (micro and macro) are significantly related to the attitude toward the sponsorship and the brand. Attitude toward sponsorship mediates the relationship between fit and attitude toward the brand.
Ellen et al. 2000	Congruence	Donation situation (disaster vs. ongoing cause) and congruency of donations.
Lafferty et al. 2004	Congruence	Congruence is a key variable affecting customers' acceptance of the alliance.
Koschate-Fischer et al. 2012	Congruence	Congruence has a negative moderating impact on the relationship between the donation amount and willingness to pay.
<b>Section 4: Product Type</b>		
Boenigk and Schuchardt 2013	Product Type	CRM is more effective for higher donation amounts for luxury goods. CRM is a viable fundraising tool.
Baghi et al. 2009	Product Type	Product type: frivolous and utilitarian products.
Chang 2008	Product Type	Frivolous products perform better than practical products in CRM.
Chang 2012	Product Type	Hedonic product types can generate guilt .
Strahilevitz 1999	Product Type	Frivolous products perform better than practical products in CRM purposes.
Subrahmanyam 2004	Product Type	Practical products found to be more successful than hedonic products in CRM.
Galan-Ladero et al. 2013	Product Type	Significant positive attitude relationships between consumer behaviour toward CRM and product type, in favour of utilitarian products.
Polonsky and Speed 2001	Product Type	Consumers may use the donation to a cause to rationalise their purchase of Wood (2001) hedonic products and thus overcome cognitive dissonance.

<b>Author</b>	<b>Focal feature/Effect</b>	<b>Finding/Comment</b>
Baghi et al. 2009; 2010	Product Type	The product type influences how people perceive a CRM programme. Moreover, it can interact with the mental estimation effect.
Chun-Tuan et al. 2011	Product Type	Guilt appeals could be influenced by product type. There is an interaction between guilt appeal and donation magnitude when promoting hedonic products with CRM.
Chang 2009	Product Type	Responses toward harmful products in a high consistency fit bundled with a hedonic attribute were lower for a utilitarian valued product.
Subrahmanyam, Saroja 2004	Product Type	Contradictory findings, non-significance of hedonic product type on effectiveness of CRM. The Oriental setting of the study could explain this contradiction.
<b>Section 5: Perceive Credibility</b>		
Goldsmith et al. 2000	Credibility	Corporate credibility promotes attitudes towards the ad, brand and PI.
Rifon et al. 2004	Credibility	Congruence between a company and charity cause generates more positive CSR attribution and enhances credibility and attitudes toward the sponsor. Sponsors' credibility mediates congruence attitudes towards CRM.
Alcañiz et al. 2010	Credibility	Perceived company credibility does interact with perceived corporate social responsibility.
Bigné-Alcañiz et al. 2010	Credibility	Altruistic consumers use altruistic attribution to form judgements on brand credibility; non-altruistic consumers base their assessment on company/cause congruency.
Inoue and Kent 2014	Credibility	Effectiveness of may CRM depends on perceived credibility of firm sponsoring the charity cause.
Bigné-Alcañiz et al. 2009	Credibility	Considers effect of CRM on altruistic and non-altruistic consumers. Altruistic consumers employ altruistic attribution to evaluate company credibility in CRM messages, while non-altruistic consumers' base evaluation on perceived congruence.
<b>Section 6: Familiarity and Involvement</b>		
Hajjat 2013	Involvement Level	High involvement in a cause makes central promotion more salient, and less involved consumers are influenced by peripheral cues.
Hyllegard et al. 2011	Involvement	Involvement in social causes predicts PIs.

<b>Author</b>	<b>Focal feature/Effect</b>	<b>Finding/Comment</b>
Koschate-Fischer et al. 2012	Involvement	Cause involvement moderates the impact of donation amount on willingness to pay.
Harben and Forsythe 2011	Familiarity	Company/charity alliance can be an effective way for less familiar brands to establish positive associations with consumers.
La Ferle et al. 2013	Familiarity	Attitudes toward CRM campaigns stronger in context where the tactic is novel (e.g. India) compared to where it is popular (e.g. USA)
<b>Section 7: Gender</b>		
Vilela and Nelson 2016	Gender	As other-oriented processors, women respond more favourably to CRM than men.
Webb and Mohr 1998	Gender	Men scrutinise firm's motives in CRM more than females do.
Marhana, Mohamed and Osman 2011	Gender	Consumer responses to CRM are positively moderated by gender. Cause proximity does not show any considerable impact on consumer response.
Ross et al. 1992	Gender	Females are more favourably inclined to CRM strategy than males
Hyllegard et al. 2011	Gender	Gender does not influence attitude towards brand, but does predict PIs.
Moosmayer and Fuljahn 2010	Gender	Consumer perception of company CSR motive determines attitudes CRM strategy and consumer attitude.
<b>Section 8: Consumer Values</b>		
Galan Ladero et al. 2015	Consumer Values	Attitudes toward CRM are influenced by sociodemographic characteristics, with personal values acting as mediator.
Koschate-Fischer et al. 2012	Helping Behaviour	Donation amount can be moderated by helping behaviour
Moosmayer and Fuljahn, 2013	Perceived Motive	Altruistic motives increase consumer evaluations and, by contrast, in many studies, campaigns are evaluated more positively when product cause fit is low.
Folse et al. 2010	Perceived CSR Motive	CSR motive mediates participation intention.

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## Part One: Overview of Cause-Related Marketing

### 2.3 Defining Cause-Related Marketing

Academic and business literature documents that the expression ‘cause-related marketing’ was first brought into the public domain by the American Express company in 1983, to describe the marketing communication programme launched in support of the renovation of the Statue of Liberty in the United States (Varadarajan and Menon 1988; Berger et al. 1999). The marketing plan was that American Express promised to donate a penny for the renovation of the Statue of Liberty for each use of its charge card and a dollar for each new card issued in the US between September and December 1983. Subsequently, American Express had a 28% increase in card usage over the same period in 1982 and a 45% increase in the number of new cards issued. The campaign resulted in a \$1.7 million contribution by American Express (Robinson et al. 2012; Andrews et al. 2014) to the Statue of Liberty-Ellis Island Foundation (Adkins 1999; Varadarajan and Menon 1988). Since then, there has been an accelerated interest in CRM activities by marketing managers and academics (Adkins 1999).

Although the term was coined by American Express, the literature reveals that the practice of profit-inspired business support to a charity was not entirely new. Husted and Whitehouse (2002, p.5) confirmed that McDonald’s organised a locally run campaign of this type in 1974, while Adkins (1999, p.9) also cited the William Hesketh’s gift scheme of 1890 in the UK. This was a £2000 retail promotional prize offer that was not won by customers participating in the programme themselves, but rather customers were required to nominate charities by sending tokens from purchased cartons of Sunlight product; the prize was then distributed to the charities in proportion to the customers’ nominations. Like American Express, not only did the Sunlight business make increased sales and profit, but charities could earn additional funds from the programme, while customers also benefited from the opportunity to support worthy causes of their choice with their spending power.

As indicated earlier, academic interest in CRM was ignited following the success of the marketing plan of American Express leading to the first definition of this form of marketing by Varadarajan and Menon in their seminal publication as:

‘The process of formulating and implementing marketing activities that are characterised by an offer from the firm to contribute a specified amount to a designated cause when customers engage in revenue-providing exchanges that satisfy organisational and individual objectives.’ (Varadarajan and Menon 1988, p.60)

Although the above definition is widely accepted in CRM literature, it has also been criticised as a narrow definition of this marketing. This key criticism is often related to the emphasis on transactional based donations to a charity cause, triggered by a purchase. Several authors argue that CRM also manifests in non-transactional strategies, such as sponsorship, advertising, and sales promotion. For example, Berger et al. (1999) state that CRM is an umbrella term which, in addition to stimulating a purchase-linked donation, may also include co-branding activities and programmes that are less promotion-oriented, and may even resemble strategic alliances. The marketing can take several forms, including the donation of funds, employee volunteers, and the donation of materials (Meyer 1999; Gupta and Pirsch 2006). Andreasen (1996) adds to the various definitional perspectives by identifying three types of CRM alliances:

- Transaction-based promotions, whereby a firm donates funds, a product or materials in proportion to revenues generated.
- Joint issue advertisements, where a firm, in conjunction with a non-profit, agree to create awareness of a social issue through distributing promotional materials and advertising.
- Licensing of the name or logo of a non-profit to a firm in return for a fee.

CRM has also been described as a new form of corporate-non-profit engagement mission based on fundraising, and a corporate marketing and social responsibility discipline (Daw 2006). In describing CRM, Daw (2006) outlines four characteristics that differentiate CRM from other forms of cooperation between profit and non-profit organisations. These include the creation of value for stakeholders and the community, a mutually valuable collaboration and partnership between profit and not-for-profit organisations, the

participation of employees and consumers, and communication of the value of the CRM programme to the public.

Business in the community, a non-profit organisation in the UK, has contributed to the conceptual development of CRM defining it as:

‘Commercial activity by which businesses and charities or causes form a partnership with each other to market an image, product or service for mutual benefit.’ (Adkins 1999, p. 49)

According to this perspective, the question of whether a marketing activity is CRM or not has a direct answer in the light of the broader definition of the concept. Adkins (1999, p.49) argues that other forms of marketing activity in the marketing mix may be used to activate, facilitate or communicate CRM. That is, where the marketing strategy/tactic interacts with a cause or charity then there is the manifestation of CRM. This definition allows for activities between companies and non-profit organisations that may not be strictly revenue or donation driven.

Providing a more recent perspective, Andersen and Johansen (2016, p.2) propose that CRM needs to be redefined in the context of relation marketing as a ‘joint value and identity construct with connected, critical and empowered consumers that can transform consumer criticism into brand involvement and community commitment.’ This new conceptualisation of CRM hinges on the idea that marketing communication must not be reduced to the company vision and strategies, but should be developed in partnership with consumers. The model provided by Andersen and Johansen (2016) shifts a company’s positioning from an active and compassionate subject supporting a charity cause, to a passive and covert facilitator. Instead, the active role is assumed by the consumer, whose position is modified from that of a mere supporter to a pragmatic, socially conscious consumer and a responsible citizen. Anderson and Johansen (2014) further argue that this new view of CRM relations can strengthen brands, transform consumers and encourage social change.

In summary, the main differences between the various perspectives of CRM depend on whether the focus is on purchase-based transactions only, or includes non-transactional commercial activities, such as CS. A common thread across the various perspectives (see

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Table 2.1, Section 1: conceptualisation) is that CRM describes a marketing strategy or tactic embarked upon by a business and a charity in collaboration, whereby each party has something that they hope to achieve from the relationship. A firm will gain from the goodwill it generates by contributing to a charity cause, which may ultimately lead to brand preference and increased sales (Kotler et al. 2012; Cone 2015). In turn, a charity gains from the additional funding stream, and the consumer benefits from the halo effect of participating in a campaign that benefits a good cause (Adkins 1999; Cone 2015). Thus, CRM represents a ‘win-win-win’ marketing strategy/tactic that benefits all the primary stakeholders involved.

In the present research, the broader definition of CRM as indicated above is adopted. However, in examining the effectiveness of ad placement on charity websites, this study identifies a need to incorporate the concept of AM, which coincides with donation-based transaction CRM. Accordingly, this is the subject of further discussion in section 2.14.2.

## **2.4 Cause-related Marketing in the Context of Corporate Social Responsibility**

CSR is defined as ‘recognising that companies have a responsibility to a range of stakeholders’ groups which include; customers, employees, suppliers, shareholders, the political arena, the broader community, the environment’ (Adkins 1999, p.17). CSR is also referred to as corporate citizenship, which is not just community involvement and corporate philanthropy, but ‘is the totality of a company’s impact on society at home and abroad through stakeholders such as employees, investors and business partners’ (Adkins 1999).

The CSR concept incorporates the notions of ‘social’ and ‘responsibility’, thus the meaning and function thereof suggests a humane approach at first glance (Aksoy 2015). In addition, CSR indicates an economic role that firms can apply to gain a better market share by moving ahead of their competitors. The idea of CSR gained prominence due to trade liberation and internationalisation of markets, accompanied by the withdrawal of government investments both in the developed and developing countries. This situation presented a growing gap between the social needs of communities and the government

capability to fund or provide for them. As firms exert a great role in the economies of communities and have significant influence within them, the communities' recourse to them is to contribute to solving social issues using the economic power they possess.

Businesses and the community in which they work are interlocked in a shared destiny, so that the strength or weakness of one essentially impacts on the other. People within society possess the dual role of citizens and consumers, and can use their purchasing power and influence to compel corporations to wisely meet their needs more efficiently (Cone 2012, 2015). CRM is therefore one of the strategies that firms can use to contribute to the development of the society in which they operate, as well as to enable them to achieve business imperatives.

The literature has identified at least three major stages in the development of CSR: voluntary involvement; mandated involvement; and social responsibility as an investment (Stroup et al. 1987). Early corporate support for society causes (1900-1954) was characterised by voluntary social responsiveness by corporations. Because these charitable undertakings reduced profits, the firms involved were those that could afford to be (Bronn and Vrioni 2001). However, as Varadarajan and Menon (1988) point out, although these activities were voluntary, they were not always purely altruistic, due to a 1954 New Jersey Supreme Court ruling requiring corporate philanthropy to benefit shareholders directly.

The next phase describes the mandated CSR (the 1970s) which developed as corporations realised they were only permitted to operate at society's discretion (Varadarajan and Menon 1988). Increased regulatory and stakeholder pressures pushed firms to undertake social activities that were not necessarily in their shareholders' best interest. Thus, corporations began to stay away from supporting causes that represented their direct corporate interests (Varadarajan and Menon 1998).

The next phase in the evolution of CSR, performance-related philanthropy (1980s to the present), resulted from the corporate realisation that a variety of benefits accrue from philanthropic activities. Varadarajan and Menon (1988) note that this stage bridges the gap between voluntary and mandated giving. Corporations now realise that wider charitable giving not only benefits society, but also has the potential to help corporate

stakeholders directly. One way in which CSR helps stakeholders is through increased reputation.

The phenomenal development and adoption of internet technology means that the rate and ease at which consumers can access price information and corporate practices is spectacular, making global benchmarking possible. To survive competition, businesses need to differentiate themselves, and one such way is through the projection of corporate values and visions that reflect a concern for social issues. In a recent study, Chernev and Blair (2015) reveal that a favourable reputation through CSR even leads to a better evaluation of firms' products as being superior in quality and justifying premium prices; CSR advantages gained through CRM are a long-term investment in the performance of the firm. CSR aligns with brand awareness, and can lead to successful brand differentiation resulting in a competitive advantage (Adkins 1999).

## **2.5 Cause-related Marketing in the Context of Marketing Communications**

Also, CRM (including ACM and CS) is situated in the parent discipline of Marketing Communications. Marketing communications is defined simply as 'a means by which a supplier of goods and services, values and/or ideas represents itself to its target audience with the goal of stimulating dialogue, leading to better commercial or other relationships' (Egan 2015, p.4). The exchange process of goods and services is developed and managed by identifying consumers' requirements and then targeting segments of the consumer population with offerings that could satisfy their needs. The primary task of CRM (ACM or CS) as a unique marketing communications tactic is to make the target audience aware, informed, persuaded and convinced into taking the marketer's desired action. In fact, the process has been succinctly described as 'all instruments by means of which a company communicates with its target groups and stakeholders to promote its products or the company or ...the art of seducing a consumer on his way to your competitor' (De Pelsmacker et al. 2013, p.600). This task is necessitated because of competition or other impediments to favourable action, such as the lack of motivation or conviction (Fill, 2002).

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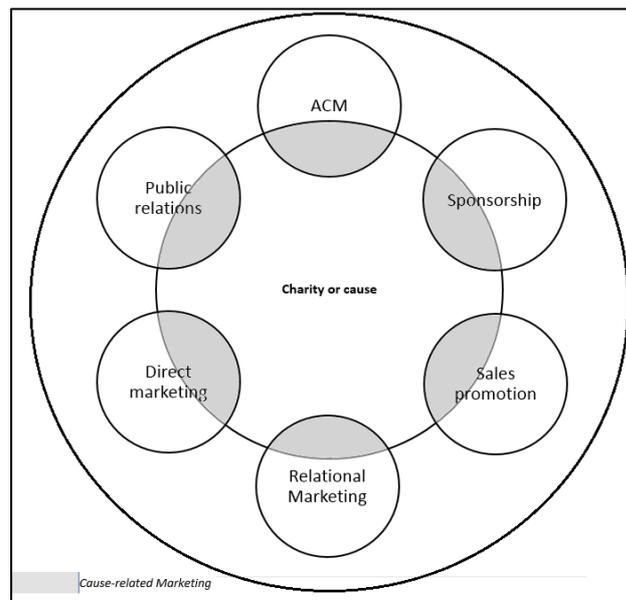
Marketing communications can associate a brand with a person, cause, place, experience, or object. In these and other ways, marketing communications allow marketers to transcend the physical or digital nature of their products or the technical specifications of their services to imbue goods and services with additional meaning and value. In doing so, marketing communications can contribute to greater brand purchases and sustained consumer loyalty (Keller 2001). The role of marketing communications is to create brand awareness, generate favourable brand attitudes and stimulate purchase intention (Belch et al. 2012). In fact, the practice of advocating CSR in marketing communications activities is commonly known as CRM (Bronn and Vrioni 2001, p. 214).

Today's marketplace, especially the internet, is characterised by many great products of similar quality, price and service. In their ever-increasing need to differentiate themselves and their product, many firms are turning to the use of CRM as a communications tool. Essentially, businesses communicate through their advertising, packaging, promotions and their CSR, namely their affiliation or work with a charity or support for causes. The point is to attract consumers wanting to make a difference in society through their purchasing.

Historically, CRM was referred to as involving a 'sales promotion with a PR spin' (Duncan 2002, p.644), a type of horizontal cooperative sales promotion (Varadarajan and Menon 1998, 61) and as 'company advertising with social dimensions' (Drumwright 1996, p.71). In addition, CRM role as a market communication strategy/tactic is seen in the objectives indicated in

**Table 2.2.** Specifically, the objectives of CRM tend to focus on generating a favourable brand image, and consumers' good will that can ultimately influence purchase behaviour and increase sales. Section 2.7 identifies firms' motivation and objectives for participating in the marketing. Furthermore, CRM adds value and relevance in all facets of the marketing communication mix, including sponsorship, sales promotion, direct marketing, public relations, advertising or innovative approaches as AM (Adkins 1999, p.49). For example, one can choose to use AM or sponsorship to activate and demonstrate CRM along with perhaps sales promotions and public relationships. As depicted in Figure 2.2, where a marketing communications approach intersects with a charity cause, there you find CRM. This includes ACM and CS and is discussed in detail in Part Two.

A charitable ‘cause’ here refers to any good cause, charity or non-profit organisation that exists to provide a social service, as opposed to a profit-making venture (Adkins 1999; Varadarajan and Menon 1988). The organisation of a cause is governed by an independent group of people, and any proceeds are reinvested in the activities associated with the cause. Causes cover a broad range of issues, for instance health, environment, education, religion, animal welfare, arts and education.



**Figure 2.2: CRM in the marketing mix**

Source: Adapted from Adkins 1998, p.50

## 2.6 Cause-related Marketing versus Philanthropy

There seems to be agreement that CRM strategies are designed to achieve business objectives. However, as the CRM concept evolves there is some ambiguity in the literature as to what specifically constitutes CRM. Controversies have arisen in the arena of philanthropy, sponsorship and other aspects of the marketing promotional mix. Early authors suggest that CRM is not synonymous with philanthropy, and it is argued that it is first and foremost a marketing designed to sell something, causing the convincing of consumers to make a purchase (Varadarajan and Menon 1988; Wagner and Thompson 1994; Cunningham 1997; Pracejus and Olsen 2003). Philanthropy refers to the generous provision of financial support (or otherwise) to a charity without any expectation of a return (File and Prince 1998; McAlister and Ferrell 2002); that is, there is no anticipated

impact on consumer attitudes and behaviour. However, when the altruistic endeavours are publicised, they do aspire to long-term objectives, such as generating community goodwill and enhancing the corporate reputation that can with time translate into increased sales/profits. In this context, philanthropy can be synonymous with an objective of CRM. This argument is supported by Drumwright (2001) who proposes that CRM and strategic philanthropy are both forms of corporate societal marketing, which also includes strategic sponsorship or advertising with a social dimension. He indicated that strategic philanthropy extends beyond a financial donation and may include the contribution of organisational expertise and the involvement of employees or business partners with the ultimate aim of generating consumers' goodwill and patronage.

## 2.7 Corporate Objectives of Cause-related Marketing

Within the relative short history of cause-related marketing research (less than four decades) academics have attempted to identify the main objective of CRM campaigns. While these efforts have provided considerable insight into the effects of the campaigns across different business and charity/cause types, it is not clear what primary business objective CRM addresses. The objectives that firms establish for their CRM tactics reveal the intentions and goals of the marketing campaign, in partnership with the charitable cause. A review of the literature highlights an array of objectives, which can be broadly classified under: revenue generation, image building, and raising brand equity (Table 2.2).

**Table 2.2: Corporate CRM objectives**

Sources: (Varadarajan and Menon 1988; Smith and Alcorn 1991; Ross III et al. 1992; Cunningham 1997; Westberg 2004; Crowther and Capaldi 2008).

<b>Revenue Generation</b>	<b>Corporate Image</b>	<b>Brand Equity</b>
Generate incremental revenue	Enhance corporate image	Increase brand awareness
Attract new customers	Improve social responsibility	Increase brand recognition
Retain existing customers	Counter negative publicity	Enhance brand attitude
Increase market share	Pacify customer groups	Differentiate brand

Competitive edge	Attract and retain employees	Attract media attention
Improve customer loyalty	Favourably influence external stakeholders (e.g. a government department)	

The problem with the above listing and classification of CRM objectives is that it can leave the marketer with the notion that CRM is a complete and inclusive marketing tool capable of achieving all business goals.

This researcher argues that although the motivation for undertaking CRM may be varied and multifaceted, sales promotion is, and should always be, firms' underlying objective in order to reap measurable benefits from the marketing. It is increasingly evident that it is difficult to use CRM to counter negative publicity, attract and retain employees, influence stakeholders, retain existing customers, or enhance corporate image, because these objectives are decreasingly likely to generate the 'quick fix' that they are often designed to achieve. This is because, unlike in the early years of CRM, consumers in the current digital revolution are increasingly sophisticated and marketing-savvy. They perceive these objectives as what they are, and expect that firms should earn the desired outcomes through long-term commitment and integrity in their involvement with a charity or cause.

Thus, CRM should be seen primarily as a sales promotion tactic, although other benefits may accrue from it, as will be indicated in the next section. This view is echoed by Business in the Community, a UK business-led, issue-focused charity, by stating that CRM is not philanthropy or altruism but simply sales promotion that firms market products and services by linking them to societal benefits (Business in the Community 2004, p.3). Similarly, in a much earlier survey of among corporate executives, Wagner (1994, p.9) found that CRM is essentially a marketing tactic to sell more products and increase profits. In fact, the notion that sales promotion should drive CRM cannot be exemplified any more clearly than in the case of American Express and the Ellis charity foundation campaign for the restoration of the Statue of Liberty. The campaign, which first coined the term 'Cause-related Marketing', raised \$1.7 million dollars for the

charity and the use and sales of new credit cards exceeded expectations (Varadajan and Menon 1988). These are measurable impacts of the marketing, which marketers are in need of in today's increasingly competitive advertising arena. Thus, this study will assess two forms of online CRM, ACM and CS, in the context of sales promotion objectives.

## **2.8 Benefits and Risks in Cause-Related Marketing**

Although CRM is a strategy/tactic that is designed to ultimately promote the purchase of a product has become increasingly common in today's marketplace, it presents several benefits, as well as risks, to the brand, charity and consumers involved. Consumer product firms that establish CRM initiatives have been praised for their contributions to charity causes, providing added value to purchases and enabling socially conscious consumers to both differentiate between competing companies and fulfil the altruistic need to support charity. However, firms implementing CRM are also criticised for their ambiguous, excessive, inappropriate, and ineffective use of this marketing approach (Polonsky & Wood 2001; Gupta and Pirsch 2006).

**As discussed earlier, the value of CRM lies in the mutual benefit that such initiatives provide to consumer product firms, consumers and charities, including the ability to enhance businesses revenue, build brand reputation, generate goodwill and positive consumer attitudes towards a company, provide consumers with a sense of personal fulfilment through giving, and heighten exposure and increase funding for a charity cause (Nan & Heo 2007; Varadarajan & Menon 1988; Webb & Mohr 1998, Gupta and Pirsch 2006). It is not the aim of this literature review to explicate the merits and demerits of CRM because these are quite straightforward and clear, although they are summarised in**

Table 2.3 and Table 2.4.

**Table 2.3: Overview of the benefits of CRM**

Sources: Varadarajan and Menon (1988), Adkins (1999), and Gupta and Pirsch (2006 p. 36-37).

Consumer Benefit	Charity/Cause Benefits	Company Benefits
<ul style="list-style-type: none"> <li>• Sense of enhanced value of purchases</li> <li>• Ability to differentiate between competing companies and fulfil altruistic need of supporting charity</li> <li>• A means to alleviate the feeling of guilt associated with the purchase of frivolous products</li> </ul>	<ul style="list-style-type: none"> <li>• Fundraising for charitable causes</li> <li>• Improved public awareness</li> <li>• Little or no out-of-pocket expense for the charitable cause to gain benefits</li> </ul>	<ul style="list-style-type: none"> <li>• Triggers favourable purchase intent or product choice among customers</li> <li>• Garners favourable customer attitudes towards the company</li> <li>• Increases favourable PIs toward company brands</li> <li>• Creates higher level of visibility for the organisation</li> <li>• Gains differentiated image due to partnering with a charity</li> <li>• Enhances corporate image</li> <li>• Communicates core company values to society</li> <li>• Gives the company a competitive edge</li> <li>• Reduces employee turnover</li> <li>• Gains access to the non-profit's supporters, who can be potential customers</li> </ul>

**Table 2.4: Overview of the risks of CRM**

Sources: Andreasan (1986), Gupta and Pirsch (2006 pp.36-37)

Company	Charity Cause	Consumer
<ul style="list-style-type: none"> <li>• Reduced marketing budget for other marketing activities</li> <li>• Money wasted due to partnership with a charity that offers little benefit.</li> <li>• Complication in assessing impact of CRM</li> <li>• Customers perceive the campaign as exploitation of the cause</li> </ul>	<ul style="list-style-type: none"> <li>• Perceived commercialisation of charity affairs</li> <li>• Wasted resources if the partnership fails to meet its objective</li> <li>• Loss of corporate flexibility to enter into other similar alliances with the sponsoring company's competitors</li> <li>• Use of unethical marketing practices by the corporate partner</li> <li>• Increased reliance on company's contribution</li> <li>• Individual donors perceive the cause no longer needs assistance, leading to decreased cause contributions and limiting ability of the cause to assist its constituencies</li> </ul>	<ul style="list-style-type: none"> <li>• Being misled by sponsoring firms that exaggerate cause-related marketing related generosity</li> <li>• Customers may mistakenly perceive cause has participated in the development of the sponsoring company's products and/or practices.</li> <li>• Adoption of new or supplementary causes by the non-profit organisation may be inconsistent with the consumer's perceptions of the cause from the time of their initial support</li> </ul>

## 2.9 Consumer Response to Cause-related Marketing

Existing research efforts have described how a CRM campaign influences customer attitudes and purchase behaviours. Overall, research has touted consumers' support of the marketing strategy/ tactic. The benefits to all stakeholders (consumers, charity cause and the brand) have led to tremendous acceptance of CRM as a practical CSR approach. In a recent IEG report (IEG Sponsorship Report 2016) it is predicted that CRM spent will reach £1.8 billion in 2016, a projected increase of 3.7% compared to 2015. Consumers' responses towards CRM is echoed by Cone (2015) in a global benchmark study, which reveals that not only do consumers expect businesses to put their resources to work for social change, but they want to participate in joining forces with companies to have an impact on the change. Over 94% of consumers indicated that they were likely to switch brands to one that supports a charity cause when given a choice between two products of

equivalent price and quality. The study suggests that consumers use their purchasing power to reward or punish firms based on their approach to social responsibility. It is without doubt that consumers now more than ever appreciate a company's support for relevant social causes, rewarding those companies that follow this path and punishing those that do not.

As with any marketing tactic, however, the real value of CRM is realised through successful implementation, which may be mediated by factors inherent in the social cause itself, as well as factors related to the firm/brand, the consumer, and the communication approach. In fact, there is some evidence that donation amount, brand-charity cause congruence, product type, cause type and scope (local vs. national/international), may influence consumers' attitudes and responses towards CRM.

This researcher thinks that to study CRM effectively on the web, it is imperative to identify and look at how various firm, charity and consumer dependent variables may affect responses to the tactic. This approach will provide a basis for investigating the effectiveness of online CRM in accordance with the research aims. Therefore, in the following subsections, the impact of the donation amount, brand-cause congruence, perceived firm's credibility and motives, product type, cause type, and consumers' values, and gender effects are evaluated using the existing CRM literature.

### **2.9.1 Donation Amount Effect**

The introductory chapter indicated that CRM is a marketing tactic that enables a sponsoring firm to affiliate itself with a charity, either by donating money that is 'linked to customers' engaging in revenue-producing transactions with the firm' (Varadarajan and Menon 1988, p. 60), or by using a CS tactic that supports a charity without consumers needing to make a purchase as a precondition of the donation (Adkins 1999; Daw 2006).

Previous CRM research (Table 2.1, Section 2: Donation amount) has mostly focused on the conditioned or transactional approach, and suggests that the amount donated to a charitable cause in most cases had positive effects (Strahilevitz 1999; Dean 2003; Pracejus et al. 2003; Folse et al. 2010; Koschate-Fischer et al. 2012; Müller et al. 2014). In the conditioned (transaction-transactional) approach, consumers implicitly donate to

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charity every time they make a CRM purchase. It is also observed that the CRM literature has ignored the effect of donation amount in online media advertising, even though it is an increasing popular tactic to offer a donation to charity in online ad content by advertisers. A more comprehensive evaluation of the literature will be presented in Part three. However, it is worth noting that overall, the findings on the impact of this variable on consumer behaviour are inconclusive. Specifically, in certain situations the donation amount may suggest an exploitative or altruistic motive on the part of the sponsoring firm. An assessment of the research findings that provide favourable support for the effect of donation amount on consumer responses (Pracejus and Olsen 2003; Landreth et al. 2007; Müller et al. 2014) shows that most of these studies do not show the mechanism by which the construct exerts its effect nor indicate whether there are important intervening factors that influence outcomes. Therefore, the question of how and whether the donation in CRM impacts consumers' behaviour remains an open one. This review of the literature assesses the gap in CRM research further in Part three in the context of online CRM to propose hypotheses for this study. A detailed examination of the donation amount variable is important as it has a direct impact on the profit-making capacity of a sponsor, as well as charity fundraising.

### **2.9.2 Charity-Cause Congruence Effect**

Although the effect of congruence (or 'fit') has been the topic of considerable discussion within CRM literature (Table 2.1, Section 3: Congruence), it is still not clear whether a firm should partner with causes offering high or low brand-congruence levels with its core business practices. Congruence refers to the fit or relatedness that is perceived to exist between a brand and selected charity. The perceived congruence is the degree of similarity and compatibility that consumers identify between a social cause and a brand (Lafferty 2007, p. 448). Positive relationships between brand-cause congruence and behavioural responses have been shown to include altruistic attributions (e.g. Rifon et al. 2004), brand credibility (Rifon et al. 2004) and product PI (Rifon et al. 2004; Becker-Olsen et al. 2006; Ellen et al. 2006; Lafferty et al. 2007; Bigné-Alcañiz et al. 2012).

Conversely, there is also empirical evidence that brand-cause congruence does not always have a positive influence on attitudes toward CRM (e.g. Ellen, Mohr and Webb 2000;

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Lafferty 2007), or on consumer attitude towards a brand and/or product (Barone et al., 2007; Lafferty 2007; Nan and Heo 2007), and consumers' PIs (e.g. Barone et al. 2007; Lafferty 2007). In fact, Drumwright (1996) cautioned firms against pursuing alliances with charities and supporting causes that were too closely related to their core products and services, arguing that brand-cause congruence might result in the perception that the firm was being exploitative.

The amount of research on the effect of congruence on consumers' behaviour has been considerable, although it is clear that the impact of the construct on consumer behaviour in various situations is not conclusive. The researcher argues that a deeper understanding of how brand-cause congruence influences consumer behaviour will help brands in selecting cause partners for effective CRM campaigns. In addition, there is a need to understand the process by which congruence exerts its effect, as well as the role of important intervening factors which exert effects on behavioural outcomes. This research aims to explore this relationship further in the context of online CRM. Therefore, in Part Three of this review, a further reflection on the empirical evidence is provided to propose the study hypotheses.

### **2.9.3 Product Type Effect**

Another important variable that features in several CRM studies is the product or service type involved (e.g. Strahilevitz 1998, 1999; Chang 2008, 2011, 2012; Galan-Ladero et al. 2013) (see Table 2.1, Section 4: Product type). These studies distinguish between two types of product, based on the affective states evoked. First, products can be hedonic, in that their consumption satisfies sensual pleasure, fantasy, and frivolous wants. The consumption of products such as confectionery, cinema visits and holidays can be classed as hedonic, and products with these characteristics can cause consumers to experience feelings of guilt before, during, and after purchase (Strahilevitz and Myers 1998; Chang 2011). In contrast, practical products are goal-oriented, and are usually purchased to satisfy a basic need, perform a functional task, or are a practical necessity. Practical consumption, such as buying a bottle of dishwashing liquid, toilet paper, or required textbooks, seldom results in either sensual pleasure or guilt.

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Strahilevitz and Myers (1998) and Chang (2008, 2012) suggest that generous incentives are more effective in relation to products perceived as frivolous than those viewed as practical, because hedonic products are more likely to arouse both pleasure and guilt, whereas practical products seldom produce either of these emotions. These authors propose the concept of affect-based complementarity, whereby emotions stimulated by hedonic products are countered or complemented by the feelings inspired by donations to charity. In their research, Strahilevitz and Myers (1998) and Strahilevitz (1999) found that CRM is more efficient in promoting hedonic products than functional products; importantly, their research shows that with generous donations, CRM is more effective in relation to frivolous products than practical ones. However, small donations do not seem to have any correlation with product type.

Subrahmanyam (2004) presents parallel results to explain emotive consumer responses. Per the findings, consumers buy functional products from brands linked to causes, but not hedonic products. Chang, in separate studies (2008, 2011 and 2012) confirms the results of Strahilevitz and Myers (1998), and more recent studies also confirm the increased effectiveness of CRM in relation to frivolous products over practical ones (Galan-Ladero et al. 2013; Galan Ladero et al. 2015b).

#### **2.9.4 Perceived Firm Credibility Effect**

The CRM literature provides evidence of the important role of the credibility construct (e.g. Goldsmith et al. 2000; Rifon et al. 2004; Alcaniz et al. 2010; Bigné-Alcañiz et al. 2010; Inoue and Kent 2014, see Table 2.1, Section 5: Perceived credibility). Companies pursue a CRM to enhance their brand image and to differentiate their brands from the competition (Bigné-Alcañiz et al. 2009), as well as to identify a positioning tactic in a cluttered marketplace. Although consumers are inclined to choose to purchase from companies that are socially responsible (Rifon et al. 2004; Bigné-Alcañiz et al. 2009; Inoue & Kent 2014; Bhattacharya & Sen 2004), they also appear to be sceptical about companies' CSR practices (Dean 2003). For instance, customers may think that a firm's social initiatives arise from a tactical, self-serving motive (Webb and Mohr 1998; Speed and Thompson 2000). In addition, since CRM is more of a marketing tactic than true

philanthropy, it is subject to scepticism and criticism on the grounds that it can be exploitative (Varadarajan and Menon 1988).

Consumers do not want to perceive themselves as being manipulated by companies, nor do they want companies to exploit or use their affinity with charities for their own selfish interests. It is in this context that the credibility of firms engaged in CRM is important. Consumers use a credibility judgement to determine whether to respond to a company's CRM offerings; a firm's perceived credibility will increase positive responses to a CRM, as consumers believe that the company's brand is truly helping a charity or cause. Touch points of consumers' credibility judgement of a company include the donation amount, whereby the higher the perceived donation amount, the stronger the perceived credibility of the company (Dahl & Lavack 1995; Strahilevitz 1999; Goldsmith et al. 2000; Koschate-Fischer et al. 2012), and the level of congruency of the company brand with the charity or cause. Congruent relationships between a company (brand) and a charity or cause tend to reduce scepticism about the alliance, and thus enhance the credibility evaluation of a company (Hamlin and Wilson 2004; Pracejus and Olsen 2004; Xiaoli and Kwangjun 2007).

### **2.9.5 Charity Involvement Effect**

The degree of involvement is also an important construct in CRM that is found to affect the public perception of the CRM activity (e.g. Harben and Forsythe 2011; Hyllegard et al. 2011; Koschate-Fischer et al. 2012; Hajjat 2013, see Table 2.1, Section 8: Consumer values).

In the context of CRM, involvement refers to the personal relevance or importance of an object to a consumer; involvement with a charity implies the extent to which a consumer feels a personal connection with the charity/social cause supported by a firm. In consonance with the Elaboration Likelihood Model (ELM) (Petty et al. 1983), when consumers are more involved with a charity then they process the CRM message more diligently, increasing cognitive elaboration (Berger et al. 1999). Cues such as a firm's perceived credibility and perceived altruistic motivations must be evident to elicit consumer responses. When consumers are highly involved with a charitable cause then they identify with the CRM of the sponsoring company, which may result in a strong

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commitment to reward the firm, for example by purchasing the brand. In contrast, when cause involvement is lower, a consumer will identify less with that cause and thus the sponsoring company, and consequently show less support for the company's CRM.

### **2.9.6 Choice of Charity Cause Effect**

Choice of charity or cause has also been examined in CRM research. In CRM activities consumers, may be given a choice of causes and a firm will donate to a charity or cause based of consumers' choosing. In this context, choice is beneficial to CRM insofar as it increases consumers' perceptions of their playing a 'personal role' in helping a cause. When a customer chooses a cause from a number of options, they can benefit from a feeling of importance and involvement, which increases the probability that they will purchase from a brand in support of a cause (Robinson et al. 2012). In their study, Robinson et al. (2012) found that CRM campaigns that allowed consumers to choose the beneficiary cause elicited greater customer support than those in which the company determined the cause. In addition, they showed that the impact of choice-making is more significant for consumers who are highly (vs. low) collective, and when a brand and charitable cause have low (vs. high) perceptual fit. This finding is extremely significant because it challenges the results obtained by prior brand/cause fit studies (Xiaoli and Kwangjun 2007), which suggest that consumer reaction to CRM communication is mostly positive when a cause and brand have a logical relationship to the customer.

CRM with the option for customers to choose their preferred charitable cause has been made possible by the internet (Austin, 2000, 2001; Aldridge and Fowles 2013). Reviewing the findings of cross-disciplinary studies on choice provides theoretical evidence for the importance of democratising cause marketing communication via the internet. In addition, a study by Botti and McGill (2011) demonstrates that when given a choice, consumers believe they are important and relevant stakeholders in the CRM transaction process, and hence gain a higher sense of being 'the determiner' of outcomes. A sense of recognition is thus created, which leads to more positive evaluations of outcomes (Botti and McGill 2011) than if a cause is determined by a firm independently of the customer. For example, Franke, Keinz and Steger (2009) showed that simply

choosing the colour of a T-shirt by clicking a few buttons on a website helps to improve product evaluation by creating an ‘I designed it myself’ effect.

Furthermore, when a consumer is involved in selecting a cause, then the cause is valued more highly, leading to an enhanced perception of personal role. The enhanced role that consumers perceive when they choose a cause bolsters their participation in CRM, as people tend to magnify their contribution in collaborative tasks (Burger and Rodman, 1983). The fact that personal acts are more valuable to the self than others’ acts (Ross and Sicoly 1979) helps to explain consumer commitment to the success of CRM. The above points can lead to more positive reactions to CRM campaigns where consumers are given a choice; however, it should be noted that choice does not always make CRM communication more successful. In an online context, the effectiveness of providing a choice between charitable causes could be attenuated when there are too many competing causes on a website (e.g. charity emporium) to choose from (Austin 2001).

### **2.9.7 Familiarity and Attributed Motive Effect**

There is evidence that a consumer’s perspective of, and subsequent purchases in response to, a CRM campaign can be influenced by a general pre-exposure to a marketing strategy, charity, or company. For instance, findings in a comparative study of consumer responses to CRM campaigns in India and the US confirm the prediction that familiarity with a marketing strategy may not generate as strong a favourable response as it can do in a context where consumers are less familiar with the strategy (La Ferle et al. 2013). In this comparative study, the Indian consumers found CRM campaigns novel and attributed more altruistic motives to the brands executing the strategy than the US consumers, who were more familiar with the strategy (La Ferle et al. 2013). This finding suggests that a company charity partnership can be a profitable marketing strategy for less well-known businesses and products to establish positive associations with consumers.

### **2.9.8 Perceived Firms' Motive Effect**

The literature also provides evidence that higher levels of congruence between a company and cause will enhance evaluations of CRM. However, the practical experience is that companies often provide support for causes that are relatively unrelated to their core business practices (Brown and Dacin 1997), thereby exhibiting low degrees of

congruence. In addition, some studies have indicated that where there is very high charity congruence, CRM can suffer from consumer suspicion of exploitative motives. (e.g. Drumwright 1996). In an experiment, Barone et al. (2007) found that greater perceived congruence between a retailer and its focal cause improved evaluations when consumers attributed a positive motive to the retailer's effort.

### **2.9.9 Perceived Firm Effort Effect**

In the context of this study, perceived effort refers to the amount of energy put into a behaviour, and is affected by participants' evaluation of the CRM offering. For instance, a cash donation is perceived as less effortful, and studies have shown that compared to product or service donation, monetary donations lead to less favourable evaluations of the offer (e.g. Ellen et al. 2000). Product donations are seen to suggest a greater sacrifice on the part of the company than money; in general, the more effort the giver is perceived to have invested in a gift, the more generous and caring the giving is. This investment of effort may explain the perceived inappropriateness of monetary gifts in many situations (Ellen et al. 2000).

### **2.9.10 Consumer Values Effect**

Although many studies in CRM have addressed factors shaping individual responses toward CRM, surprisingly, not much attention has focussed on how consumer values such as religiosity or helping behaviour (that vary across consumer population) may influence the impact of CRM, even though their importance in marketing theory is widely accepted. Values are defined as ‘concepts or beliefs, about behaviours or desirable end states that transcend specific situations, guide selection or evaluation of events and responses, and are ordered by some hierarchical structure’ (Schwartz and Bilsky 1990, p.550).

Values have been used to interpret and forecast consumer attitudes and behaviours because they predict behaviour (Lavack and Kropp 2003). Thus, values have the potential to shape attitudes toward donation behaviour, helping behaviour, and CRM. Consumer values pertain to their prosocial orientation, and are prerequisites of coordinated social interactions between individuals, and the survival and welfare of groups (Zasuwa 2015). According to Schwartz (2006, cited in Zasuwa 2015), values are elements of a cognitive system and are beliefs closely linked to emotions. In addition, they are motivational

variables, representing desirable goals that individuals strive to accomplish. They also transcend specific actions and situations, and do not refer to any specific activities, situations or objects. Moreover, values serve as a criterion for evaluation; thus, they can guide the selection of activities, marketing offers and brands regarding CRM.

### **2.9.10.1 Religiosity Effect**

Religiosity is a multidimensional concept, which Wilkes et al. (1986) view as encompassing one's religious beliefs, frequency of worship attendance and perceived importance of spiritual values. Charity and religion go hand in hand, and major religions stress the need to help others. In Christianity, for instance, it is a command to help (Luke 10:25-37; 1Timothy 5:10), and even enemies are to be loved and supported (Proverbs 25:21; Romans 12:20). Religious commitment has inspired people to start hospitals, schools, charitable organisations and to volunteer in social causes. Christianity and other major religions of the world, such as Hinduism and Islam, stress the importance of helping the needy (Ranganathan and Henley 2008). Hindus are required to remove their sins by donating cows, money, and land to the poor, and an annual charitable donation called 'Zakat' is a mandatory religious duty for a Muslim.

Given this background it is indicative that religiosity drives behavioural intentions, and Chau et al. (1990) found religiosity to correlate positively with consumers' altruism. In a study in a church context, attendees were more altruistic than non-attendees (Smith et al. 1999), with those who attend church twice as likely to volunteer to help others compared to those who do not attend (Wilson and Janoski 1995). Several other studies have also connected the practice of religion, church attendance, and charitable behaviour (e.g. Dionysis and Shabbir 2011).

Religious tenets encourage even the poor to donate to charities. In contrast, Mazereeuw-van der Duijn Schouten et al. (2014, p.437) note that religiosity does affect attitudes and behaviour, but the relationship between religion and actual pro-social behaviour has been found to be weak. A further assessment of the literature on the potential moderating role of religiosity is provided later in this chapter.

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### 2.9.10.2 Helping Behaviour Effect

The charitable impulse of reaching out to help another in need is recognised as a universal human value and behaviour. Helping behaviour is defined as ‘action that enhances the welfare of the needy other, by providing aid or benefit, usually with little or no commensurate reward in return’ (Bendapudi et al. 1996, p.36). Helping others may take many forms, and can be as trivial as aiding an elderly person by carrying their shopping, to more heroic acts of risking one’s life to save someone from drowning, or by providing support via an intermediary charitable organisation (Bendapudi et al., 1996). Examining the effect of helping behaviour is important, because it facilitates an understanding of how and why individuals give to charity.

Bendapudi and Bendapudi (1996) conducted an extended review of the helping behaviour literature and arrived at the conclusion that motivations for helping behaviour have not received adequate attention in the field of marketing (Polonsky et al. 2002). Other researchers have also identified this gap (Bennett 2003; Peloza and Hassay 2007; Sargeant, 2014), and have taken steps to propose new models. For instance, the broad conceptual framework and process model of helping behaviour by Bendapudi et al. (1996) identifies three forms of helping behaviour: no support, token help, and serious help, and highlights the effects of high and low involvement supporters. In addition, Sargeant’s (2014) decision process model suggests a consumer support behaviour that can be exhibited by uninvolved supporters, such as those who are motivated by a desire to reduce income taxes. Furthermore, Bennett (2003) argues that empathy and individual relevance of a charity/cause are salient factors in the decision to provide support to a charity.

Numerous individual intrinsic factors exert a significant influence on the inclination to offer help to others (Bendapudi et al. 1996; Polonsky et al. 2002). These factors include pity, social justice, empathy, sympathy, guilt, fear and the need to increase self-esteem, and in addition, the characteristics of a charity, such as involvement, credibility, and reputation, influence the propensity to donate to it (Sargeant 1999). More specifically, these features include the image of a charity, perceptions of the efficiency of a charity, the degree of similarity between a giver and the charity, and the altruistic ‘warm glow’ or moral satisfactions of a donor when donating to an individual charity.

Furthermore, the inclination to donate to charity can be demographically and psychologically allied. Bennett (2009) notes that personal involvement and psychological congruence between a charity and a person's self-image trigger donations to that charity. Similarly, Sargeant (1999) found that an individual gains an enhanced sense of self-worth when helping a charitable cause. That is, the egoistic image or reputation a donor wishes to project affects their giving behaviour, for example, donating that is well publicised improves a donor's egocentric image within his or her social group.

Bennett (2003) reports on a national survey to determine consumers' attitudes towards helping others and noted that individuals with higher incomes were least likely to support homelessness and children's charities, but were more inclined to give to developing countries and environmental causes. In contrast, those with lower incomes preferred to support homelessness and children's charities. This suggests that individuals are motivated to support causes that remind them of their personal plight (Bendapudi et al., 1996). The analysis also showed interest in health issues increased with age, suggesting that health becomes more important as people get older, and the study indicates that helping charities for the elderly was less important to 18–24-year-olds, who preferred children's and homelessness charities. What these examples demonstrate is that helping behaviour manifests more strongly in relation to issues that closely affect an individual and benefit them in various ways.

The literature on giving also suggests that an individual's tendency to help is strengthened by associational ties, such as belonging to a social group (Bendapudi et al. 1996). For example, in an investigation of the effects of religious and associational ties on charitable giving (Jackson et al. 1995), it was found that belonging to a range of voluntary associations increases volunteering and giving behaviours, and participation in church groups also increases both forms of secular helping. In a recent study, Koschate-Fischer et al. (2012) found that consumers' helping behaviour strengthens the impact of a firm's donation amount to a charity cause

What the above examples demonstrate is that the personal value of helping others interacts with other variables, such as donation amount and cause involvement, to influence people in supporting causes that they connect with (Bennett 2009). The

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potential effect of the helping behaviour variable within the literature is further assessed in Part Three.

### **2.9.11 Gender Effect**

Although consumers are generally positive about CRM, there is evidence in CRM research that demonstrates that overall, women show stronger support for the strategy/tactic than men (Ross III et al. 1992; Webb and Mohr 1998; Moosmayer and Fuljahn 2010; Marhana Mohamed and Osman 2011; Vilela and Nelson 2016) (see Table 2.1, Section 7: gender). Although gender differences in Western countries have lessened significantly in recent years (Halpern 2000), the difference in responses to CRM may primarily be based on the ‘others-oriented’ gender role of women. For example, Webb and Mohr (1998) explored consumers’ perceptions of CRM campaigns and found that men were more likely to consider firms’ motives for supporting a charitable cause, whereas women were more likely to respond to CRM by balancing their desire to support a charitable cause with a commitment to purchase. The study showed that although most respondents expressed an appreciation of companies’ involvement in CRM, some individual-level variations were observable, based on gender differences in the consumer public.

In addition, the findings of an earlier study by Ross et al. (1992) reveal that women are more sensitive to CRM activities than men, with women showing more positive attitudes toward both a company and cause than men. Furthermore, in a recent study Vilela and Nelson (2016) applied the selectivity hypothesis to investigate the impact of gender difference in responses to CRM, and found that women, as other-oriented processors, respond more favourably than men. The authors interpreted this finding as arising from the nature of the CRM approach, in that it fulfils other-oriented values, as consumers are helping others and helping themselves by purchasing a product.

Moosmayer and Fuljahn (2010) also investigated the impact of gender on some other variables, including donation size, consumer perception of firm behaviour, attitude to a product, goodwill towards the CRM campaign, perceived benefit to a charity, and consumer attitude towards CRM. They conducted an online experiment with 306 students from a German university to evaluate their responses to a CRM campaign, and the results

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highlight the significant role of gender in CRM. It was found that consumer perception of firm behaviour, consumer goodwill towards the CRM campaign, and consumer attitude to product vary significantly by gender, and the impact of donation size is also partly moderated by gender.

## **2.10 Identified Gaps in the Gaps**

The review of the existing empirical research in the preceding subsections suggests that measuring the effectiveness of CRM does not constitute state-of-the-art research, and some researchers have questioned how effective CRM is (Wagner and Thompson 1994; Lafferty and Goldsmith 2005; Youn and Kim 2008). Overall, the extant research has frequently focused on examining the effect of one or two dominant variable constructs to indicate interesting findings (Table 2.1). For example, donation amount is considered the key indicator of the altruistic or self-serving nature of the motive of a CRM sponsoring firm, while brand and cause congruence or fit, in general, engenders a more favourable response.

In addition, as a marketing tactic, CRM has been found to be more effective among customers purchasing hedonic or ostentatious products than practical ones (e.g. Strahilevitz 1999; Chun-Tuan 2011). In this case CRM, can lessen the feeling of guilt often associated with the purchase and consumption of ostentatious products (Chun-Tuan 2011). Furthermore, research suggests that females are more responsive to CRM than males (e.g. Hyllegard et al. 2011; Marhana Mohamed and Osman 2011; Keshari and Jain 2014), and customers generally prefer health-related causes over environmental or animal-based causes (e.g. Lafferty and Edmondson 2014).

This research argues that the approach of limiting research to only a few variables at a time in existing CRM research may fail to capture the veridical effect that might be revealed by several factors interacting in the implementation of CRM among the consumer public. For example, many studies identify a positive relationship between the main constructs of donation amount or brand-cause congruence (fit) with expected individual responses, such as PIs. However, the question of how the relationship between donation amount or brand-cause congruence and PI might vary across situations remains

largely unanswered. In other words, certain factors, such as customer values (religiosity, helping behaviour), the nature of a charitable cause, or firm characteristics (charity involvement, perceived credibility), might intervene to strengthen or weaken the link between the primary constructs (donation amount or brand-cause congruence) and PI.

A cursory review of the CRM research literature reveals that most of the findings document direct effect of study variables on outcomes such as willingness to pay and participation intention in the marketing campaign. However, little is known about the mechanism by which the main antecedent, such as donation amount or brand-cause congruence, impacts an outcome such as PI. This study thinks that there may be significant moderators and mediators of, for example, the link between donation amount or congruence to PI, and so further research is necessary to explore these effects.

Furthermore, empirical research examining the application of CRM on the internet is lacking, as most of the publications are based on practitioners' reports (Cause Forum, 2011) or academic expositions of online fundraising approaches to marketing (Harrison-Walker and Williamson 2000; Grobman 2000; Yue and Chaturvedi 2000; Husted and Whitehouse Jr 2002). Although the dearth of research literature on CRM in the new media is justifiable considering the relatively short history of internet marketing (the first online banner advertising was in 1994), to gain a full understanding of the effectiveness of a marketing strategy/tactic it is necessary to evaluate its merits in the internet advertising context. Considering these gaps, this study represents a seminal empirical work on the application of CRM in an online environment by examining the effectiveness of two formats of display advertisement placements on charity websites.

## **2.11 Conclusions**

CRM is one of the most visible demonstrations of corporate social responsibility, and its appeal as a unique marketing communications strategy/tactic lies in its ability to present a win-win-win scenario to a firm, charity, and consumer. Although various perspectives on CRM exist in the literature, the current study adopts Adkins' (1999) view that encapsulates both monetary consumer transactions and non-transactional approaches, which is that CRM is a:

“Commercial activity by which businesses and charities or causes form a partnership with each other to market an image, product or service for mutual benefit.” (Adkins 1999, p. 49)

This perspective implies that CRM can be present in all aspects of the marketing mix, including sponsorship and AM, which will be examined further in Part Two of this review.

Although research shows an overwhelming level of customer support for CRM programmes, some variations in customers’ perception of the marketing remain, presenting potential risks to sponsoring firms and beneficiary charities. This difference is often explained by probing customer perceptions of a company’s motivation for implementing the strategy (Folse et al. 2010; Moosmayer and Fuljahn 2013). Specifically, consumers want to know whether CRM campaigns are benefiting or exploiting a cause (Varadarajan and Menon 1988; Wagner 2000). Although extant research documents rich knowledge of the effect of several variable constructs, such as donation amount and brand-cause congruence (which are considered primary), little is known about the possible moderators and mediators that might influence or control the impact of these variables on consumer responses. Furthermore, there is a lack of research on the application of CRM in an online environment, and Part Two of this review will present the relevant literature in the context of the internet.

## Part Two: The Internet Medium and Cause-Related Marketing

### 2.12 Introduction

Research in traditional CRM has examined consumer responses for a set of variables in the campaign design as discussed in Part one of this literature review. Part two parallels the review to identify research finding regarding the influences of relevant variable, on consumers' responses towards online CRM. The overall aim is to show how the internet medium may alter or control behaviour when marketers operationalise CRM on the internet. First, salient attributes and benefits of the media for advertising are discussed, including internet advertising formats. The main formats of CRM ads are conceptualised and examined, and the ethical implication of the use of CRM is discussed. Finally, relevant additional gaps in the CRM literature are outlined. Figure 2.3 depicts the organisation of Part Two of this chapter.

Section	Main Content
2.12	Introduction to Part Two
↓	
2.13	Internet Advertising Definition; Nature & Benefit for Advertising; Formats of IA
↓	
2.14	Display Ads for Online CRM CS and ACM Formats; Comparing CS and ACM; and Ethics of.
↓	
2.15	Display Ads and Consumer Responses Ad Congruence, Attr. Motives, Credibility, Involvement variables, product
↓	
2.16	Further Literature Gap
↓	
2.17	Conclusion

Figure 2.3: Organisation of Part Two of the literature review

### 2.13 Internet Advertising

The internet, which was originally developed for military communication and later for academic purposes, found commercial potential following Tim Berners-Lee's

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formulation of the rules for the World Wide Web in 1980 (Hoffman and Novak 1996). The initial use of the internet for advertising was well illustrated by the CDNOW firm, which sold music CDs, with the launch of the Buy Web programme in 1994. Through the programme, music-based websites could become affiliates of the CDNOW website and provide links that would take visitors directly to CDNOW to purchase albums. By 1996, Amazon had launched its associate programme, through which Amazon affiliates could place a banner ad or text links on their sites to individual books, or link directly to the Amazon homepage. When visitors clicked on the affiliate's website through to Amazon and purchased a book, the affiliate received a commission. Amazon has since developed this to become one of the largest affiliate programmes in the world, and per their website, they currently have over 3 million affiliates worldwide. Following Amazon's example, AM is now a primary source of customer acquisition (Edelman and Brandi 2015).

A recent study by Forrester Consulting (2016) on US AM indicates that this marketing approach has become a unique and critical communication strategy/tactic, which plays a role throughout the purchase funnel. It is seen by advertisers as an effective means of breaking through the clutter of other digital channels to capture customers' attention. The Forrester report indicates an active affiliate marketplace, which is projected to grow from \$4.2 billion in 2015 to \$6.8 billion by 2020. At present, up to 80% of advertisers and 84% of publishers use AM as a major element of their advertising plan, with over 80% devoting more than 10% of their budgets to this strategy/tactic, per the report.

### **2.13.1 Defining Internet Advertising**

Having described the development of the internet medium and how it is applicable to the buying and selling of products/services through an affiliate relationship, it is important to define the term 'online', the meaning of the internet, and the meaning of online advertising in the context of this study.

The literature offers several different definitions for online advertising, which place emphasis on different areas. For instance, it has been defined as 'the process of building and maintaining customer relationships through online activities to facilitate the exchange of ideas, products, and services that satisfy the goals of both buyers and sellers' (Imber and Toffler 2008, p.113). It is also referred to as a paid for non-personal communication

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about an organisation or brand, concerning a product or service, that is transmitted to a target audience through a mass medium (Dibb 2006). However, while these definitions are valuable in highlighting the importance of establishing a connection between a buyer and seller, they do not take into consideration the perspectives of consumers toward advertising.

Since the current study investigates consumers' views toward advertisements placed on a charity website, it seems appropriate to adopt Schlosser and Shavitt's (1999, p.36) broader and more inclusive definition of online advertising as 'any form of commercial content available on the Internet that is designed by businesses to inform consumers about a product or service.' Hence, online advertising can be delivered via various formats, as explained later in this part of the literature review, such as banner adverts, video games, and so on; however, first, the unique nature of the internet is examined.

### **2.13.2 Nature of the Internet and Benefits to Advertising**

Advertising scholars have identified distinguishing features of the internet medium that determine how online consumers view and respond to adverts. These include its functional and commercial characteristics, such as interactivity, convenience, selectivity, accessibility, and no time nor location constraints (Wolfenbarger and Gilly 2001; Li and Leckenby 2007; Chaffey 2009; Cheng et al. 2009). It is these distinctions from traditional media that highlight the need to evaluate traditional marketing strategies, such as CRM, in the context of the internet medium (Ha 2008).

Perhaps the most prominent feature of the internet environment for marketing purposes is interactivity, which requires companies to build personalised relationships with their customers (Wolfenbarger and Gilly 2001). As Hoffman and Novak (2009) state, the internet has liberated consumers from their traditionally passive role, as receivers of marketing communication, and provided them with greater control, accessibility, and information. Importantly, it facilitates relationship marketing and customer support to a higher degree than has ever been experienced in traditional media (Li and Leckenby 2007; Racolta-Paina and Luca 2010). The primary function of the internet as a communication channel is to provide information and services to customers; however, this communication works both ways, which enables the company to receive feedback from

customers and to measure the quality of their communications with them (Herrero Crespo and Rodriguez del Bosque 2010). These functions are only feasible as a result of this medium's interactivity. The internet medium enables one-to-one or many-to-many style communication, rather than only one-to-many communication (Chaffey 2009). In this way, the internet provides convenience, accessibility, selection and the availability of information, and these features can meet consumers' needs for e-commerce (Morganosky and Cude 2000; Szymanski and Hise 2000).

A study by Szymanski and Hise (2000) reported that online consumer satisfaction when shopping correlates with consumer perceptions of convenience, product offerings, and product information. Marketing research defines convenience as relating to saving time and effort, including physical and mental effort, and the accessibility of a store (Wolfenbarger and Gilly 2001). Internet purchasing is unrivalled in its time-saving, energy-saving, and availability capacities, enabling consumers to shop online at home, at work, and while travelling, irrespective of the time of day or night. The internet thus reduces the overall effort required to purchase a product, and furthermore, the consumer does not need to conform to the social requirements of grooming and acceptable social behaviour while shopping online.

In addition, the internet is the definitive source of information and brand inventory, enabling consumers to scrutinise and choose brands, and facilitates researching product specifications and prices through just a mouse click, which no other media can provide (Kacen et al. 2013). Irrespective of where shoppers live, buying products online at different e-stores is just a few mouse clicks away. On the web, the niche of geographically dispersed consumers is better served than by a traditional bricks-and-mortar store. For example, [oddballshoe.com](http://oddballshoe.com) enables men with large shoe sizes to find fashionable shoes and select them via the internet, whereas local communities do not have sufficient numbers of large-footed men to support a bricks-and-mortar store (Wolfenbarger and Gilly 2001).

Furthermore, the internet is perceived to be a potential source of inventory when a bricks-and-mortar store is out of stock of a product. In general, consumers understand the online space as a place in which they expect to find a selection, and where they do find a

selection. The internet provides freedom and control when shopping, with the absence of salespeople, spouses, crowds and lines, which again no other media can provide (Herrero Crespo & Rodriguez, 2010; Wolfinbarger et al. 2001). The internet also benefits from advertising by enabling the targeting of a niche of consumers. Advertisers can place internet advertising, such as a banner ad, on websites that will draw the attention of a precisely targeted audience, which in fact is the focus of this research concerning charity websites. Other niche online communities, such as blogs, online chat rooms, and newsgroups on the internet, can be used to deliver advertising messages tailored for the intended consumers because of the common needs and interests of these specific consumer groups. The nature of the internet also provides advertisers with the ability to control and creatively personalise online adverts so that they can use a particular geo-location.

On the internet, the purchase process is facilitated by linking the ad to the online order web page; advertisers simplify buying processes and can get immediate sales, which would be delayed if traditional advertising media were used. In addition, the provision of multiple modes of communication, such as hypertext, used on the internet offers opportunities to present advertising messages in a multimedia format. Thus, internet advertising provides advertisers with an opportunity to be able to effectively communicate aspects of their brand information efficiently and even with entertainment.

Another benefit of the internet for advertising that is unparalleled by other media is the ability it provides advertisers to track or obtain feedback from advertising, which is critical to monitor, evaluate and amend advertising efforts. Besides, adverts can be much easily updated at a lower cost than advertising through traditional media (Hoffman, Novak and Chatterjee 1995). Finally, with its billions of users around the world, the internet provides an unprecedented potential for inexpensive and efficient advertising, and provides opportunities for businesses to grow compared to traditional media channels.

In conclusion, with several beneficial features of the internet for advertising compared to traditional media, this researcher argues that the internet medium presents research

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opportunities to investigate the effectiveness of how traditional advertising techniques such as CRM may be applied on the internet.

### **2.13.3 Formats of Internet Advertising**

Internet advertising format refers to the way advertising appears on the internet. Rapid technological development and innovation in internet advertising presents different forms of growing internet advertising formats, which make it complicated to find a consensus for classification. Some researchers have included even corporate websites in the realm of internet advertising (Burns and Lutz 2006; Tutaj and van Reijmersdal 2012; Flores et al. 2014).). Because the focus of this study is on display banner advertising concerning charity websites or online cause-related advertising, only a brief examination of the main formats is presented here to contextual the study.

- i) **Keyword search:** this is a popular ad format for customer acquisition via internet marketing today (Li and Leckenby 2007; Jerath et al. 2014). It allows firms to address consumers directly as they search for information, products, or services online. It is considered more effective than other internet advertising formats in that it provides related commercial information immediately when internet users need it.
- ii) **Interstitials:** these are online advertising formats that appear to have been developed to address the issue of online banner avoidance by using intrusive ad execution technologies to ensure that ads get noticed (Li and Leckenby 2007). The interactive nature of the internet enables advertisers to deliver ads in both voluntary and forced exposure styles. Research has shown that pop-up ad formats can be useful for online activities by emphasising information presentation, and directing users' attention towards a location on the computer screen (Bittner and Zondervan 2015). Nevertheless, pop-ups are often considered by online users to be the most annoying type of advertisements (McCoy et al. 2007; Chatterjee 2008).
- iii) **Rich Media:** this is the general term used to describe highly interactive ad forms, including advanced features like video, audio, games, tweets or other elements that encourage viewers to interact and engage with the content. Rich media is often used by marketers to create brand awareness and generate traffic (Chatterjee 2008).

iv) Banner Ads: also, called display ads, these are one of the most popular formats of internet advertising and are primarily used for a direct response. A banner ad is defined as an:

“On-line advertising space that typically consists of a combination of graphic and textual content and contains an internal link to target ad pages (the advertiser’s information on the host site) or an external link to the advertiser’s Web site via a click-through URL.” (Chatterjee 2005, p.51)

Although they vary in size and shape, banner ads are often rectangular and frequently occupy 10–15% of the web page (Flores et al. 2014). Flores et al. (2014) identified three important commercial attributes of banner ads which include: (1) they are often less expensive than traditional forms of advertising; (2) when a consumer clicks on the ad, the user’s web browser goes directly to the advertiser’s web pages, where a variety of products and services may be presented, and (3) it is easy to modify ads, for instance images may be incorporated into the advertisements to increase their appeal.

Research has explored the impact of banner ad characteristics, such as size, animation, incentives and emotional appeal on consumers’ behaviour, typically memory or recall, and attitudes towards the ad click-through. Overall, the findings suggest that banner ads do create brand awareness and sometimes foster favourable attitudes towards the brand and influence consumer attitudes (Briggs and Hollis 1997; Cho 2003; Rosenkrans 2010; Wang et al. 2013; Flores et al. 2014; Rieger et al. 2015).

Although researchers have made efforts to classify and examine the effects of online banner advertising formats, little is known about how the design of these ads can achieve a specific marketing tactic, such as the implementation of CRM. This review did not identify any study that has explicitly investigated the effect of donation amount or reward to a charity alongside promoting business basics. To close this knowledge gap in the research, this study conceptualises and describes two forms of banner ad tools for implementing CRM on the internet. Specifically, these are designated as CS ads and ACM, and are described in the following sections.

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## 2.14 Display Adverts for Internet Cause-Related Marketing

Displaying a banner advert link enables marketers to operationalise traditional CRM on the internet (Grobman 2000; Harrison-Walker and Williamson 2000; Husted and Whitehouse Jr 2002). The ad link from a charity cause website to a brand site implements an AM plan that allows a consumer to visit a brand's website remotely from a charity website first to make a purchase. Typically, the design of such banner adverts follows either one of two primary formats. For this study, and consistent with the chosen definition of CRM, these ads are conceptualised as CS and ACM display ad formats.

### 2.14.1 Cause Sponsorship Ad Format

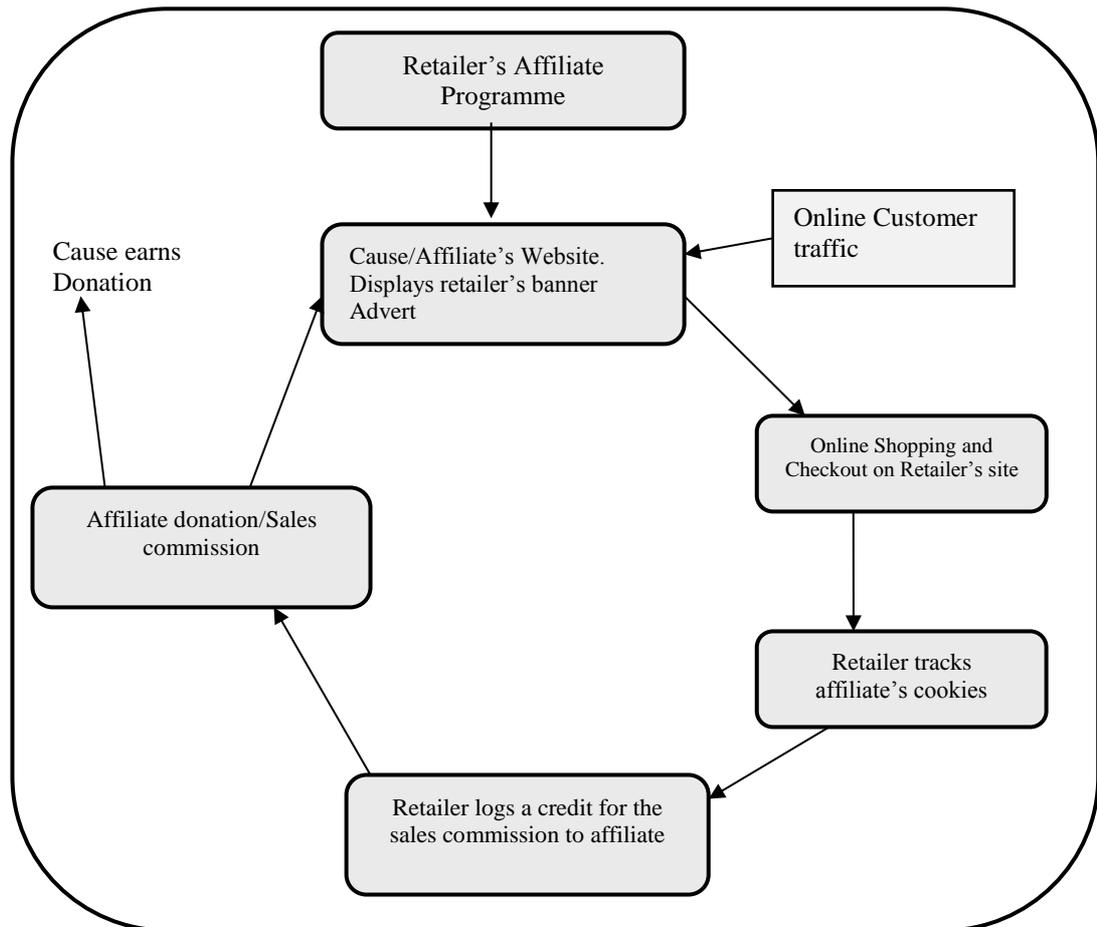
A CS ad is an 'unconditional' online CRM ad where the sponsor negotiates a contract with a charity and pays a fixed amount upfront for associating with them in exchange for having access to the potential consumers that visit the charity site through the ad link to the sponsor's site. Sponsorship is widely employed online by firms as a method of marketing communications, where the sponsoring brand gains increased awareness, and generates an increased propensity for purchase, demonstrates community involvement, counteracts a poor image, instigates a favourable disposition among consumers, the community and staff, and strengthens or alters attitudes towards the brand (Chang 2012; Wang 2015). CS can achieve these goals by creating and maintaining in the consumer's mind an association between the brand and the cause (Polonsky and Speed 2001).

CS is viewed as a unique form of advertising, and it can be structured for maximum persuasive impact. Sponsorship linking has been suggested as a way of structuring sponsorships in general (Rodger 2004). Sponsorship linking in CS refers to the nature of the link between the ad design features and the associated charity site content. Research in internet sponsorship suggests that a strong associative links between a sponsor and sponsee is more persuasive than weak associative links. Consistent with the associative link theory, this research proposes that the ad-context congruence is a primary design feature in CS ads. An appropriate definition of ad-context congruity for this study is 'the degree to which advertising material (banner ad) is thematically like adjacent editorial content' (Zanjani et al. 2011).

### **2.14.2 Affiliated Cause Marketing Ad Format**

The next ad format is the ‘conditioned’ banner ad, which presents an advertising tactic involving an explicit offer of a donation to a charity affiliate per purchase transaction, or any specified action, such as completing a review or making a referral. In this tactic, the total contribution a charity earns is contingent on the volume of transactions, and customers implicitly donate to charity by completing the transactions. Table 2.5 depicts the process of how direct marketers implement CRM to generate sales and provide funding to charitable causes (see Appendix 3 for a list of examples).

The concept of AM with a charity partner coincides with the conditioned CRM concept (Varadarajan and Menon 1988) in creating a win-win-win experience. A firm wins by increased sales, a consumer feels good for supporting a charity while spending money online, and a charity wins by gaining funding as illustrated in Figure 2.4. Traditionally, CRM and AM have been studied as distinct marketing strategies, but as in Figure 2.4, they can be combined online as exemplified by banner advert placement on charity websites with a promised donation amount. Currently, the literature does not indicate that this marketing tactic has been the subject of empirical studies, and there has been no holistic term to describe this tactic. Hence, the current study introduces the term ACM to depict this transaction (or conditioned) based CRM.



**Figure 2.4: The ACM process**

The interactivity of the internet bringing buyers and sellers together is the defining characteristic of the internet marketing channel (Leckenby and Li 2000), and the use of 'cookie' technology enables a consumer's journey from the charity website to the ad sponsor site to be tracked (Figure 2.4). Cookies are small text files of information that are deposited in a customer's computer from an affiliated charity website and a firm's site when visited remotely (via the banner advert) by a consumer. Cookies enable the process of authentication of the customer, and collect and collate transaction information that in general would be the basis for determining the contribution that a purchase transaction generates during customer shopping. The online consumers implicitly donate to a chosen charity by shopping via a firm's ad link on a charity fundraising page. For instance, imagine that instead of going to an airline's e-commerce website to purchase an airline ticket, charity-minded individuals decide to conduct their online shopping via a banner advertisement for the airline on their favourite charity website which promises that a set

percentage of the ticket selling price goes to the charity. In this plan, the standard price of the ticket remains the same, however, as the customer make the purchase via the charity website, the organisation is enabled to earn a set percentage of the cost price of the ticket (Grobman 2000; Harrison-Walker and Williamson 2000; Husted and Whitehouse Jr 2002).

### 2.14.3 Comparison of Affiliated Cause Marketing and Cause-Sponsorship Ad Formats

This sub-section summaries the key features of the ACM and CS ad formats as conceptualised for this study (Figure 2.5).

**Table 2.5: Key features of conditional and unconditional CRM**

Source: Adapted from Polonsky and Speed (2001, p.1365)

Activity	ACM Ad	CS Ad
Funding	Fixed per transaction	Fixed per overall ad campaign
Resources	Charity association	Charity association
Use of Resources	Association is used to create a customer offer linked to a specific contribution to the cause	Association is used in attempt to change customer attitudes, behavioural intentions and behaviours
Key Markets Outcomes	Behaviours (sales) behavioural intentions (loyalty and preferences) and attitudes(positioning)	Attitudes (positioning), behavioural intentions (loyalty and preference) and behaviours(sales)
Sales Input	Direct sales impact	Indirect sales impact
Revenue Flow	Split between the charity and the sponsor	Exclusively to the sponsor
Charity/cause activity	The charity actively promotes the brand since donation received is in function of sales volume	Passive in promotional effect as contribution gained is fixed

In ACM, donation to the charity recipient is based on exchanges that provide revenue to the firm in sales. Hence, a specific objective of an ACM ad is to generate sales, and promotion is undertaken to leverage the right to associate with a charity cause (Polonsky and Speed 2001). In contrast to ACM, the amount the ad sponsor donates in the CS format is negotiated in advance and is fixed. In this case, CS is the price of the right of association

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with a charity cause. However, in ACM the total amount a charity gains in donation is dependent on the volume of sales made via the ad link.

#### **2.14.4 Ethical Concerns in Affiliated Cause Marketing and Cause-Sponsorship**

The nature of ACM and CS tactics, like CRM in general, can have ethical implications for their deployment and implementation. For instance, ethical issues can arise based on the differences between the objectives of the firm and charity involved. It has been identified that charity organisations may enter into partnerships with a financially stronger partner, driven by a fundraising objective, with no clear rules of conduct, and therefore risk being exploited by the firm (Andreasen 1996). Though this is less common, firms may also find that partnering with a charity organisation risks harming their reputation in cases where the charity is found to overstep ethical boundaries, such as over-commercialising the joint object of the marketing (Andreasen and Drumwright 2000). However, consumers will typically scrutinize the firm rather than the charity when assessing a campaign, in order to assess the firm's level of altruistic commitment (Kotler et al. 2012; Cone 2015).

Frequent indictment of CRM as producing a cosmetic moral “face” in order to maintain a sense of engagement in charitable and community-based activities arises because the marketing cannot be separated from the economic benefits that result from these campaigns (Smith and Haggins 2000). This notion draws strong support from traditional business wisdom, which argues that firms cannot spend money on forms of marketing that do not yield profit, and that the only reason that money is dedicated to marketing is to facilitate profit-making (Drumwright 1996). Accordingly, ACM or CS tactics are vulnerable to the moral judgement of target consumers, who need to be convinced to make a purchase. Consumers' main concern regarding marketing is trust. Survey-based research of traditional CRM reveals that over 78% of consumers have reported that a partnership between a charity and a firm that they trust draws attention to the charitable cause (Cone 2015). By contrast, if the consumer does not trust the firm that is behind the campaign, it can be seen as an insincere effort to attract greater loyalty from consumers. For that reason, it is important that the campaign is authentic and properly

aligned to the brand image and the products that are being promoted by the marketing campaign.

Furthermore, another area of potential concern is the possible increase in the price of cause-related products. Studies have shown that only 19% of consumers would be willing to buy a more expensive brand if it supported a cause (Cone 2015). Hence, it will need to be evident to them that the product price is comparable to the standard price for the product in order for them not to feel that the firm is taking advantage of their charitable instinct, and indeed the charity or cause.

Whilst this study recognises the importance of consumers' sentiments in assessing all forms of CRM (ACM or CS), it is the view of this researcher that, even without the economic benefits of these tactics to the firm, the design and implementation of this form of marketing is inherently prudent, motivated by the risks of doing otherwise. It should also be noted that incorporating charitable donations within ACM or CS can help mediate moral engagement by absorbing charitable giving within pre-existing acts of exchange. These tactics provide the tools that facilitate social commitment from consumers by integrating established consumption decisions with support for charity, without requiring any additional demand or effort from them.

Therefore, ethical questions regarding morality, honesty, and fairness pertaining to the marketing may depend more on consumers' subjective evaluations of individual campaigns in various contexts than on the actual nature of the tactics themselves. In order to foster trust, openness, and transparency in CRM in general, Husted and Whitehouse Jr (2002) emphasised the need to overcome the 'quick-fix' mentality possessed by some marketers. That is, the effective use of CRM requires a commitment to building long-term relationships with a particular cause, and developing long-term relationships with targeted customers who understand and respect the corporate philosophy of the firm, which should be one that fits with the specific cause. Also, the relationship should be an integral part of consumers' perception of the brand. In an online context, it would be good practice for firms to secure and prominently display on their web pages, external ratings of their engagement with causes, such as testimonials

from reputable third parties, in order to prove the integrity of their engagement with a cause (Husted and Whitehouse Jr 2002).

Furthermore, firms should consider that, though consumers may be in favour of CRM, in general the contribution to the charity or cause should at the very least indicate that the firm has an altruistic motive, in order to counter any possible scepticism and questions regarding fairness and honesty in the firm-charity partnership. Finally, in the era of multiple social media resources, it is essential for the firm supporting the CRM campaign to be transparent about how the funds are being used, and what proportion of the funds are donated to the charity or cause (Rozencher 2013).

In conclusion, the researcher acknowledges that the absorption of charitable giving within commercial exchange via CRM formats such as ACM and CS can be accompanied by moral buttressing through the creation of a positive moral image of the firm. However, these tactics are undoubtedly innovative forms of “win-win” online advertising that can demarcate a brand from its competition, and should thus be assessed in light of the fact that mutual benefits will accrue for both involved parties. Furthermore, these tactics promote social causes in a way that confirms, rather than challenges, people’s social preferences, and produces funds without the need for consumers to spend more money and thus be out-of-pocket, or supplement their existing behaviour. In practice, as a “doing well by doing good” tactic, ethical sentiments may be generated more by the design of individual campaigns than by the nature of the tactics themselves. Trust must be instilled in campaigns by being transparent in regard to the donation amount, and what the funds raised are used for (Rozencher 2013).

#### **2.14.4.1 Online Advertising Environmental Characteristics**

Technology advances in the last decade have provided advertisers with easier and less expensive means to create and deploy animated advertisements. Studies have tested the impact of animated adverts compared to static ones with the initial notion that animated adverts are better able to capture viewers’ attention and are easier to remember in comparison. This thinking has been confirmed (e.g. Kim and Stout 2004); however, it is

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found that too much animation may reduce advertising effectiveness due to the human limited cognitive ability to sustain animation which can instead be irritating. Animation can also interfere with the knowledge acquired on advertised products (Sundar and Kalyanaraman 2004). Animation typically increases clutter on web pages and it is widely agreed that perceived advertising clutter on a web page is related to lower memory performance for ads and leads to ad avoidance (Ha and McCann 2008; Cho and Cheon 2004; Lee and Sundar 2002).

#### **2.14.4.2 Congruence and Relevancy to Consumer Goals**

Potentially, ad-website congruence is the most prominent contextual ad effect variable in display advertising (Zanjani et al. 2011). It has been indicated that the thematic congruence between an ad and site content will elicit favourable responses in terms of attitudes toward an ad (Choi and Rifon 2002), PI (Jeong and King 2010; Segev et al. 2014), more click-throughs (Cho 2003), customer awareness, greater attention, and recall, compared to an incongruent ad (Rieger et al. 2015; Zanjani et al. 2011). However, display advertising literature also indicates that this is not always the case. For instance, a study by Moore and colleagues (2005) found that while congruence between website content and an advertised product positively affects attitudes towards an ad and a brand, it is negatively associated with ad recall. In an early study, Newman and colleagues (2004) argue that people prefer consistency (rather than inconsistency) and would avoid an ad inconsistent with their expectation, regarding cognition. They pointed out that given a formerly positive stance attitude towards a brand ad and a website, a balanced stage is reached if a consumer feels that a banner ad product class and site are in harmony. If there is no inconsistency, then the two brands are providing an integrated message that would result in substantial and positive behavioural responses, while if a website and banner ad class have low congruency then a consumer's perception will be in a state of imbalance (Newman et al. 2004). They explain that in such a state, consumers will experience tension leading to motivation to try to change affect towards one of the brands or will completely ignore the advertising. Similarly, incongruent ads were indicated to increase users' efforts and irritation (McCoy and al. 2007).

In a much more recent study, Segev and colleagues (2014) suggested that 'cognitive priming' explains the positive affect of ad-context congruence on consumer responses.

Accordingly, the media context provides the mind-set, which mentally prepares viewers to process an ad message favourably in a congruent context and negatively in an incongruent ad-website context. That is, ad-website congruence generates stronger attention and recall, which results in a more positive attitude towards an ad. In addition, the setting also determines the platform (schemas) used to interpret an ad message by conditioning the mind and creating awareness. In contrast, incongruence can cause interference in the cognitive processing of an ad message. Furthermore, Rodgers (2004) examined the significance of online sponsors, applying the concept of association effect transfer, and found that sponsors congruent with charitable causes were more likely to evoke stronger recall, brand evaluations, and PIs than unrelated sponsors. However, Moore and colleagues (2005) found that while congruence between website content and an advertised product positively affects attitudes towards an ad and brand, it is negatively associated with ad recall.

Web site ad content and relevance is found to enhance brand name recall and intention to click. A recent study indicates that consumers' goal-led information searches and allocation of attention on websites showed that ads were noticed significantly more during free browsing than during a reading task performance (Kuisma 2015). Ads could be considered as more effective when users are in an open browsing mental condition. These findings suggest that to create effective ads, advertisers must consider consumer browsing behaviour in relation to a website on which ads appear.

Although online advertising researchers seem to stress that consumers are more in favour of ad-website congruence than incongruence and irrelevancy of an ad, the question remains as to what consumers would do in the context where the display ads are on a charity website with a promised donation. That is, would congruence or incongruence matter given that the consumer is aware that the banner advertising is funding the charity cause? This is the focus of this research, advertising with a social course in the foundation of CRM. The researcher believes that charity websites present unique opportunities for advertising and research, and the effect of congruence or the lack of it in such a context is crucial to understanding the effectiveness of an ad as in ACM and CS.

#### **2.14.4.3 Customer Involvement**

Consumer involvement is defined as ‘the attention to an intangible attitude object such as a topic, ideas or values that derive from its relevance or importance to individuals’ (Huang et al. 2010, p. 21), has also been investigated in display advertising. Advertising scholars argue that involvement plays a significant role in moderating and interpreting variable relationships (Muehling et al. 1993; Belch et al. 2012), affecting the level of arousal, and preparedness to approach a display ad on a website. In fact, ads are more accessible to consumers when they are more involved with elements of a site than to those that are less involved (Huang et al. 2010). It is found that involvement interplays with the congruency in a website banner advertising situation when viewers are focused on both the ad message and the context of a site. So, that goal-oriented and information seekers (highly involved) are affected more strongly by a congruent ad than an incongruent one (Huang et al. 2010; Zanjani et al. 2011; Segev et al. 2014).

#### **2.14.4.4 Sponsor Credibility**

Display advertising research has investigated the effect of advertiser credibility, and suggest this also affects consumer behaviour (Metzger et al. 2003; Wathen and Burkell 2002; Guido et al. 2010). Advertiser credibility connotes the ad viewer’s perceptions of the advertiser as trustworthiness (Wathen and Burkell 2002; Guido et al. 2010). In general, communication credible sources are more persuasive than sources that are perceived to be less credible (Lafferty and Goldsmith 1999). This assertion supports online display advertising literature that indicates that advertisers that are credible influence consumers’ opinions and attitudes towards ads more significantly than less reliable sponsors through the process of internalisation (Belch and Belch 1993; Wathen and Burkell, 2002; Guido et al. 2010; Sojung and Sejung 2010; Gatautis et al. 2014). Internalisation is activated when a consumer viewing an ad is motivated to have a favourable positioning towards the ad, and the user learns and accepts the message from the advertiser because he/she believes that the sponsor is credible. Thus, consumers would respond more favourably towards an advertiser they perceive to be credible than towards one they perceive to be less credible (Lafferty and Goldsmith 1999).

In their study, Wathen and Burkell (2002) applied the elaboration likelihood model (ELM) to explain that a credible ad message invokes a persistent behavioural and attitude change in the receiver of the message. As a cognitive and motivational element that people activate when browsing for information on the internet, they showed that when the credibility of an advertiser is high, consumers are less judgmental towards advertisement claims. In contrast, when credibility is low then users may discount the claims or arguments of a message and show unfavourable behaviour towards an ad (Guido et al. 2010). Further discussion of these variables is provided in the next part of this chapter in the context of display ads on charity websites.

Through this comprehensive literature review, the analysis of recent research on internet display advertising as effective communication has identified a research gap within internet advertising research. Previous research has virtually ignored the consideration of the implication of display banner ads on niche websites, such as charity websites. Advertising in partner non-profit organisations coincides with the application of CRM in the internet domain. Conceptually, a charity benefits from affiliate-publisher revenue purchases via an ad link (ACM) or from sponsorship income from advertising (CS). The effects of the advertising regarding consumers' psychological needs and associated attitudes needs to be investigated to understand the persuasiveness of adverts which to date have not been the subject of any empirical investigations. In addition, the researcher found in the review that although several studies have explored some variables affecting display advertising, many of the effect variables were examined in isolation to understand their effect on advertising and research investigation into the interaction of primary variables affected by the advertiser-consumer and publisher is limited.

In conclusion, the review has explored salient factors influencing advertising processing. The literature review of the findings places an emphasis on the importance of variables such as animation, congruency and relevancy, consumer involvement, advertiser credibility, relevance to online CRM. Based on the review findings it seems that salient ad related characteristics, such as animation are not useful in most circumstances, rather ad-context congruence, credibility, and the relevance of an ad or involvement can contribute to overall banner ad persuasiveness.

## **2.15 Identified Gaps in the Literature**

An important question that arises when a CS ad is displayed on a charity website is: how does the congruence between the charity website and the ad-context interact with other consumer and company dependent variables? For example, visitors of a site are often interested in the social issues a site addresses and want to support them, which is the main effect of congruence of an ad interplay with consumers' and sponsor level variables to exert their effects. These are questions to which the literature cannot provide sufficient answers. Although it was found that associated-link theories could explain the positive effect of ad-context congruence on consumers' behaviour, other plausible theoretical foundations, such as cognitive interference (Zanjani et al. 2011; Segev et al 2014) need to be investigated in the context of charity website platform advertising. As found in the traditional CRM literature presented in Part One, investigating how other consumer (e.g. cause-involvement) and firm (e.g. credibility) variables interact in the advertising will be necessary to provide an understanding of CS and ACM.

### **2.15.1 Conclusions**

Part Two of this review has conceptualised CS and ACM as unique and tactical tools for the operationalisation of CRM on the internet. The review examined the importance of the ad-congruence and donation amount constructs associated with CS and ACM ad formats. Research findings on other variables, including consumer involvement and advertiser perceived credibility were examined in the context of internet advertising. From the results of the literature review additional valuable knowledge gaps were identified, particularly concerning how congruence in CS and donation amount in ACM exert their effects, as well as the influence of other variables on the main effects, such as consumer cause involvement and advertiser credibility. The researcher has also reflected on the ethical implications of ACM and CS. Part Three will consolidate the findings from Parts One and Two to formulate hypotheses that address the research questions.

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## **Part Three: Online Cause-Related Marketing and Consumer Behaviour**

### **2.16 Introduction**

Part One outlined the conceptualisation, benefits, risks and research regarding various variables of CRM in the context of the traditional media, while Part Two introduced the internet as a distinctive interactive marketing medium in which the application of AM with CS and ACM banner ads on charity websites are two forms of firms' online CRM. This section will examine the impact of such ads on consumer behaviour. Specifically, the impact of the donation in the ad (ACM) and congruence of the ad (CS) on intention to purchase, which is the focus of the current research study. In CS, a contribution is paid to a charity before advertising, whereas in ACM, a donation to the charity is unlocked as a consequence of a purchase transaction. A critical role of any marketing communications strategy and tactic is to change behaviour and stimulate purchase. The importance of the donation amount and ad congruence, as well as various variables, was also introduced in Parts One and Two. A detailed examination of the variables as they influence consumers' behaviour towards ACM and CS banner ads is presented in Part Three.

In a competitive online context where firms are under increasing pressure to find effective tactics to target customers and increase sales, online CRM formats, such as ACM and CS, are viewed as avenues to increase sales and generate brand awareness, while also providing support to a charity partner online. In general, academic research has revealed majority support by consumers for the concept of CRM and the firms who employ this tactic (e.g. Koschate-Fischer et al. 2012; Muller et al. 2014), but there is ongoing debate as to how the specific elements of the design of ad campaigns affect consumer responses. Given that CRM is driven by commercial objectives and is intended ultimately to generate a response from a customer, it is critical to gain an understanding of how and what circumstances will facilitate a response. If a firm's association with a charity cause by way of ACM or CS ad placement on a charity's website is to influence consumer behaviour, then the success of the tactic should rely on design features pertaining to the firm, charity cause and consumer controlled variables to generate the win-win-win

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scenario that is typical of effective CRM campaigns. Behavioural response is the primary objective of internet advertising, and this can be evaluated by assessing the impact of different elements of the ad tool (Ha 2008). These variables include the donation amount, ad congruence, firm's credibility, CSR motive, product type (firm dependent), cause type (charity dependent), and helping behaviour, religiosity and involvement (customer dependent).

It is proposed that the media context has a significant effect on consumer behaviour towards advertising and ultimate purchase decision. Therefore, it is beneficial to draw on the literature on both traditional and online media effects to gain a better understanding of the impact of online CRM ad formats on consumer behaviour. Accordingly, the following subsections present discussions of the selected design elements of ACM and CS ad formats to propose consumer responses hypotheses and models.

### **2.16.1 Impact of Donation Amount**

A brief overview of the existing research of the impact of donation amount was presented in section 2.9.1, which suggested that the overall findings have been inconclusive and no study has addressed the impact of this variable on consumer behaviour in the context of online advertising, even though it is a common practice in ad content to offer a contribution to charity. In addition, little is known concerning how the donation amount may impact on outcomes such as consumer PI, or on how important advertiser-related and consumer-related factors may influence this impact. The aim of this study is to test these relationships in the context of online display banner advertising on charity websites.

The researcher found that existing studies have focused on donation expression formats and donation magnitude. CRM donation promises are most often articulated in one of three donation expression forms. As indicated in Table 2.6, these include the percentage of sale (that will also be used in this study), the actual donation amount expression, and a vague expression with no specified offer to the charity cause (Human and Terblanche 2014). Research findings document that, in general, a specified donation amount to a charity per purchase is viewed by consumers as an open and honest commitment from a firm to a partner charity cause. Such a positive stance can lead to a more favourable

disposition to buy the brands that are associated with CRM campaigns (Webb & Mohr 1998; Grau et al. 2007).

**Table 2.6: Effect of donation amount on consumer response**

Source: Adapted from Muller et al. 2014, p. 180.

Reference	Donation Amount	Dependent Variable	Result
Muller et al. (2014)	1-50%	Brand choice	+
Holmes and Kilbane (1993) Pracejus and Olsen (2003)	0-6.8%	Attitude toward AD	+
Dahl and Lavack (1995)	\$0.0025 vs. \$0.1	Perceived exploitation of NPO Product appeal	+
Landreth et al. (2007)	0.13–32% of price	CM participation intentions	+
	1.88–67.5% of price	CM participation intentions	+
	2.5–40% of price	CM participation intentions	+
Koschate-Fischer et al. (2012)	0–40 cents	Willingness to pay	+
Pracejus and Olsen (2003)	1 vs. 10% of price	Attitude toward ad Attitude toward brand PI	+
Pracejus and Olsen (2003/2004)	1 vs. 10% of price	Brand choice	+
Smith and Alcom (1991)	\$.1, \$.25, \$.4	Intention to use coupon	+
Chang (2008)	5 vs. 25% of price	Behavioural intention	–
Strahilevitz (1999)	5 vs. 50% of price	Brand choice	–
	1 vs. 25% of price	Brand choice	–
	1 vs. 25% of price	Brand choice	–
Subrahmanyam (2004)	1–20% of price	Purchase likelihood	–
Arora and Henderson (2007)	0–45% of price	Brand choice Purchase likelihood Attitude toward brand	n.s.
Human and Terblanche (2012)	\$0.18 vs. \$1.14	Attitude toward cause alliance. Attitude toward campaign CM participation intentions	n.s.
Vaidyanathan and Aggarwal (2005)	6.3 vs 12.5%	Willingness to buy	n. s
Van den Brink, Odekerken-Schroder and Pauwels (2006)	.1 vs 2.5%	Brand loyalty	n. s
Notes: + = positive effect; - = negative effect; n.s. = no significant			

Although the donation expression is important, prior research suggests that the magnitude of the donation promise might be more significant in influencing consumer responses towards a transaction based CRM (Olsen, Pracejus and Brown 2003). It has been questioned whether donation magnitude matters to consumers, since firms make donations out of their profits and the customer does not need to make additional payments to trigger the donation. However, as indicated in section 2.9.1, the donation in the context of transactional CRM was found to influence willingness to pay more for products in a CRM campaign, (Koschate-Fischer et al. 2012), influence brand choice (Strahilevitz, 1999; Arora and Henderson 2007), participation intention (Landreth et al. 2007), attitude toward campaign and ad (Human and Terblanche 2012; Holmes and Kilbane 1993; Pracejus and Olsen 2003), and impact brand loyalty (Van den Brink, Odekerken-Schroder and Pauwels 2006). In contrast, in an early experimental work by Holmes and Kilbane (1993), the impact of three donation levels (\$0, \$.50, \$1) was investigated and it was found that higher donation amounts did not generate favourable participant responses. Dahl and Lavack (1995) also found that higher rather than lower donations produced greater participant perceptions that a firm was exploiting the non-profit cause. What these different and unexpected findings indicate is that more investigations into the impact of donation amount are required. Table 2.6 summarises the results of these studies in the context of traditional CRM.

The implementation of online CRM campaigns also implements various donation amounts and example of this are provided in Appendix 3. Two theoretical perspectives provide support for how consumers may evaluate and respond to a firm's donation amount to a charity; firm focused and consumer-focused views.

#### **2.16.1.1 Firm Focused Perspective of Donation Amount**

Perhaps because ACM is first and foremost a tactic rather than charity fundraising, consumers may attribute less than altruistic motives to firms engaged in the marketing. Attributions are the result of a cognitive process by which consumers assign an underlying cause or explanation to an observed event (Kelly 1973; Kelly and Michela 1980). That is, individuals will try to develop a reasonable explanation of why actions have occurred and make causal inferences. Attribution theory predicts a relationship

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between attributions and subsequent behaviour (Kelly and Michela 1980). Thus, if consumers develop attributions about a firm's motives for donations, these attributions should exert some influence on their response to advertising. It should be pointed out here that attributions may be positive as well as negative. That is, the attribution process could result in positive attributions, as for instance when a donation is an act of a firm's altruism, as well as negative attributions when the donation is perceived as self-serving. Since both types of attributions are expected to occur, a firm seen to be socially responsible in making a selfless donation might generate positive rather than negative attributions, and a more positive altruistic attribution should lead to more favourable consumer behaviour.

#### **2.16.1.2 Customer Focused Perspective of Donation Amount**

When consumers make purchases linked to supporting a charity or cause, they may first focus on themselves, so that the utility that they gain (moral satisfaction) determines how they respond to the advertising. The utility of shopping with a charity in mind is determined by both the cost of the shopping and the moral satisfaction of helping a good cause (Koschate-Fischer et al. 2012). As such, an individual's feeling of moral satisfaction, or the 'warm glow', should increase with higher donation levels (Andreon in 1989; Koschate-Fischer et al. 2012).

When the donation amount promised to a charity in an ACM ad is small compared to the price of the product, online shoppers who are information adept may consider the contribution as being insufficient, inducing perceptions of frugality and cheapness and scepticism towards supporting a charity in this way (Hamlin and Wilson 2004). Therefore, their interest in purchasing to benefit a charity may be significantly weakened and thus translate to an insignificant PI. These points lead to the formation of the hypothesis that, in ACM:

***H<sub>1a</sub>**: A firm's perceived donation amount will positively impact PI in online CRM banner advertisements (ACM).*

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### 2.16.2 Impact of Ad-Website Congruence in Affiliated Cause Marketing and Cause-Sponsorship

The aim in this section is to address the effect of ad-context congruence in ACM and CS campaigns.

Regarding ACM involving the offer of a donation to charity in the advertising, it was indicated in section 2.9.2 that empirical research provides evidence of a positive relationship between brand-cause congruence and behavioural responses, including altruistic attributions (e.g. Rifon et al. 2004), brand credibility (Rifon et al. 2004) and product PI (Rifon et al. 2004; Becker-Olsen et al. 2006; Ellen et al. 2006; Lafferty et al 2007; Bigné-Alcañiz et al. 2012). However, it was also found that brand-cause congruence does not always have a positive influence on attitudes toward CRM (e.g. Ellen, Mohr, and Webb 2000; Lafferty 2007) and on consumers' PIs (e.g. Barone et al. 2007; Lafferty 2007). In the context of online CRM, the researcher suggests that even the positive effect of ad-context congruence in online display advertising such as attitudes towards an ad (Choi and Rifon 2002), PI (Jeong and King 2010; Segev et al. 2014), more click-throughs (Cho 2003) diminishes the possibility of a negative effect. Consequently, it is proposed that:

*H<sub>1a2</sub>: Ad-website congruency moderates the positive relationship between perceived donation amount and PI such that the greater the congruence the stronger the impact of donation on PI.*

In CS, there is no explicit offer of a donation to a cause as in ACM and the question arises as to how does ad-website congruence affect consumer judgments and responses towards an ad sponsorship campaign. Newman and colleagues (2004) suggest that people prefer consistency (rather than inconsistency) and would avoid inconsistency with their expectation, regarding cognition. They pointed out that:

‘Given a formerly positive stance attitude towards the brand ad and the website a balanced stage is reached if the consumer feels the banner ad product class and the site are in harmony. And if there is no inconsistency then the two brands will be providing an integrated message that would result in substantial and positive behavioural responses’ (Newman et al. 2004, p.275).

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That is, if the website and banner ad class have low congruence, consumers' perception will be in a state of imbalance. They explain that, in such a state, consumers will experience tension leading to motivation to try to change the affect towards one of the brands or else completely ignoring the advertising.

Support for an expected positive outcome in ad-context congruence can also be justified based on the theory of cognitive priming (Segev et al. 2014). Per this perspective, as indicated in Part Two, the media context provides the mind-set which mentally prepares the ad viewer to process an ad message favourably for an ad-context congruent context but negatively for an incongruent ad-website context. That is, ad-website congruence generates stronger attention and recall, which results in a more positive attitude towards an ad. From another perspective, context presents the platform (schemas) used to interpret an ad message by conditioning the mind and creating awareness. In contrast, incongruence can cause interference in the cognitive processing of an ad message resulting in negative attitudes and behaviour towards an ad.

When examining the significance of online sponsorship, Rodgers (2004) applied the concept of association effect transfer, and found that sponsorships congruent with charitable causes were more likely to evoke stronger recall, brand evaluations, and PIs than unrelated sponsors.

*H<sub>1b</sub>: There is a direct and positive relationship between consumers' perception of the CS ad-site context, congruence, and PI.*

### **2.16.3 Mediating Effects of ACM and CS Effectiveness**

Having made propositions about the direct impact of donation amount-PI on ACM and the direct effect of congruence-PI on CS in online CRM ad formats, the research followed up by exploring these relationships to uncover the possible underlying mechanism via which they operate. Consumers' perceptions of firm's CSR and attitudes towards an advert are relevant constructs that can mediate the direct relationships of donation-PI, and congruence-PI. The CRM literature has discussed the relevance of these variables separately, but rarely together. The following discussion justifies incorporating CSR motives and attitudes as mediators in the same ACM and CS ad research framework.

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### 2.16.3.1 Mediating Effect of Perceived CSR Motive

As an ideology that has captured the corporate imagination more than any other in recent times, CSR is defined as a company's 'status and activities on its perceived societal or, at least, stakeholder obligations' (Bhattacharya and Sen 2004). This reflects the belief among marketers that in today's marketplace the implementation of CSR is not only an ethical and ideological imperative, but a tool for improving corporate performance by 'doing good', leading to positive effects on the main stakeholder groups (Bhattacharya and Sen 2004). Consumers are the most important stakeholder group in this respect and are highly responsive to a company's CSR activities; thus, how they perceive these could be critical to marketing outcomes.

Commercial surveys in a CRM context have consistently indicated that a positive relationship exists between a firm's CSR and consumers' reactions to both a firm and its product (e.g. Cone 2012). As consumers, can reward or punish companies based on their CSR performance (Becker-Olsen et al. 2006; Cone 2015), many companies have taken to supporting social causes. For example, for many years Cadbury Limited has funded Save the Children, while Tesco has helped many schools in the UK through its 'Free Computers for Schools' initiative (Adkins 1999). Authors argue that although the use of CSR is a moral obligation and a key part of a sound economic strategy, it is the perceived motives driving CSR activities that are more important in creating favourable consumer responses than the initiative itself (e.g. Becker-Olsen et al. 2006; Scholder Ellen et al. 2006; Xiaoli and Kwangjun 2007; Lii et al. 2013; Hur et al. 2014; Chernev and Blair 2015). Thus, the researcher argues that a firm's perceived CSR motives should explain the mechanism by which the donation amount (a primary design variable) in ACM impacts consumers' PI or congruence (as a primary design variable) in CS impacts consumers' PI.

ACM and CS ad placement on charity websites may generate two dimensions of customers. An advertising firm may be viewed as sponsoring a cause because a firm views the cause as worthy, which would be an intrinsic motive, or because of extrinsic motives or self-serving sales and profit maximisation (Bendapudi, Singh, and Bendapudi 1996). Advertisers would want to avoid consumer perceptions of extrinsic motivation to

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prevent judgments about the exploitation of a cause (Dahl and Lavack 1995) and other negative outcomes (Varadarajan and Menon 1988).

Consumers can view advertising as gift-giving. Consumer motive attributions may be a function of past experiences and individual characteristics, but also the characteristics of the advertising tactic and message (Rifon et al. 2004). It is unlikely that consumers will have specific knowledge of a corporation's motives for sponsorship activities. Although it may be likely for consumers to derive an advertiser's motives, it is easy to appreciate that firms exist due to their ability to profit from consumer purchases, and cues in the consumers' environment would trigger thoughts of an advertiser's motives (Rifon et al. 2004). It can therefore be argued that given the perceived donation amount in ACM, it is intuitively sound to expect that attributed motives will serve as a mediator in explaining the relationships between the donation amount-PI, leading to the following hypothesis:

*H<sub>2a</sub>: A firm's attributed CSR motives will mediate the impact of donation amount on PI such that the stronger attributed motive the stronger the impact of the donation on PI in ACM*

The above reasoning should apply to the impact of congruence for PI in CS. Consistent with the schema theory, it would be expected that a lack of congruence between a CS ad and cause website context would stimulate cognitive evaluation and elaboration (Rifon et al. 2004; Segev et al. 2014), and consistent with theories of persuasion (Petty and Cacioppo 1981), greater elaboration would trigger resistance to an ad message offer. Much elaboration and resistance would elicit consumer judgments about the central information in the ad message. Overall, incongruence is likely to trigger and even consolidate already existing consumer knowledge of self-serving motives and weaken beliefs in the altruism of the advertiser's motives.

In contrast, high ad-context congruence may not generate as many elaborations as a low congruence ad and hence could minimise a consumer's judgment or scepticism about an advertiser's motive and facilitate the acceptance of the ad offer (Rifon 2004). Without such scepticism, a consumer is more likely to infer the altruistic motives of an advertiser, and thoughts of a firm's profits associated with the sponsorship act may be minimised. Hence, under congruent conditions, there will be a greater presence of altruistic advertiser

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motives when compared with incongruent conditions. This supposition is formally stated as:

*H<sub>2b</sub>: A firm's attributed CSR motives will mediate the impact of the congruence on PI such that the stronger attributed motive, the stronger the impact of congruence on PI in CS advertising.*

### **2.16.3.2 Mediating Effects of Attitudes towards the Ad**

The concepts of attitude and behaviour are often inextricably linked in discussions on ad persuasiveness. Attitudes related to the evaluative tendencies regarding some feature of an ad or context affect the actions consumers take relating to those evaluations. In fact, attitude towards an ad is a widely-used measure of the effectiveness of all kinds of advertisements, both offline and online (Tutaj and Reijmersdal 2012). It has been defined as a 'predisposition to respond in a favourable or unfavourable manner to a specific promotion inducement during a particular exposure occasion', and has been claimed as a 'causal mediating variable in the process through which advertising exerts its effects' (Lutz, 1985, cited in Mackenzie et al. 1986, p.130).

The theory of reasoned action (Ajzen and Fishbein 1980) and the theory of planned behaviour (Ajzen 1985) both suggest that consumer attitudes will directly affect their behavioural intentions, which in turn will influence their purchase behaviour. Providing financial support to a charity via an ACM or CS ad may create the perception of the commercialisation of charitable activities, and the egoistic exploitation of a charity, which in turn may generate unfavourable attitudes towards the advertising. However, it is not uncommon to see an ad on a charity website, since many charities often strive to serve their site visitors in multiple positive ways, to retain and satisfy them. In addition, where e-marketers make charity contributions from their profits, this may be a welcome initiative that creates favourable attitudes towards an advert.

Since attitudes can be learned and modified by an advertisement's message, it is plausible to contemplate that an increased donation amount offered via ACM can influence a consumer's disposition towards an ad, as well as their PI, and attitudes towards an ad may correlate to the level of congruence. A consumer's evaluation of the merits of an ad

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regarding its relevance to the charity site content can contribute to the formation of favourable or unfavourable attitudes towards ACM or CS ads as fundraising tactics.

Because cognitive processing of an ad results in attitude formation, it seems plausible that the perceived CSR motives can be related to consumers' attitudes towards an ad in online CRM campaigns, which in turn can influence PI. Hence, to understand the underlying drivers that affect the impact of the donation amount, as well as congruence in online CRM ad formats, a framework that incorporates perceived CSR motives and attitudes toward a CRM ad could clarify consumers' online behaviours. This proposition is supported by both attribution theory (Heider 1958; Kelley 1973; Sparkman Jr and Locander 1980) and the theory of reasoned action (Ajzen and Fishbein 1980). That is, consumers will evaluate ACM donation amounts regarding its fairness, which can lead to attributive inferences about an advertiser's motive (Heider 1958; Kelley 1973). If consumers believe a firm's motives are altruistic, then their attitude should be that the company is socially responsible. In this context, the CSR halo may operate in favour of the advertiser, perhaps as an insurance policy against adverse company publicity (Adkin 1999), or to enhance perceptions of a product's quality (Chernev and Blair 2015). However, if ulterior motives are believed to be at play, consumers could be less likely to form favourable evaluations of a firm's CSR activities.

Attributions are important because they constitute the basis for revising and updating enduring consumer judgements, such as ad evaluations (Heider 1958). Consistent with the theory of reasoned action (e.g., Ajzen and Fishbein 1980), attitudes are typically conceptualised as consequences of beliefs and antecedents of behavioural intentions.

Together, the theories mentioned above support the idea that perceptions of company CSR and attitudes toward ads could mediate the relationship between the company donation amount-PI about the ACM ad format, and ad-congruence-PI about CS ad formats in online CRM. These suppositions are summarised in the following hypotheses:

*H<sub>3a</sub>: Consumers' attitudes towards ACM ads mediates the impact of the donation amount on PI*

*H<sub>3b</sub>: Consumers' attitudes towards CS ads mediates the impact ad-website congruence on PI.*

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*H<sub>4a</sub>*: Consumers' perception of a firm's CSR motive in relation to ACM has a direct and positive influence on their attitude towards an ad.

*H<sub>4b</sub>*: Consumers' perception of a firm's CSR motive in relation to CS has a direct and positive influence on their attitude towards an ad.

### **2.16.4 Moderating Effects Variables**

To develop a comprehensive understanding of online CRM this study aimed to explore how the main effects of donation-PI and congruence-PI in relation to ACM and CS ad formats respectively may be strengthened or weakened across situations and circumstances.

Understanding how differences in consumer populations may interact with the main effects, as outlined earlier, should provide a more holistic and comprehensive understanding of online CRM relevant to online advertising theory and practice. As indicated earlier, several factors can affect online advertising effectiveness, and consequently, the selection of the variables examined in this study was based on theoretical and practical considerations, as well as on the desire to make the study findings comparable to similar studies in the traditional advertising context. The study proposes moderating variables, including helping behaviour, charity cause-involvement, perceived firm credibility, and religiosity. The following subsections will present a discussion of the potential impact of each of these constructs in turn.

#### **2.16.4.1 Helping Behaviour Effects**

Helping behaviour is an important variable in the literature on non-profit marketing and charitable giving, and it has been identified as a moderator of consumer behaviour (e.g. Koschate-Fischer et al. 2012). The generous impulse of reaching out to help another in need is recognised as a universal human value and behaviour that may take many forms, from something as trivial as assisting an elderly person carrying shopping, to heroic acts such as an individual risking their life to save someone from drowning (Bendapudi et al. 1996); it also includes providing support via an intermediary charitable organisation. From a sociological and psychological perspective, helping behaviour is any 'behaviour

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that enhances the welfare of the needy other, by providing aid or benefit, usually with little or no commensurate reward in return' (Bendapudi et al. 1996, p.36).

It is argued that consumers' attitudes toward helping others can moderate the effects of donation amounts on PI in ACM, and congruence on PI in CS. Individuals may support CRM campaigns because of an expectation or motivation to achieve an outcome (Eccles and Wigfield 2002), in this case supporting a charitable cause. Thus, this study suggests that the expectation and motivation of providing support to a charity is the guiding expectation and motivation for consumers in responding favourably to online CRM advertisements, and that the impact of donation amount-PI in ACM and congruence-PI in CS will be stronger for consumers with a stronger helping behavioural orientation than those in whom this attribute is weak. Accordingly, the following moderating predictions are made in this study:

*H<sub>5a</sub>: Helping behaviour positively moderates the impact of the donation amount on PI, such that the stronger the helping behaviour, the stronger its effect on ACM.*

*H<sub>5b</sub>: Helping behaviour positively moderates the impact of ad-congruence on PI, such that the stronger the helping behaviour, the stronger the effect on CS.*

#### **2.16.4.2 Charity/Cause Issue Involvement Effect**

Among consumer-related variables, involvement is considered one of the most important in the advertising process (Muehling 1987; Cho 2003). Various terms and expressions have been used to highlight different elements of what involvement means, including personal and internal states (Mitchell 1979; Cohen 1983), situational effects (Cho 2003; Park and Young 1983), cause/issue involvement (Hajjat 2013; Segev et al. 2014), personal relevance (Landreth et al. 2007), warmth and arousal (Aaker et al. 1986), cognitive and affective involvement (Park and Young 1983), charity/cause involvement (Landreth et al. 2007), product involvement (Richins and Bloch 1986), website context involvement (Huang et al. 2010), 'ego' involvement (Sherif and Cantril 1947), and bridging connection (Mitchell 1979). As it is impossible to explore all forms of involvement in a single study, and the present study focuses on consumers' involvement with a charity/cause associated with an ACM and CS ad. Involvement is thus defined in

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this study as, ‘the attention to an intangible attitude object, such as topics, ideas or values that derive relevance or importance from individuals’ (Huang et al. 2010, p.21).

The effect of the involvement construct has been investigated as an important moderating variable on the impact of congruency when looking at banner advertising on online blogs (Segev et al. 2014). Segev et al. (2014) placed a contextually congruent banner advertisement on an online blog that generated strong positive responses and discussion by individuals highly involved with the issue. They found that the individuals’ levels of involvement moderated the influence of congruency. In addition, they found that when a banner advertisement was placed in a different context, individuals less involved with the issue responded more favourably to the ad. A person will become involved with the problem illustrated in a website advertisement when it is personally relevant to their self-concept and values (Sherif et al. 1958; Petty and Cacioppo 1981; Petty et al.1983). This suggests that involvement can also interact with other variables, including donation amount and congruence in online CRM, enabling consumer behaviour to be modelled.

In online advertising, viewers are focused on the message of the advertisement in the context of the site. Thus, this study argues that highly involved individuals will be more strongly affected by a congruent ad, compared to an incongruent one (Huang et al.2010; Segev et al. 2014; Zanjani et al. 2011). Similarly, it is proposed that an individual’s level of involvement in a charity or cause will influence the way a CRM campaign donation amount is processed (Hajjat 2003; Koschate-Fischer et al. 2012). This study investigates the proposed effect of involvement on ACM and CS CRM formats via the following hypotheses:

*H<sub>6a</sub>: Involvement positively moderates the impact of the donation amount on PI, such that the stronger the involvement, the stronger the effect on PI.*

*H<sub>6b</sub>: Involvement positively moderates the impact of ad-congruence on PI, such that the stronger the involvement, the stronger the effect on PI.*

#### **2.16.4.3 Perceived Firms’ Credibility Effect**

Another important dimension of online CRM advertisements is the perceived credibility of an advertising company, as the credibility of an internet advertiser is a contributor to consumer confidence about website advertising (Rifon et al. 2004; Kim and Choi 2012).

A firm's credibility has been defined as 'the perceived truthfulness or honesty of the sponsor of the ad' (MacKenzie et al. 1989, p.51). This is a critical variable in a promotion that influences attitudes toward advertising in traditional and new forms of media (Kim and Sundar 2012). Some advertising experts have defined a credible source as one that is seen to provide correct and accurate information, and can release that information. Furthermore, Sherif et al. (1958) considered credibility as relating to whether an entity can be trusted to act as it claims it can. While there may be several versions of the concept of credibility, the common thread is evidently that of trust, reliability, sincerity and honesty.

It is important to assess the integrating influence of the credibility construct in online advertising because by the nature of the internet medium, it can be accessed by anyone and there is little cost to publish all types of information targeting diverse consumer groups. Consequently, dubious as well as trustworthy ads abound on the internet (Metzer 2007), as anyone can publish advertisements on the web without being subject to the editorial controls that characterise traditional print media; this situation raises issues of the credibility of online publications.

Consequently, when using the internet consumers evaluate the reliability of information and can independently assess the merits of an advertisement before making a purchase decision. A review of the literature suggests that, to date, there appears to be no empirical research on the effect of perceived company credibility in the context of ACM advertisements involving an offer of a donation. In this form of online advertising it seems likely that a substantial degree of credibility would be a major factor in generating positive consumer attitudes towards an advertisement and PI. Lafferty and Goldsmith (1999) studied this variable in a traditional media context and found that credible endorsers can counteract the effects of general advertising mistrust. They also concluded that credible advertising sources influence opinions, attitudes and behaviours, such that a highly reliable, trusted company could positively affect consumer attitudes towards advertisements in general. They also found that low credibility sources typically stimulate no changes in position, but noted that when a source is seen as having low credibility, individuals are more resistant to persuasion. MacKenzie et al. (1989) and Belch et al. (2012) developed models to evaluate the antecedents of adverts' effectiveness and found

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that advertiser credibility had a strong and positive relationship with attitudes toward advertisements. This research argues that these findings should apply to the internet medium.

Sections 2.9.1 indicated that the CRM literature supports the thinking that higher donation amounts to charitable causes would generate more favourable consumer responses (Strahilevitz 1999; Dean 2003; Pracejus et al. 2003; Folse et al. 2010; Koschate-Fischer et al. 2012; Müller et al. 2014). Given that consumers are influenced by credibility cues in their purchase decision, this study suggests that the interaction of a firm's credibility signal with the perceived size of a firm's donation to a charity should influence brand PI. Hence this research investigated the moderating role of firms' credibility in ACM advert by proposing that:

*H<sub>7a</sub>: A firm's credibility positively moderates the impact of donation amount on PI such that the stronger the credibility the stronger the effect of the donation on PI.*

Similarly, this research investigated whether the interaction of credibility with congruence in CS impact on consumers' PI. Section 2.9.2 indicated that in general, the literature provides strong support of congruence in CRM on important marketing outcomes (Nan and Heo 2007). For instance, there is a positive effect of congruence on advertising and brand evaluations, as well as choice for consumers with high brand consciousness (Pracejus and Olsen 2004). The literature also suggests that congruency in an online banner advert can generate more PI (Segev 2014) and increase advert recall (Zanjani et al. 2011). Together, these findings propose that the interaction of congruence and credibility can positively impact the effectiveness of online CRM advertising. Therefore, if perceptual congruence and firms' perceived credibility contributes to the overall positive evaluation of advertising then this study also hypothesises that:

*H<sub>7b</sub>: A firm's credibility in a CS advert positively moderates the impact of congruence on PI, such that the stronger the credibility, the stronger the effect on PI.*

#### **2.16.4.4 Consumer Religiosity Effect**

Another important variable in the literature, like but distinct from helping behaviour, is religiosity. Religiosity is an individual construct of religious orientation (Hill and Pargament 2008) that can be extrinsic or intrinsic (Allport and Ross 1967). People who

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perceive the practice of religion as a goal have an intrinsic orientation, and those who consider the practice of religion as an instrument that will allow them to achieve a goal have an extrinsic orientation, e.g. to foster social status or achieve personal goals (Hill and Pargament 2008). In this study, a unified perspective is adopted that integrates both the intrinsic and extrinsic aspects of religiosity, including personal respect for and practise of religion (Wilkes et al. 1986). Religiosity involves ethical views, beliefs and attitudes that determine behaviour (Delener 1994; Dube and Wingfield 2008). It is also considered to have a considerable influence on a consumers' perceptions, evaluations and decision-making (Delener 1994; Ranganathan & Henley 2008).

Although this variable does not appear to have been the subject of much empirical marketing study until recently (Skarmeas & Shabbir 2011, Hopkins 2014), the researcher believes that this variable can be an interesting moderating variable in the effectiveness of CRM, since it can direct consumers' beliefs and attitudes which can translate to purchase decision-making. The marketing literature has treated religiosity as a categorical demographic variable and the moderating effects of religiosity on other variables have been found (Hopkins et al. 2014). For instance, Hopkins and colleagues investigated the influence of religiosity as a moderator of antecedents to donate to a non-profit organisation in response to pro-social adverts, and found that religiosity acts as a moderator in the relationship between liking of an ad, perceived CSR of a non-profit organisation, and intent to donate to a non-profit organisation. Therefore, incorporating this variable in consumer giving and shopping models, like ACM and CS, can provide an understanding of the effect on a purchase decision.

It is argued that religious values and beliefs can restrain individual daily activities and inform what consumers buy, eat and even how they respond to an advertisement (Mokhlis 2006). Given that religiosity can influence consumers' decision-making behaviours and cognitive wellbeing (Youngtae 2010), it follows that consumers' religiosity can impact on their shopping orientations (i.e. how consumers shop). As religiosity correlates with charitable giving or helping behaviour (Ranganathan and Henley 2008; Skarmeas and Shabbir 2011), it can also be argued that the quest for moral satisfaction (i.e. the warm glow utility), wanting to help others in need, and seeing a positive change in a recipient's situation, which constitutes religion-based motivations (Skarmeas and Shabbir 2011;

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Sargeant 2014), can in part explain the effectiveness of online CRM ads. As such, this study proposes that this variable will be an effective moderator in the relationship between donation-PI and congruence-PI, which is presented formally as:

*H<sub>8a</sub>: Religiosity positively moderates the impact of the donation amount on PI, such that the stronger the religiosity, the stronger the effect on PI in ACM ad.*

*H<sub>8b</sub>: Religiosity positively moderates the impact of ad congruence on PI, such that the stronger the religiosity, the stronger the effect on PI in CS Ad*

### **2.16.5 Comparing Responses to Cause-Sponsorship and Affiliated Cause Marketing Ad Formats**

It is well established that when exposed to advertising, consumers often make inferences regarding the motives underlying the promotion and then engage in attributional interpretations of the claims made in the ad (Aaker 1986; Rifon 2004; Belch 2012). External factors, such as a firm's desire to sell a product, and internal factors, such as altruism, concern for a charity or cause, influence consumer behaviour (Chang 2015). Online CRM involving partnership with charity websites via ACM and sponsorship may reveal different strategic motives on the part of a firm. Therefore, it is important to compare the perceptions triggered by CS and ACM approaches, which share the same goal of generating consumer goodwill towards a company and charity being supported. Comparing the effects of exposure to these ad formats it also important because it is an activity that is likely to be carried out when marketers are considering an alliance with a charity via online CRM.

Although consumers might feel goodwill towards marketers implementing CRM, perceptions of CS and ACM may vary among customers. Declaration of the donation amount in ACM can activate a sense of altruistic giving; that is, an ACM ad can be seen to draw attention to fundraising for a charity, rather than a sales offer for the advertised product, whereas CS ads may be perceived to be drawing more attention to the brand than the charitable cause. Since visitors to charity websites are likely to support that charity, it seems reasonable to propose that ACM will have a greater appeal than CS in online cause marketing. Against this backdrop, the potential advantages of ACM over CS ads as

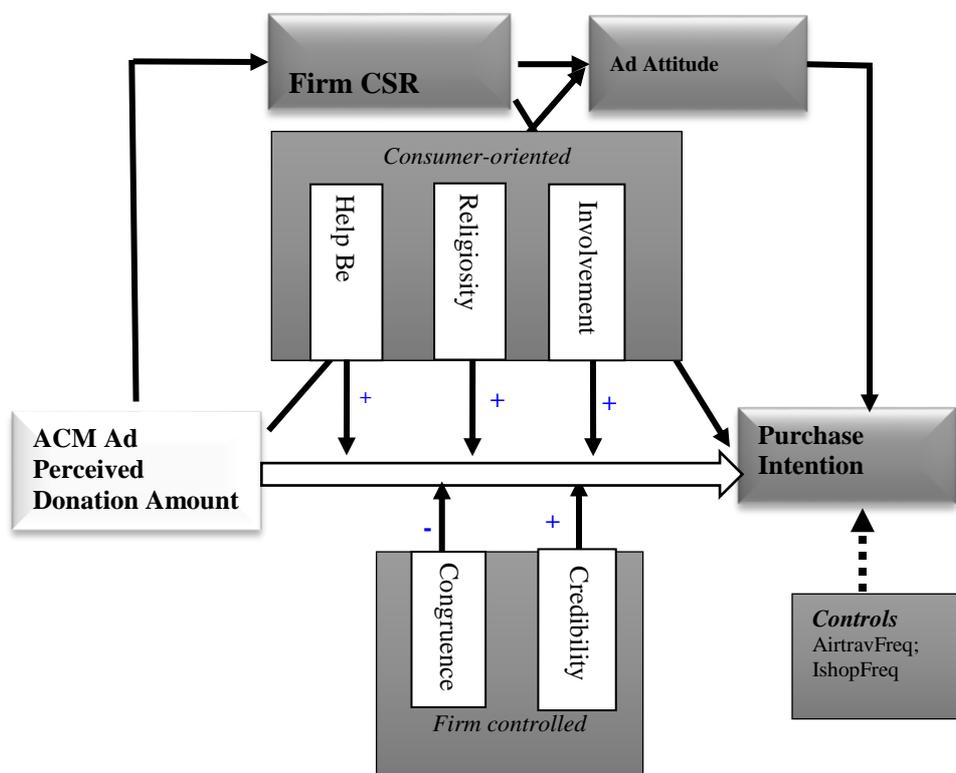
online fundraising tools are evident. Hence, this study proposes that ACM ads are more influential than CS ads as an online CRM. This proposition can be stated formally as:

*H<sub>9a</sub>: Online consumers will have a more positive attitude towards ACM ads than CS ads.*

*H<sub>9b</sub>: Online consumers will have a more positive PI towards ACM ads than CS ads.*

## 2.17 Consolidation of Conceptual Frameworks

### 2.17.1 Affiliated Cause Marketing Research Framework



**Figure 2.5:** ACM research framework

The research model consists of an individual perceived donation amount and PI for an air flight ticket (representing the hypothesis). In addition, the model integrates the main effect of donation amount and multiplicative terms for all the hypothesised moderating variables which are consumer related (helping behaviour, religiosity, and involvement) and firm controlled (congruence and credibility). The model also depicts the relationship between the attitudes towards an ACM ad as a fundraising and sales tactic, having

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attributed company motives as a direct antecedent (as hypothesised). It is supposed that the customer's motive attribution influences his or her behaviour towards an ad, which will impact on the brand purchase (Becker-Olsen, Cudmore, and Hill 2006; Ellen, Webb, and Mohr 2006). To the best of the researcher's knowledge, no previous study has examined this underlying process.

Furthermore, sociodemographic characteristics are also included in the model as control variables (gender, and purchase frequency of air travel ticket). Previous studies have consistently supported the intervening effect of gender (e.g. Webb and Mohr 1998; Moosmayer and Fuljahn 2010) and experience of the use of the internet (e.g. Thamizhvanan and Xavier 2013) on CRM and online advertising research.

Overall, the model is grounded in the theory of attribution (Heider 1958; Kelley 1973; Sparkman Jr and Locander 1980), which explains the process the consumer follows before taking the decision to purchase a brand. Meanwhile, the theory of impure altruism provides a moral and economic explanation of why a firm that should have to focus on profit maximisation should be providing a donation to a charity cause (Andreoni 1989; Crumpler & Grossman 2008).

#### **Research question one (ACM) hypotheses:**

*H<sub>1a</sub>: There is a positive direct relationship between the company donation amount and click PI in online CRM banner advertisements (ACM).*

*H<sub>1a2</sub>: Ad-website congruency moderates the positive relationship between perceived donation amount and PI, such that the greater the congruence the stronger the impact of donation on PI.*

*H<sub>2a</sub>: Consumers' perceived company CSR motive mediates the impact of the donation amount on PI in ACM ads.*

*H<sub>3a</sub>: Consumers' attitudes towards an ACM ad mediates the impact of the donation amount on PI.*

*H<sub>4a</sub>: Consumers' perceived firm's CSR motive in ACM has a direct and positive influence on attitude towards an ad.*

*H<sub>5a</sub>: Helping behaviour positively moderates the impact of the donation amount on PI, such that the stronger the helping behaviour the stronger the effect in ACM.*

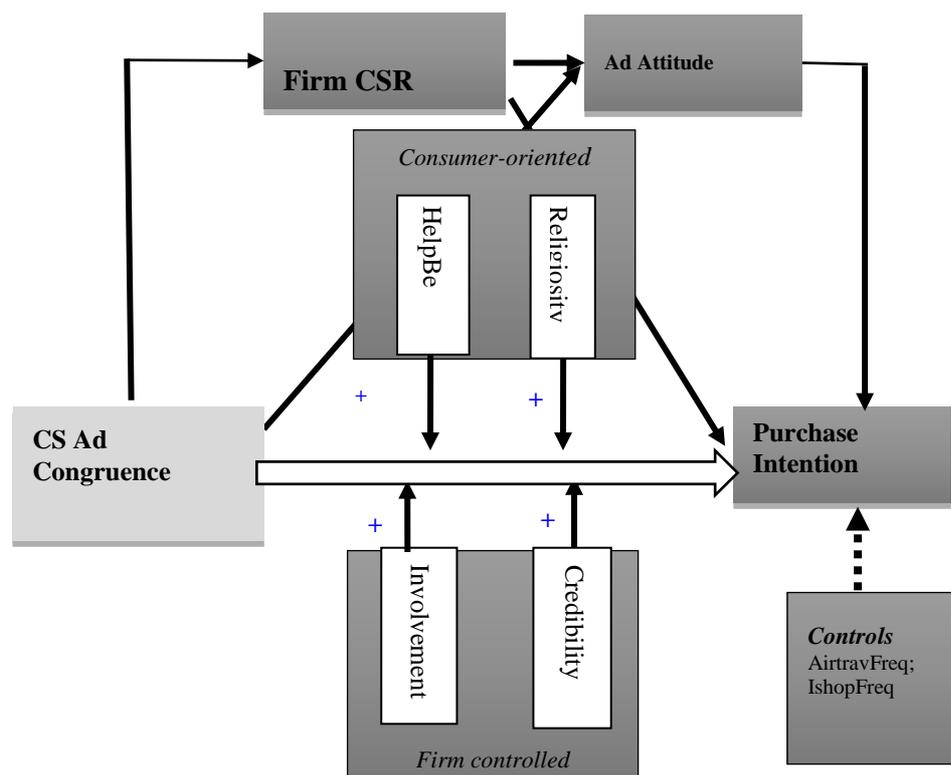
*H<sub>6a</sub>: Involvement positively moderates the impact of the donation amount on PI, such that the stronger the involvement the stronger the effect in ACM.*

*H<sub>7a</sub>: A firm's credibility positively moderates the impact of the donation amount on PI, such that the stronger the credibility the stronger the effect in ACM.*

*H<sub>8a</sub>: Religiosity positively moderates the impact of the donation amount on PI, such that the stronger the religiosity the stronger the effect in ACM.*

Chapter 3 presents the methodology and methods adopted in the design of the field study for data collection to test the model.

### 2.17.2 Cause-Sponsorship Research Framework



**Figure 2.6: CS research framework**

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This model depicts the overall proposed persuasiveness of an online CRM CS advertising campaign and is founded on the theory of associative learning, which offers a psychological explanation of the effect of the matchup of an ad sponsoring firm and charity cause. Per this notion, a strong sponsor-sponsee link provides the schemas for effective processing of other aspect related to the ad (Rodgers 2004). The model indicates that sponsorship ad-charitable cause congruence will exert its impact on PI through attributed sponsor motive and attitude towards an ad. Sponsor credibility, as well as consumer factors (helping behaviour, religiosity and cause involvement), would moderate the main effects of the ad-website congruence-PI link. To control for the possible effects of demographic facts, gender and internet use experience are included in the model (e.g. Thamizhvanan and Xavier 2013). The relevant study hypotheses are listed as follows, and Chapter 3 provides details of the approach to estimating the model using structural equation modelling.

**Research question two (CS) Hypotheses:**

*H<sub>1b</sub>: There is a direct and positive relationship between consumers' perception of the CS ad-site context, congruence, and PI.*

*H<sub>2b</sub>: Consumers' perceived company CSR motive mediates the impact of the congruence on PI in a CS ad.*

*H<sub>3b</sub>: Consumers' attitudes towards a CS ad mediate the impact of ad-website congruence on PI.*

*H<sub>4b</sub>: Consumers' perceived firm's CSR motive in CS has a direct and positive influence on attitude towards an ad.*

*H<sub>5b</sub>: Helping behaviour positively moderates the impact of ad-congruence on PI, such that the stronger the helping behaviour the stronger the effect in CS.*

*H<sub>6b</sub>: Involvement positively moderates the impact of ad-congruence on PI, such that the stronger the involvement the stronger the effect in CS.*

*H<sub>7b</sub>: A firm's credibility positively moderates the impact of ad-congruence on PI, such that the stronger the credibility the stronger the effect in CS.*

*H<sub>8b</sub>: Religiosity positively moderates the impact of ad-congruence on PI, such that the stronger the religiosity the stronger the effect in CS.*

In addition, the research investigates two more hypotheses that compare attitudes for PI towards the two study formats of online cause-related marketing. These are:

**Research question three hypotheses:**

*H<sub>9a</sub>: Online consumers will have a more positive attitude towards an ACM ad than a CS ad.*

*H<sub>9b</sub>: Online consumers will have a more positive PI towards an ACM ad than a CS ad.*

## **2.18 Summary**

Part Three has examined the relationships between donation and PI, and ad-context congruence and PI, in ACM and CS. The review of the literature also provided support to propose mediating and intervening effects for these relationships. Finally, theoretical arguments have been provided for possible differences in the effect of ACM and CS regarding consumers' responses. Chapter 3 presents the methodology and methods adopted to test the hypotheses proposed.

## **Chapter 3 - Methodology and Methods**

### **3.1 Introduction**

This study investigates consumers' responses towards two online CRM ad formats conceptualised in Chapters 1 and 2 as ACM and CS banner advertising. The investigation focuses on whether and how the primary design variables, donation amount (in ACM) and congruence (in CS) impact on PI. In addition, the study compares the effectiveness of the ad regarding online consumer responses through the following three research questions:

1. Whether and how the donation amount in an ACM ad format influences consumers' response regarding PI.
2. Whether and how the ad context congruence in a CS ad format influences consumers' response regarding PI.
3. Do consumers respond more positively towards an ACM ad than a CS ad regarding attitudes and PIs?

The previous chapter reviewed the relevant literature and research in traditional CRM, online advertising and related areas, while this chapter outlines the method or strategy for testing the hypotheses and consumer response models that were developed in Chapter 2 in line with the research questions. It also discusses the research philosophical stance, the research approach, treatment of variables, details of the sample, data collection and data analysis methods. Finally, the rationale for the chosen research design and method of data analysis is presented. The organisation of the chapter is represented diagrammatically in Figure 3.1.

<b>3.1</b>	<b>INTRODUCTION</b>
	Overview of Chapter, Restate research questions
<b>3.2</b>	<b>PHILOSOPHICAL ORIENTATION</b>
	Justification of Positivist Paradigm. Ontological and Epistemological conformity
<b>3.3</b>	<b>RESEARCH APPROACH</b>
	Justification of Quantitative -deductive Approach
<b>3.4</b>	<b>EXPERIMENTAL SURVEY DESIGN</b>
	Post-Only Experimental design (for Study 1 and 2) Survey for study 2
<b>3.5</b>	<b>DATA COLLECTION</b>
	1.The Sample, Sample profile, sample distribution. 2 Treatment of Variables, 3. Questionnaire design, 4. Ethical consideration, 5. pilot testing, 6. administer questionnaire 7. validity and reliability
<b>3.6</b>	<b>DATA ANALYSIS</b>
	1.Justification of SEM and ANOVA techniques, 2. Concepts in SEM, 3. Mediation testing approaches, 4. the SEM procedure and Fit indices
<b>3.7</b>	<b>SUMMARY OF CHAPTER</b>

**Figure 3.1: Organisation of Chapter 3**

### **3.2 Philosophical Orientation**

Underpinning any academic research is a philosophical orientation (Babbie 2012; Creswell 2013; Bryman and Bell 2015) to describe a system of philosophical beliefs grounding the research. To avoid tautology and remain consistent in the use of terms adopted by different authors (Creswell 2013; Sarantakos 2013; Saunders et al. 2016) to describe the system of philosophical beliefs grounding the research, the researcher adopts Creswell’s (2013) terminology in naming the philosophical foundation and orientation of this study as a philosophical perspective or paradigm. The research philosophical perspective frames a researcher’s worldview and guides the process of conducting research and interpreting results (Babbie 2012). Furthermore, research is concerned with a set of assumptions about the nature of the subject investigated and the ways by which the research gains knowledge about the subject (Matthews and Ross 2010).

Three philosophy perspectives dominate social research literature: positivism, interpretivism, and realism (Sarantakos 2013), and these paradigms differ in the way researchers gain knowledge. However, the focus here will be to specify and justify the philosophical perspective applied in this study. The researcher's decision regarding the choice of the paradigm was inspired by his system of beliefs about the world, and particularly his beliefs about the nature of ACM and CS, as well his perception of the behaviour of online consumers regarding their responses towards ACM and CS ads. These beliefs are explicated regarding the three dimensions to a philosophical perspective which includes ontology, epistemology and axiology.

Ontology is the way a researcher perceives the nature of reality and forms in which the reality exists (Babbie 2012). ACM and CS are newly proposed models in consumer research that represent particular phenomena, as described and defined in Chapters 1 and 2. Given that the aim of the study was to achieve a more precise conceptualisation and interpretation of these marketing activities, it was necessary to identify relevant concepts, such as the donation amount and the ad context congruence, and to apply existing theories pertinent to understanding responses towards their effects on advertising. To the researcher, consumer responses towards effects generated by ACM and CS are real, observable, specific and measurable objectively. Since the researcher considers that the responses are realistic, determinate predictions, as well as generalisations, can be made about them in various consumer-related and advertiser-based situations/circumstances when consumers are exposed to these advertising phenomena. To establish the researcher's paradigm for this study means that explicit statements or hypothesis were necessary, born from the integration of existing theories in marketing research. The above discussion suggests the appropriateness of a positivist ontology (Matthews and Ross 2010; Babbie 2012; Bryman and Bell 2015; Saunders et al. 2016).

Positivism comprises measuring observations that lead themselves to statistical analysis (Matthews and Ross 2010; Babbie 2012; Bryman and Bell 2015, Saunders et al. 2016) and the ontology detects the epistemology (Creswell 2013). Epistemology is concerned with the relationship a researcher must the research, and it enables the researcher to envision how knowledge can be discovered and to decide on how he/she can learn about a particular reality (Matthews and Ross 2010; Babbie 2012). As suggested above,

behaviour towards ACM and CS can be known through objective measures of the impact of the donation amount and ad-context congruence, respectively, using established Likert scales and applying appropriate statistical techniques. The researcher and the target consumer sample were easily separated, meaning a preferred etic epistemological position for this study is a realist. Since the researcher is independent of the online study consumers, then it is informed by etic epistemology (Creswell 2013).

Finally, axiology specifies the role of values that affect a researcher's belief system and thus the process of conducting and interpreting results (Saunders et al. 2016). In general, reflection underlies any research process unless value-free research is conducted; however, the researcher argues that even an interpretation that is entirely objective in nature is affected by the said researcher's values, and hence any research outcomes are propositional in nature.

**The study aims to compare the behavioural impact of the phenomena (CS and ACM) on consumer responses which represent 'the real' reality, which can be observed objectively aiming at prediction and explanation. The preferred ontological position for this study is positivism, meaning that the observations can be measured and lead themselves to statistical analysis.**

Table 3.1 illustrates the discussion by profiling the positivist paradigm and its ontology, epistemology and axiology.

**Table 3.1: Positivist view of the study**

(After Saunders et al. 2016)

<b>Assumptions</b>	<b>Positivism</b>	<b>Meaning in this research</b>
Ontology <i>What is nature of reality</i>	Realism, truth exist, does not change, can be discovered using objective measurements, truth can be generalised. Reality is external, independent of researcher	The study ad formats are real subjects external, independent to the researcher. The research focus on establishing causal relationships among variables pertaining to online CRM ad types. Reality is represented by individuals who respond towards ACM or CS consumers
Epistemology <i>How do I know about reality</i>	Reality can be measured. Researcher is independent from the research subject. Research outcome offers explanations and predictions. Focus on reliability & validity of tools.	Researcher was had no direct contact with the online subjects who are external and independent to the researcher.
Axiology	Value free research. Researcher is detached, neutral and independent of what is researched. Researcher maintains objective stance.	Values are acknowledged but outcomes are propositional

In summary, the formulation of hypotheses and conceptual models implies a positivist perspective. The development and application of correspondingly objective measures and measurements, and the result of hypothesis testing will meet the traditional pattern of positivistic research design. Additionally, the study assumes that participants are rational individuals who are governed by social laws, and their behaviour is learned through observation and controlled by external effects that produce consistent results, which suggests a positivist orthodoxy.

### 3.3 Research Approach

Methodology scholars suggest three criteria should be applied when choosing an appropriate research approach (Creswell 2009; Saunders et al. 2016). First, the central

principle is the nature of the research topic, as a subject on which there is a wealth of literature from which a theoretical framework and hypothesis can be defined, lends itself more readily to a quantitative approach. The current study was founded on the extensive literature on traditional CRM (as reviewed in Part One of Chapter 2) and online advertising (Part Two of Chapter 2). Thus, consistent with the implied positivist paradigm the use of a quantitative approach for conceptualising online CRM and for testing research models seems appropriate.

The second criterion is concerned with time availability. Deductive research can be quicker to complete in respect of ‘one take’ data collection and accuracy in predicting time schedules. Other approaches, such as inductive research, can be much more protracted with the danger that no useful data pattern or theory will emerge and a much longer period of data collection and analysis is required to ensure that ideas do emerge.

The third criterion concerns the approach other researchers have applied in the study domain. The quantitative approach has dominated CRM and online advertising research, and quantitative research works tend to be easier to get published in leading marketing journals. Thus, a quantitative approach was also preferred because of the desire to make this study comparable.

It is now important to review this approach by restating the research purpose, which is to study online CRM to investigate the impact of the donation amount (antecedent) in the design of ACM ad formats and congruence (antecedent) in the design of CS ad formats on consumers’ PI, and to determine the process of the impact on purchase, as well as to determine where the impact varies across consumers and firm related situations. Existence and the characteristics of the effect of the ad formats on consumers' responses are also compared.

The purpose statement suggests that the rich literature in CRM and online advertising can be explored to conceptualise and theorise ACM and CS. The statement also shows the intention to examine the relationship between constructs, which indicates the applicability of theoretical testing via a quantitative, deductive approach, and suggests that the present research should apply an explanatory study path. The research questions and hypotheses,

shown in Table 3.2, also strongly indicate the choice of a deductive-quantitative approach.

**Table 3.2: Establishing the quantitative approach**

Research Question	Hypothesis	Research Approach
Whether and how the donation amount in ACM ad format influences consumers' response regarding PI.	<b>H<sub>1</sub></b> : There is a direct and positive relationship between a firm's donation amount and PI in an ACM	Deductive
Whether and how the ad context congruence in CS ad format influences consumers' response regarding PI.	<b>H<sub>1b</sub></b> : There is a direct and positive relationship between consumers' perception of the CS ad-charity website congruence and PI	Deductive
<b>ACM Mediation</b>		
Whether and how the donation amount in ACM ad format influences consumers' response regarding PI.	<b>H<sub>2</sub></b> : Consumers' perceived company CSR motive mediates the impact of the donation amount on PI in an ACM ad	Deductive
	<b>H<sub>3</sub></b> : Consumers' attitude towards the ACM ad mediates the impact of the donation amount on PI	Deductive
	<b>H<sub>4</sub></b> : Consumers' perceived firm's CSR motive in ACM ads has a direct and positive influence on their attitude towards an ad.	Deductive
<b>ACM Moderation</b>		
Whether and how the donation amount in ACM ad format influences consumers' response regarding PI.	<b>H<sub>5</sub></b> : The impact of the donation amount on PI for an ACM ad is positively moderated by:	Deductive
	a) ad site congruence	Deductive
	b) helping behaviour	
	c) cause issue involvement	Deductive
	d) consumer religiosity	Deductive
	e) perceived firms' credibility	Deductive
<b>CS Mediation</b>		
Whether and how the ad context congruence in CS ad format influences consumers' response regarding PI.	<b>H<sub>6</sub></b> : Consumers' perceived company CSR motive mediates the impact of the congruence on PI in a CS ad	Deductive
	<b>H<sub>7</sub></b> : Consumers' attitudes mediate the impact of the congruence on PI in a CS ad	Deductive

Research Question	Hypothesis	Research Approach
	<b>H<sub>8</sub></b> : Consumers' perceived firm's CSR motive in CS has a direct and positive influence on attitude towards a CS ad.	Deductive
CS Moderation		
Whether and how the ad context congruence in CS ad format influences consumers' response regarding PI.	<b>H<sub>9</sub></b> : The impact of ad-website congruence on PI in a CS ad is positively moderated by:	Deductive
	a) helping behaviour	Deductive
	b) cause issue involvement	Deductive
	c) consumer religiosity	Deductive
	d) perceived firms' credibility	Deductive
Comparing CS and ACM		
How do consumers' responses to CS ad and ACM ad formats compare regarding attitudes and PI towards the ad formats?	<b>H<sub>10</sub></b> : Online consumers will have more positive attitudes towards ACM than CS ad formats.	Deductive
	<b>H<sub>11</sub></b> : Online consumers will have more positive PIs towards ACM than CS CRM ad format.	Deductive

In summary, consistent with the chosen positivist paradigm and the formulation of the study hypotheses, which need to be confirmed or rejected, a quantitative-deductive approach was followed in this study. Quantitative data may be collected using a range of techniques, including experiments and surveys and this is the subject of the next section.

### 3.4 Research Strategy

Once the researcher was clear about the research philosophical perspective and approach appropriate for this study, attention then focused on the implementation of the research strategy or method. The 'research strategy' or method refers to the operationalisation of the research philosophy at a more applied level, framed by the chosen research approach so that it is fit to address the research hypotheses (Creswell 2009). The following sections present the focus strategies or methods implemented in this research.

#### 3.4.1 Implementation of the Research Strategy: Experimental Survey Design

Since it has been established in the previous sections that a quantitative or deductive approach is appropriate for the study, this section follows on to specify the strategy or

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method selected to address the research questions divided into three smaller studies. The experimental manipulation of the donation amount followed by a survey is outlined as it pertains to research questions one and three, and a survey only applies to research question two. Justification of the between participant technique is outlined and literature examples of the application of experimental survey strategy are indicated.

#### **3.4.1.1 Study 1: ACM Ad Donation Amount-PI Experimental Design**

Study 1 specifically addresses research question one. In the experiment, the donation amount ascribed to the ACM ad displayed on the charity website was manipulated at two levels of 1% and 10 % for two separate groups and a control without any specification of the donation amount included (see Appendix 1a). The study participants were randomly assigned to each group in line with previous research in the traditional CRM context suggesting a variation from ‘low to high’ (Arora and Henderson’ 2007, p.527; Koschate-Fischer al. 2012, p.914, see Table 3.3), and a between group cross-sectional survey of participant’s perceptions of the donation amount and their PIs (Discussion on the choice of between group design is detailed in Table 3.4). In the experiment, participants’ responses to the main effect of perceived donation amount and PI was assessed and they were also required to indicate their attitude towards the advertising and the perceived firm’s CSR motive to determine mediatory processes of the main effect. The design also required participants to indicate their i) attitude toward helping others, ii) level of charity cause involvement, iii) religiosity, iv) perceived firm’s credibility, and v) perceived ad-website congruence (in the case of ACM) to determine possible moderating influences on the main effect of congruence-PI (see Appendix 1a).

#### **3.4.1.2 Study 2: Congruence-PI Survey Design**

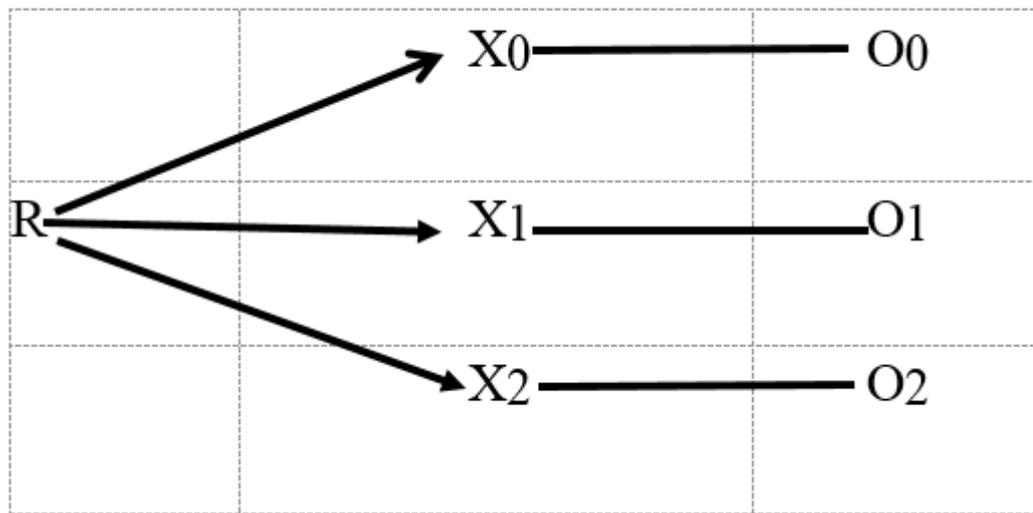
In study 2, the same website and product were used as in the ACM experiment but without a donation (see Appendix 1b). A cross-sectional survey of participants’ perceptions of the ad-website congruence against their PI towards the CS ad was determined.

Like ACM study design, participants’ responses were also required to indicate attitudes towards the Advertising and the perceived firm’s CSR motive to determine the mediatory process of the main effect. The design also required participants to then indicated their i) attitude towards helping others, ii) level of charity cause involvement, iii) religiosity,

iv) perceived firm's credibility, and v) perceived ad-website congruence (in the case of ACM) to determine possible moderating influences on the main effect of congruence-PI. Established measures for the variables were used as detailed in section 3.5.2.

### 3.4.1.3 Study 3: Comparing Attitudes and PI for ACM Ad and CS Ad

Finally, a three between group experimental survey was designed to generate data for study 3 to compare attitudes towards the advertising and PIs towards the CS ad and the two ACM ad types. Figure 3.2 depicts the experimental-survey design.



**Figure 3.2: Post-only experimental design**

Post-test-only control-group experimental design in which CS group (with no donation amount indicated) is the control condition and ACM groups with 1% and 10% indicated in the ad. PI is the main post-test assessment, including mediators and moderators. A survey only strategy is applied to the control group (CS-group) in case of study.

X = exposure to the independent variable (Donation amount).

O = measurement of dependent variable (Attitude towards Ad and PI).

R = participants randomly assigned to each group.

The research design followed a randomised post-test only experimental survey design as depicted diagrammatically in Figure 3.2. Participants were randomly assigned to the three groups: no Donation amount (CS or control), 1% donation amount (low), 10% donation amount (high). This random process is essential for the effectiveness of the experimental design regarding the ability to later draw causal inferences about the independent variables (Babbie 2012). The idea of random assignment is to obtain equivalent

probabilistic equivalent groups which will receive the donation treatment while one (CS) will not and the outcomes for attitudes and PI are measured. In the design, the donation amount is measured as ‘perceived donation amount’ following examples of Koschate-Fischer et al. (2012) and Hajjat (2013), which enabled the donation amount to be measured as a continuous variable. Randomisation is favoured with a large pool of participants and provides strong in internal validity so that the researcher has a good stance at assessing whether the study factor(s) cause the outcome(s) (Trochim 2016). In addition, most statistics used by the researcher in the analysis assume randomisation (Babbie 2012).

The post-test only was in the form of an online self-administered survey that was given to the three experimental groups with the relevant donation amount stimuli. Although research methodology scholars have suggested that a classical experimental design with a pre-test could allow for a more precise measure of the effect of the treatment, this design also presents a major limitation of participants’ sensitisation. Sensitisation of participants in the experiment or survey could introduce a bias into the post-test responses, thereby affecting the validity of the research (Creswell 2013; Saunders et al. 2016, Trochim 2016). The researcher also considered that due to the potential social desirability of responses for the CRM, a pre-test would not achieve many benefits regarding benchmarking of pre-existing attitudes and PI (independent variables) towards the study brand (air flight ticket). Measuring the effect of the perceived donation amount upfront on dependent measures will provide an accurate test.

Furthermore, the choice of the post-test-only randomised experimental survey design was because, despite its simple structure, it is one of the best research designs for assessing cause-effect relationships (Trochim 2016). It is also easy to implement an, because it uses only a post-test, is relatively inexpensive. Finally, the choice of the design follows examples of previous studies on the influence of donation amount and behavioural outcomes in the context of traditional CRM (Table 3.3) and the survey administration is discussed in detail in section 3.5.6.

**Table 3.3: Experimental survey design in CRM research**

<b>Authors</b>	<b>Title</b>	<b>Research Questions</b>	<b>Methods</b>	<b>Findings</b>
Müller et al. 2014	How much to give? - The effect of donation size on tactical and strategic success in cause-related marketing	To analyse the impact of the size of this donation on brand choice and brand image.	Experiment	Donation size has a positive effect on brand choice if consumers face no financial trade-off.
Koschate-Fischer et al. 2012	Willingness to pay for cause-related marketing: the impact of donation amount and moderating effects.	To understand the relationship between the donation amount and customers' willingness to pay.	Experiment	Customers' predispositions moderate the link between donation amount and willingness.
Folse et al. 2010	Cause-relating marketing: the effects of purchase quantity and firm donation amount on consumer inferences and participation intentions.	Examines the effects of purchase quantity and firm donation amount on consumer perceptions of the firm.	Experiment	Consumers' inferences about a firm's donation amount mediates a positive effect.
Chun-Tuan and Yu-Kang 2008	All cause-related advertisements are not created equal: influences of product characteristics and donation framing on consumer purchase decision.	Investigates the effect of donation framing, donation magnitude to charity, as purchase incentives in advertising contexts.	Experiment	Consumers prefer donations framed in objective/absolute terms rather than in subjective terms.
Arora and Henderson 2007	Embedded premium (EP) promotion: why it works and how to make it more effective.	Compares EP as a sales promotion tactic with traditional approaches, such as discounts and rebates.	Experiment and survey	Low denomination EPs are more effective than an equivalent price discount.

<b>Authors</b>	<b>Title</b>	<b>Research Questions</b>	<b>Methods</b>	<b>Findings</b>
Human and Terblanche 2012	Who receives what? the influence of the donation magnitude and donation recipient in cause-related marketing.	The impact of donation magnitude, consumer attitude towards the offer, attitude towards the alliance, and participation intention.	Experiment	Donation amount had no significant effect on dependent variables.
Yeo Jung and Wei-Na 2009	Overcoming consumer scepticism in cause-related marketing: the effects of corporate social responsibility and donation size claim objectivity.	Effects of varying scepticism of the level of perceived corporate social responsibility and the level of donation size.	Online-experimental survey	Consumers are more likely to disbelieve the ad claim when the donation size is stated subjectively rather than objectively.
Dean 2003	Consumer perception of corporate donations.	Investigates the effects of type of donation and reputation of the firm.	Experiment	Irresponsible firms increased their favour with consumers by making donations.
Moosmayer and Fuljahn 2013	Consumer perception of cause-related marketing campaigns.	Investigates the influence of gender and of donation size on consumer perception of firm behaviour.	Online experiment	Consumer responses vary by gender. Donation size impacts consumer goodwill towards a CRM campaign.

The need to manipulate the donation amount (0% CS, 1% ACM, 10% ACM) suggests that experimentation is appropriate. The need to assess consumers' self-reported perceptions, attitudes and beliefs towards the CS and ACM ad formats also suggests that a survey is necessary to determine how the variables can mediate or moderate responses towards the ACM and CS CRM ad formats.

Employing an experimental survey using a questionnaire is not only consistent with the researcher's positivist philosophical stance and the quantitative approach, but is supported by existing works in CRM as indicated in Table 3.3 (e.g. Dean 2003; Arora and Henderson 2007; Chun-Tuan and Yu-Kang 2008; Yeo Jung and Wei-Na 2009; Folse et al. 2010; Koschate-Fischer et al. 2012; Human and Terblanche 2012; Moosmayer and Fuljahn 2013), and existing studies on online advertising (e.g. Newman 2004; Moore 2005; Chatterjee 2008; Flores 2014; Kuisma 2010; Sojung 2010; Janssen 2012; Myers 2014).

Following the approach taken in the existing research should allow the findings to be comparable, an important step towards filling the research gaps and advancing knowledge in CRM and online advertising. Having decided to implement an experiment and survey strategy, the researcher had the option of a between-participants and within-participants design. Table 3.4 clarifies the decision for a between-participants design.

**Table 3.4: Establishing the between-participants design**

Advantage	Disadvantage	Relevance to this study
Between-participants Design		
Simplicity: it is straightforward to apportion study participants to different donation levels randomly	When several conditions are involved in the survey more resources would be required to recruit several groups and collect analysable result.	Considered that three donation levels of 0%, 1% and 10% was sufficient, as supported by prior research in CRM (Araro and Henderson 2007).
Test wise: there is relatively little chance of test wise and fatigue effects. No chance that exposure to a donation amount can influence another.	Tendency of insensitivity experimental.	The donation amounts of 1%, and 10% were considered well-spaced out (low to high) as recommended by the literature (e.g. Arora and Henderson 2007; Koschate et al. 2012), so that manipulation insensitivity is mitigated.
	Possible assignment bias when groups are assigned different treatments.	Participants are randomly assigned to the three donation amount groups 0% (control) 1% (ACM) 10% (ACM).

Advantage	Disadvantage	Relevance to this study
Lower contamination of results by extraneous factors	Environmental factors (e.g. time lag in testing between participants) can be confounding in between participants' design.	The point is dealt with as indicated above by running all the survey questionnaires simultaneously
<b>Within-participants Design</b>		
A smaller panel of participants are required which makes the task of surveying much more streamlined, as well as levelling the resource demands. Can be relatively cost-effective and easy to conduct the survey.	Fatigue, practice and experience through repeated measures can weaken the results especially, when the survey is very long.	The study had access to a large nationally represented consumer panel
Sensitivity. Sensitive to experimental manipulation	'Test wise' or 'carry-over' effects	Sensitivity was not an issue as the donation amount for example was well spaced from low-to-high. No concern of carry over effect as between group design was implemented
In within-subject design the participants act as their own control, which is useful in reducing errors associated with natural differences between participants.		The study was also interested in understanding the effect of difference among consumer population regarding the ad outcomes and existing studies in online advertising (e.g. Segev 2014) have successfully implemented between-participants' technique
The within-participants design, can be more effective in helping pick up the influence of individual participants		While the between-participant technique used might not be very sensitive in detecting slight moderating effects, any effect detected will demonstrate the importance of the effect in consumer population
Sources: Adapted from Field & Hole (2003); Martyn Shuttleworth (2009)		

In summary, Table 3.4 shows that the between-participant and within-participant survey design has significant merits and demerits, relating to sample size, cost, time, experimental, reliability and validity manipulation sensitivity. Overall, the researcher

argues that implementing the between-group approach via a web-based platform can eliminate the concerns of sample size, cost, and time inherent in tradition media experimentation and surveys. Through the web, a researcher can reach many study participants relatively quickly and cheaply, and can generate more reliable results that can be generalised to the consumer population, consistent with the positivist orthodoxy. The next sections discuss the relevant features relating to the design and presentation of the internet questionnaire used for this study.

### **3.4.2 Use of a Web-Based Survey**

This research used a nationally represented internet consumer panel provided by a professional market research agency (Marketest). Academic researchers have used other online platforms, including Survey-Monkey, to collect data. However, this researcher considers that Marketest can provide a nationally representative UK consumer panel that is appropriate for this research. In the survey, a sophisticated database tracks panellist profile data responses to questions and can facilitate longitudinal studies, as well as data mining to yield insights into attitudes and behaviours over time and across segments.

In addition, better internal validity is often mentioned as an advantage that internet research provides over other survey methods. Internet surveys have the potential to reduce measurement error, missing data, and respondent attrition (Dillman 2014; Saunders 2016). The list of explanations for response errors with self-administered questionnaires include a lack of comprehension problems, poor wording, and deliberate distortion, but are limited when implementing online surveys. The most common explanation for reduced errors in internet surveys is the opportunity for visible response options. Pictorial and image presentation used in the study questionnaires (see Appendices 1a and 1b) provide a distinct advantage over other survey methods.

Internet survey implementation provides ecological validity to the study, making the study more real since it is about consumers' behaviour in the online marketplace. The survey also allowed the researcher to manage the different question streams and technical features, which cannot be undertaken in any other available method (Cobanoglu and Cobanoglu 2003; Sekaran et al. 2010).

### **3.5 Implementation of the Research Strategy: Data Collection**

Having presented the research strategy identified for the study, this section explains how the practical implementation was planned regarding data collection, including sampling of the study population, the treatment of variables, pilot testing, administration of the survey instrument, and ethical consideration for the data collection, ending with a discussion of the reliability and validity of the study. It commences by outlining the sampling of the population.

#### **3.5.1 Sampling**

It is usually impossible to either collect or analyse all the data available due to constraints of time, money and even access to participants in a study of this nature. Sampling enables the researcher to address these limitations by taking a small sample or subset of the target study population. By using a sample, a generalised statement can be made about the research question (Neuman 2006; Trochim 2016). This subsection outlines the sampling process of the study, including target population and coverage, sampling frame and sample, sample size and descriptive characteristics of the sample panel.

##### **3.5.1.1 Target Population and Coverage**

Since the overall research purpose is to determine consumer responses towards online CRM regarding ACM and CS, the theoretical population could be anyone who makes an online purchase and may be exposed to online CRM. Specifically, the study population is online consumers in the UK. The reason for selecting the UK is that, of its over 63.7 million residents, 82% are internet users who regularly shop online, which is the highest of all the 28 EU member states (IRMG 2015). However, the researcher had ready access to a panel from the Marketest Agency consumer data base of individuals from England and Wales only. This is a reputable market research business with an updated proprietary database of consumers who are resident in England and Wales. Therefore, in practical terms, the target study area was England, Scotland and Wales, which can be regarded as representing the whole of the UK since the population share the same economic, demographic and socio-cultural characteristics (Figure 3.3). So, the findings from a study with a sample from England or Wales can be inferred back or generalised to the whole of the UK.

### **3.5.1.2 Sampling Frame and Sample**

The sampling frame is the actual list of sampling units from which the sample is selected or simply a list of the study population. For this study, the sample frame was drawn from a reputable market research agency's (Marketest) proprietary database of online consumers' resident in Scotland, England and Wales (Figure 3.3). The suitability of the company's sample frame was based on practical, ethical, technical, budgetary constraints considerations. The frame contained relevant demographic information on individuals, contact details and map locations; no individual outside the study population was in the frame and individual's information was up-to-date. To ensure that the frame was representative of the study population, a computer programme was employed to perform purposeful random sampling based on the requirement of diversity in location and relevant demographic information. Only through such an application could a representative panel sample be efficiently generated, devoid of human sampling bias.

The actual sample panel drawn from the sample frame included males and females aged 18 years old and above, of varied educational and occupational backgrounds. Much of the research in CRM, online advertising and consumer behaviours has often been limited to student populations (Ha 2008; Koschate-Fischer et al. 2012). This study aimed to go beyond student populations and to collect data from the wider consumer population, which reflects the current online shopping population. Such an approach is considered a contribution to this area of knowledge.



Figure 3.3: Geographic location of participants

### 3.5.1.3 Sample Size

Given that the goal of the study is to assess consumers' behaviour towards ACM and CS advertising tactics, any online shopper in the UK could be eligible for inclusion in the study sample. Since it is impossible to employ all the population in the study, a sample that is representative of the population must be used. With a UK online shopping population of over 82% of the population, the findings from a carefully selected sample should bear relevance to a clear majority of the population of 63.71 million (IMRG 2015). Authors have argued that a carefully selected small sample is preferable to a poorly selected large sample (e.g. Hair et al. 2010; Saunders et al. 2016). Accordingly, a few sampling considerations were applied to acquire a purposive heterogeneous sample from a national database of registered online shoppers with the online research agency (Marketest). The considerations include:

- a) time and budgetary considerations

- b) ease of access to the data;
- c) the need to have a sample that could reflect the heterogeneous demography of the UK online shopping adult population in terms of a national spread of the sample, gender balance, variation in the representation of the educational attainment, online shopping experience in general and specifically in the chosen airline ticket product.

Regarding the actual sample the study aimed to meet two further criteria:

- d) a need for a sample adequate for multivariate data analysis method (such as Structural Equation Modelling or SEM) appropriate for this research; and
- e) the need for a sample that could provide statistically sound, robust or justified results that are in line with the study goal of understanding consumers' behaviour towards ACM and CS tactics.

SEM is a large sample analysis approach and existing research documents that a small sample can cause a variety of problems, such as a failure of estimation convergence, inaccuracy of parameter estimates, little statistical power, and weak model fit statistics. Even though the sample size is a crucial factor in SEM approach, there remains no consensus on what the sample size should be. Based on a review of sample size literature, Wang (2012) advocated guidelines by various authors when choosing a sample that is analysable using the SEM technique as follows (Table 3.4a):

**Table 3.4a Same Size Recommendation**

	<b>Sample Size recommendation(cases)</b>	<b>Authors</b>
1	100-150	Anderson and Gerbing 1988; Tabachnick and Fidell 2001
2	100	Kline 2005
3	5 cases per variable	Bentler and Chou 1987
4	10 cases per variable	Nunnally 1978
5	No rule applicable for all cases	Muthen and Muthen 2002

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Furthermore, in multivariate research (e.g. multiple regression) Hill (2008) advocated that a sample size should be at least ten times larger than the number of variables being considered. In the case of the current study, with two modules of a total of 17 variables (ACM=9, CS= 8) that guideline would indicate a sample of 170 cases. However, many authors of standard methodology texts concede that the choice of sample size is as much a function of budgetary considerations as it is statistical considerations and when afforded, large samples are usually preferred over smaller ones (Babbie 2012; Bryman and Bell 2015; Saunders et al. 2016)

Based on the above review, the current study planned on having a total sample size of 550 cases for the three research questions. Using the large sample size suggests that variability in the sample should make it possible to adequately test the research models and assess the impact of the donation amount (in ACM) or congruence (in CS). However, the data screening process provided a final sample of 538 cases after the elimination of 12 outliers as detailed in section 4.2 following data cleaning rules (Hair et al. 2010). The sample was then randomly allocated to each of the experimental and survey groups such that they were approximately equal with CS group and control =170, ACM (1%)=185, ACM (10%)=183 cases. Further details on the profile of the sample are provided in sections 3.5.1.4 and 3.5.1.5

#### **3.5.1.4 Profile of Sample**

Simple frequency distribution in SPSS 21 was used to analysis the sample distribution. Table 3.5 indicates the demographics for the CS-group, ACM 1% donation group amount (DA1%) and ACM 10% donation group (DA10%). All participants were above the age of 18 years, and a total of 538 UK-based consumers responded to an email invitation to participate in the study. The panel has an almost equal gender divide of 52.4% and 47.6% males and females, respectively. Over 40% of the participants were graduates and close to 50% of the sample spent more than 16 hours per week on the internet, suggesting a good level of experience in cyberspace. In addition, more than 70% of the participants reported having had online shopping expertise in the last two years. Furthermore, the sample shows an almost even spread of members across levels of online flight ticket purchase over the last two years, as indicated in Table 3.5.

**Table 3.5: Sample profile**

<b>Demographics</b>	<b>Variable</b>	<b>ACM Freq.</b>	<b>CS Freq.</b>	<b>% 538 cases</b>
Gender	M	181	75	47.584
	F	187	95	52.416
Education	<A'L	72	123	36.245
	Undergrad-A'L	50	81	24.349
	Graduate	48	164	39.405
Weekly Internet Use (hrs)	5-10hrs	41	21	11.524
	10-15hrs	36	76	20.818
	16-20hrs	28	75	19.144
	>20hrs	65	196	48.513
Online Shopping (last 2 yrs.)	5-10 times	24	41	12.081
	10-15	17	75	17.1
	16>	129	252	70.81
Air Travel (in last 2 yrs)	0 times	46	89	25.093
	1-4times	54	129	34.014
	5-10times	52	68	22.304
	>10 times	18	82	18.587

### 3.5.1.5 Sample Gender Distribution

Table 3.6 indicates the sample size for each of the donation amount treatment groups and the CS group. A pre-test was conducted to check the assumption that a 1% donation amount of the flight ticket cost price represented a low value, and a 10% donation amount was a high donation. The results confirmed the expectation that 1% and 10% contributions to charity in an ACM ad represented low and high values, respectively. As indicated in Table 3.6, the sample sizes for the survey experimental groups were just slightly different on gender basis; however, multivariate analysis of covariance allows for differences in group size (Hair et al. 2010). The CS sample served as the control for experiment 1 of the study, as well as the survey sample for study 2.

**Table 3.6: Sample gender distribution**

<b>Treatment Group</b>	<b>Size</b>	<b>Male</b>	<b>Female</b>
Cause-Sponsorship	170	75	95
0 % Donation	170	75	95
1% Donation	185	86	99
10% Donation	183	95	88

### **3.5.2 Treatment of Variables**

Consumers' responses to exposure to ACM and CS ads are measured by assessing the causal relationship between donation amount-PI and congruence-purchase, respectively. Causal processes are investigated by assessing the effects of perceived CSR motive and attitude towards the ad. In addition, the influence of possible moderating of the causal relationships is examined by considering the influence of helping behaviour, cause-involvement, religiosity, and a firm's perceived credibility. The operationalisation of the variables is now discussed.

Operationalisation or instrumentation translates conceptual definitions into measurable definitions and practical measures (Crotty 1998; Sekaran and Bougie 2010). Since the variables chosen for the study are latent and cannot be directly measured, they must be operationalised to translate their conceptual meanings and effects in the study into practical measures that yield an understanding of the phenomenon of online CRM. This is achieved by collecting possible scales for measuring each of the variables, evaluating the validity and reliability of these scales, selecting the most appropriate scale, and designing the experimental survey questionnaires to investigate online CRM.

Table 3.7 presents the variables operationalised, alongside the designated index codes representing them. In total, nine variables were included in this research and all measurements used a 7-point Likert scale, varying from 1 (strongly disagree) to 7 (strongly agree). Higher values indicate stronger and more positive effects and lower values negative effects.

**Table 3.7: Operationalisation of variables**

No	Variables	Variable Index
1	Perceived Donation Amount	PDA
2	Purchase Intention	PI
3	Attitude towards the Ad	Aad
4	Perceived Company Motive	MOTIVE
5	Ad-Website Congruence	CONGR
6	Religiosity	RELIG
7	Cause Involvement	INVOLV
8	Company Credibility	CREDI
9	Helping Behaviour	HELPBE

Established scales were adopted for this study, with slight modifications in some cases as indicated. For this reason, a series of exploratory and confirmatory factor analyses were conducted to assess their unidimensionality, reliability (details are provided in Chapter 4). The following section presents the scales adopted for the variables in the study models.

### 3.5.2.1 Predictor Variables Scales

- i) Perceived Donation Amount. The donation amount is operationalised as ‘Perceived Donation Amount’ in the study as the way consumers’ perceive the size of the offer in ACM advertising. To measure the impact a 3-item, 7-point Likert scale was implemented as in similar and separate studies by Koschate-Fischer et al. (2012) and Hajjat (2013). However, a third item was included for this study, which indicated strong convergent validity with the original 2-item scale. The scale assesses consumers’ predispositions to respond in a consistent way regarding their perception of the donation level. The three items measurement scale includes: A [%] donation is in this situation a low vs. high amount; A [%] donation is in this situation a below average vs. above average amount; A [%] donation is in this situation a small vs. large amount. The current study achieved a Cronbach’s value of 0.953, which is greater than the recommended threshold of 0.70 (Nunnally 1978).
- ii) Perceived Ad-Website Congruency: Perceived congruency of the ACM banner ad is measured using a 5-item, 7-point semantic Likert (strongly disagree/strongly agree) measure from Shamdasani et al. (2001). The measures in the scale assess predispositions to respond in a consistent way. Several studies in advertising research

consider this scale appropriate for accessing perceived ad-context congruency (Segev et al. 2014; Kim and Choi 2010).

### **3.5.2.2 Outcome Variable Scales**

The PI represents the principal outcome measure of consumer response for both study models. The measure is operationalised by adopting a 4-item, 7-point Likert (strongly disagree/strongly agree) measure from Yi (1993). Several studies in advertising research consider this scale appropriate for accessing consumers' PI (e.g. Rifon et al. 2004; Segev et al. 2014). The current study achieved a Cronbach's value of above 0.9 for both study models, which is greater than the recommended threshold of 0.70 (Nunnally 1978).

### **3.5.2.3 Mediation Variables Scale**

Assessment of causal processes of donation amount-purchase and congruence-purchase for the ACM and CS models are provided by the following two scales:

Perceived Company CSR Motive: To understand a consumer's CSR motive attribution of a company in the models, the first step to stating the approach to the construct is in the framing of the cognitive evaluation of the degree of 'helping self vs. helping others' or 'self-centred vs. other-centred' motives perception, which is a continuum (Webb et al. 2000). This construct was defined as the extent to which a consumer perceives that the sponsor is helping a charity cause altruistically. The scale was deemed appropriate for use as it has been successfully used in previous studies with sufficient reliability, e.g. to assess the willingness to pay for a company's CRM (Koschate-Fischer et al. 2012). Consistent with this definition, consumers' feelings/beliefs about the construct were evaluated via an online survey design and data drawn from an online consumer panel, as the other variables. The measure for the variable used a perceived motive scale developed by Scholder et al. (2006), as shown in

Table 3.8. The response to each statement is assessed on a 7-point Likert Scale anchored by end points (strongly disagree/strongly agree). The current study achieved a Cronbach's value of 0.908, which is greater than the recommended threshold of 0.70 (Nunnally 1978).

Attitude towards the Advertising: The concept of attitude towards the ACM or CS ad was assessed using a 4-item, 7-point Likert scale developed by Mackenzie and Lutz (1989). The scale assesses consumers' predispositions to respond in a consistent way with sufficient reliability ( $\alpha = 0.81$ ). Several studies in advertising research consider the scale appropriate for assessing attitudes towards this variable (e.g. Westberg 2004; Arora and Henderson 2007).

#### **3.5.2.4 Moderation Variables**

The variables influencing the main effects of the study models are assessed using the following scales:

Helping Behaviour: The outset to assessing the moderating effect of helping behaviour on the perceived donation amount or congruence to PI link, is through providing an operational definition of the variable. Helping behaviour in the current study is referred to as a pro-social behaviour intended to support a charity/cause without regard for personal benefit. This study assesses participants' self-reported underlying beliefs, and the degree of helping, using surveys, questionnaires and samples drawn from a UK online consumer panel. Using a customer group enables access to a broad cross-section of participants, with respondents having varying degrees of religiosity. Helping behaviour is measured by utilising a 4-item, 7-point Likert (strongly disagree/strongly agree) measure, developed by Webb et al. (2000), with three statements as indicated in

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Table 3.8 and has proven reliability ( $\alpha = 0.87$ ). Using the scale is deemed appropriate for assessing helping behaviour on the donation amount and intention purchase link because prior studies have successfully used it in determining the influence of donation amount, and willingness to pay in CRM (Koschate-Fischer et al. 2012). The current study achieved a Cronbach's value of 0.937, which is greater than the recommended threshold of 0.70 (Nunnally 1978).

Religiosity: As a first step in attempting to understand one's level of conviction of religious attitudes and behaviour, the study adopts the definition forwarded by Dube and Wingfield (2008), which defines it as 'a person's degree of adherence to the beliefs, doctrines, and practices of a particular religion'. In agreement with this definition, this study taps into each survey participant's self-reported, beliefs and religiosity, irrespective of a religious faith. With this working definition of religiosity in mind, a survey questionnaire sample was drawn from a UK online consumer panel. Utilisation of a consumer panel enables access to a large sample of respondents with varying degree of religiosity. The religiosity concept is measured in the study by utilising a 4-item, 7-point Likert (strongly disagree/strongly agree) measure (D'Onofrio et al. 1999). Prior studies have deemed this scale appropriate for assessing religiosity impact in non-profit advertising (e.g. Hopkins et al. 2014) and for evaluating the influence of religiosity on adolescent substance abuse (D'Onofrio et al. 1999). The four-item scale is as shown in

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Table 3.8 below. The current study achieved a Cronbach's value of 0.965, which is greater than the recommended threshold of 0.70 (Nunnally 1978).

Charity/Cause Involvement: Charity/cause involvement is operationalised via the extent to which children's concerns are personally relevant or important to an individual visiting the charity site. Involvement with the children's cause is measured using a 6-item scale (Banerjee & McKeage 1994). This scale is deemed appropriate because it has been successfully used in assessing the impact of involvement in advertising in blogs (Segev et al. 2014), to assess the role of identification and social cause involvement in CRM (Bigné-Alcañiz et al. 2010), and to assess the impact of involvement on willingness to pay for CRM (Koschate-Fischer et al. 2012). Participants respond to a series of questions regarding the extent of the commitment they have for the children's cause and the degree of importance they felt about the cause. The scale ranges from 1 = strongly disagree to 7 = strongly agree for statements such as 'I am a person who cares about children', 'I spend a lot of time thinking about children' and 'I am interested in children'. The Cronbach's value for this scale has been reported as 0.93. The current study achieved a Cronbach's value of 0.831, which is greater than the recommended threshold of 0.70 (Nunnally 1978).

Perceived Company Credibility: Company credibility is operationalised in the study by first defining the variable. Company credibility is defined here as the degree to which consumers visiting the charity website perceive that the business sponsoring the ad can be believed, trusted and have the expertise to fulfil the content of the ad (Goldsmith et al. 2000). In the survey respondents are requested to watch the company ACM ad on the Save the Children charity website. They were then asked to rate the company's credibility on a 6-item, 7-point Likert scale (1 strongly disagree, seven strongly agree; Newell and Goldsmith 2001). The scale has been successfully used in prior studies to investigate corporate credibility in advertising. This measurement scale was considered appropriate to examine the impact of company credibility and congruency on consumer responses to banner advertisements (Kim and Choi 2010). The features of the adopted scales are summarised in

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Table 3.8. The choice of the charity cause web page and brand for the study are now discussed.

It is also worth mentioning here the rationale for the use of the website and product type selected for this research. Selecting the study charity website requires some careful consideration. The charity cause should be one which most of the participants should have some degree of interest in and the cause should not be controversial. The literature review suggests that CRM works best with health, children and social development causes (Lafferty et al. 2004; Moosmayer and Fuljahn 2010; Chang 2012; Koschate-Fisher 2012). The Save the Children website is considered appropriate for this study for the above reason, and it is a well-known charity in the UK that enjoys an excellent reputation (The UK Fundraising Association 2014). Charity causes are important and uncontroversial, including support for poor children's education and health. Education of children in need remains an important agenda item for many reputable charity organisations to offer a future to vulnerable children. The charity was also chosen because health-related charities are popular among corporate sponsors (Chang 2012). Save the Children is currently involved with many CRM partnerships in the UK.

Given that the proposed models focus on advertising to access a firm, it is not necessary to use a real business brand for the research. However, before selecting a specific brand, the products/services category needs to be determined and several factors need to be considered. To maximise the amount of data collected, the product/service category must be one that is both familiar and likely to result in online purchases by the study sample. Given that it is intended that the findings from this research would be of practical significance and relevance to marketing managers, a review of banner ads online was undertaken to determine the product or service categories that are most likely to use this strategy. Travel and accommodation services, books, toys, and electronics emerged as the most likely to use online banner ads, and online search engines are usually used to check availability and price; these products categories would attract online consumers. It is important to select a brand that presents diverse levels of perceived congruence assessment with the designated charity website context, since the survey design method is used in this study, especially in assessing the impact of congruence on dependent measures.

A pre-test with 12 graduate business school students to select the brand using the above criteria was utilised. Toys, books, electronics, and air flight tickets were assessed in the pre-test and air flight tickets emerged as the brand most UK residents will purchase online, and this presents the most diverse ad congruence assessment with the designated charity website context.

**Table 3.8: Summary of adopted scales**

Construct	Items	DM*	Coef. *	Sources
Perceived Donation Amount	A [%] donation is in this situation a low vs. high amount; a [%] donation is in this situation a below average vs. above average amount; a [%] donation is in this situation a below a small vs. a large amount.	3	0.84	Koschate-Fischer et al. 2012
Perceived AD-Website Congruence	A 5-item, 7-point, semantic differential scale with endpoints of compatible/not compatible, good fit/bad fit, relevant/irrelevant, and congruent/not congruent.	5	0.94	Rifon et al. 2004
Purchase Intention	Very likely/unlikely; very possible/impossible; very probable/improbable	3	0.95	Yi 1990, modified by Segev et al. 2014
Perceived Firms CSR Motive	[The company] feels morally obligated to help; [the company] has a long-term interest in the community; [the company] wants to make it easier for customers who care about the cause to support it.	3	0.84	Scholder Ellen et al. 2006
Attitude towards the Ad	Bad/good, unfavourable/favourable, disagreeable/agreeable, unpleasant/pleasant, negative/positive and dislike/like.	4	0.81	MacKenzie et al. 1986
Helping Behaviour	People should be willing to help others who are less fortunate; helping troubled people with their problems is very important to me; people should be more charitable towards others in society; people in need should receive support from others.	4	0.87	Webb et al. 2000
Religiosity	My religious beliefs influence many aspects of my life; I try hard to carry my religion over into all other dealings in life; it is important for me to spend periods of time in private religious thought, reading, or meditation; my religious beliefs are very important to me; my religious faith sometimes restricts my actions.	5	0.86	Young et al. 2010

Construct	Items	DM*	Coef.*	Sources
Charity(Cause)-Involvement	Is an unimportant cause to me vs. is an important cause to me; means nothing to me vs. means a lot to me; is personally irrelevant to me vs. is personally relevant to me; doesn't matter a great deal to me vs. does matter a great deal to me	3	0.93	Grau and Folse 2007
Perceived Firm's Credibility	Believable/unbelievable, credible/not credible, trustworthy/not trustworthy, dependable/not dependable, reliable/unreliable, and reputable/unrepeatable.	6	0.92	MacKenzie et al. 1986

DM\*=Measure dimension; Coef\*=Alpha coefficient

### 3.5.3 Survey Questionnaire Design

Questionnaires ‘...do not emerge fully-fledged...but are to be created or adopted, fashioned and developed to maturity’ (Oppenheim 2000, p.45) Accordingly, most of the questions and scale response formats are taken from previous studies that have successfully implemented the design form. The questions’ content, wording, and order were submitted for review to research supervisors and other experienced colleagues to ensure that they met the required standards of accuracy and effectiveness in addressing the study’s objectives, as recommended by Radhakrishna (2007). The focus in the design of the questionnaire was to develop a layout and structure that respondents would find both logical and easy to follow, as well as to engender a feeling of being involved and engaging in the survey during online self-completion (Rose et al. 2015).

A set of three surveys were developed, one related to the CS ad without an indicated donation amount in the ad (represents the control) and two similar surveys that differed only in the donation amount (i.e. 1% and 10%, see Appendix 1). Each survey was divided into four sections, with the first introducing the study and requesting informed consent, and respondents are made aware that the survey is designed to collect information voluntarily about their online shopping behaviour for academic purposes. Ten minutes is suggested as the time required to complete the survey, and in the second section, respondents provide socio-demographic answers. The third section presents an image of the CS ad or the ACM banner embedded in a sample charity website, which participants

are expected to observe, as they would do in a real-world context, the concept of ACM is also introduced. After the advertisement, participants assess the donation amount (1%, 10%) and the dependent measures are administered. The primary dependent measure is the PI measure with a 3 item scale as indicated in section 3.5.2.2, and the proposed mediator variables are perceived as social responsibility motives and attitudes towards the ad. Finally, the fourth section contains measures for the moderator variables. In sequence, the design tapped into participants' levels of charity issue involvement, helping behaviour, religiosity, and perceived company credibility. All the construct measures are based on 7-point Likert scales that range between strongly disagree (1) and strongly agree (7).

### **3.5.4 Ethical Considerations**

Research ethics is concerned with the appropriate conduct of research relating to participants and others that may be affected by the research (Rose et al. 2015). It is a requirement of Bournemouth University that any research project its students undertake is compliant with set ethical codes of practice and guidelines, and that approval is obtained before commencing the research. Accordingly, the proposal for this research project was presented for review to the Secretary of the University Research Ethics Committee. The feedback indicated that guidelines regarding avoidance of harm or loss of dignity, transparency and honesty, the right to privacy, and researcher integrity were satisfactory. Each of these four principles is considered regarding the impact of the study on the online shoppers, the named retailer (British Airways) and the charity (Save the Children) involved in the research, as well as Bournemouth University and the wider community.

When conducting the pilot data collection, a professional online market research agency administered the survey to its national panel, and a free prize draw was provided as compensation for participating time. Although the use of incentives may encourage respondents' participation in the research for the incentive sake, it is argued that the use of a free prize draw or book vouchers and the likelihood of encouraging survey responses is acceptable, as these tactics do not imply coercion (ESRC, in Rose et al. 2015). A review of the terms of participation in the survey panel indicates that the agency professes to

abide by the Association of Internet Researchers (AoIR) ethical standards (2002). The AoIR's standards highlight conformity with informed consent procedures, commitment to confidentiality, and data protection.

The researcher was concerned that subjecting the participants to experimental conditions of an offer of various donation amounts to charity and asking questions on their attitudes and behaviour might promote changes that could be detrimental to their giving pattern to charity (Smith and Higgins 2000). For example, it is suggested that when consumers shop in support of a charity, traditional giving methods may decline. The study survey could also advertently be perceived to be advertising the named charity or retailer positively or negatively, because of the potential social desirability of the CRM study phenomenon. This concern was addressed by informing the participants that the research is for academic purposes only, and neither the named retailer nor the charity was involved in the design of the study.

### **3.5.5 Pilot Testing**

In general, a pilot test is necessary to determine the feasibility of a study in terms of time, cost, and adverse situations, including analytical procedures for the primary study. The main aim is an attempt to predict the requirements (e.g. sample size, cost and time), and to improve upon the study's design before performing a full-scale study (Gill and Johnson, 2002; Sekaran and Bougie 2010). A pilot test was conducted online amongst potential respondents of the target UK online population, with the aim of providing at least some face validity to the questionnaire and determining whether: 1) the length of the questionnaire was appropriate to secure participants' attention and obtain engaging responses; 2) the instructions were understood; 3) if there were any questions that were unclear or ambiguous; 4) any questions posed issues to respond to; and 5) the layout of the questionnaire was attractive (Oppenheim 2000).

In line with the above guidelines, the pilot study asked 12 people to complete the survey designs (CS and ACM), using the same procedure that would be employed for the main survey. The approach complied with proposal of 12 participants suggested by Julious (2005). The feedback indicated the need for re-ordering some of the questions, particularly the proposed mediation variable questions to follow the donation amount

questions, and the need to distribute the photo of the experimental website to three sections of the questionnaire was considered useful for enhancing memory of the ad content and engaging respondents more effectively in the survey (see Appendix 1).

### **3.5.6 Administering the Questionnaire**

The study employed a standard online survey software agency and this professional agency also has national databases of consumers for research purposes. Panel members (participants) received an email invitation to participate in the experimental survey. The sample respondents were randomly selected from the database to receive the email invitation. The participants enter a prize draw automatically and accumulate points that could be converted to shopping vouchers when they completed the survey. Email requests from the agency proprietary online consumer database provided a hyperlink to the study's login page, and after logging in participants were randomly assigned to one of the three groups relating to donation amount (CS ad 0%, 1% ACM ad, 10% ACM ad). The login page is designed to prevent repeat participation, and upon login panellists were being presented with the three-part questionnaire in sequence. Participants were required to complete the survey within one online session (approximately 10 minutes long) from home or any other computer with internet access and a web browser.

As described in the previous section, panel participants were first presented with the demographic questions, and once completed could navigate to the second section to observe the ad embedded in the charity website, before providing answers in sequence to questions regarding the donation (ACM) and congruence (CS), including perceived CSR motive of the firm, attitude towards the ad as a fundraising tool, and PI of the brand (see Appendix 1). Participants then navigated and indicated their self-evaluation of the study variables, including helping behaviour, the Save the Children charity cause-involvement, religiosity, and perceived credibility of the ad firm and message. Participants reported all answers by clicking on the radio button of the desired answer, and only a complete questionnaire could be submitted by clicking on the end button. Panel participants were thanked for participating in the study after clicking on the end button, and responses were recorded and collated automatically on excel spreadsheets for analysis. A total of 538 participants successfully completed the survey.

### **3.5.7 Validity and Reliability**

The concept of reliability and validity in a piece of research work can be multifaceted so that it is important to define and state here the reliability and validity dimensions considered in this research. The experimental survey level and constructs levels of validity and reliability are discussed. Reliability pertains to consistency, precision and repeatability, while validity is concerned with interpretation (e.g. of scores) (Kline 2010).

#### **3.5.7.1 Study Design Level of Reliability and Validity**

For an experimental and survey design, validity means that the casual relationship between the variables is accurately demonstrated (Saunders et al. 2016). It is indicative of whether the independent (donation amount or congruence) variables brought about the changes to the dependent variables, as opposed to other unconnected variables in the study. Some risks to internal validity are often discussed in market research literature, including the impact of history, subject maturation, the testing process, selection bias, inconsistency of the instrumentation, statistical issues, experimental mortality, causal time order, contamination of the control group, compensatory behaviour, rivalry between groups, and demoralisation (Saunders et al. 2012, p. 204; Rose et al. 2014, p.92; Bryman and Bell 2015, p.47).

Given the design of this study, many of these threats were not relevant, as data for both the control group and the experimental groups were collected from a consumer panel within a period of one week. It is unlikely that any event in the experiment and survey environment, unrelated to the donation amount manipulation or congruence of the study ads (independent variables) may have resulted in a change in panel behaviour except for the experimental manipulation. Although people change over time, the presence of the control group means that any change can be discounted, since both the experiment and control groups will be affected; hence, the threat of maturation was not a concern. Due to the random process of assignment of participants to the congruence and donation amount groups, the risk of selection validity was also not a concern. Although participants are sensitised to the aims of the experimental survey, the presence of the control group, which received the same sensitisation, permits the effect of sensitisation to be discounted.

Furthermore, contamination of the control group, causal time order, compensatory behaviour, rivalry between groups and potential demoralisation were not tenable validity concerns given the design of the experiment. The participants were unaware of the group they were assigned to, or the ‘stimulus’ they would receive. Considering the inconsistency of the instrumentation for a measure that was compared, the same scale was used, as advocated by research scholars (Gill and Johnson 2002; Easterby-Smith et al. 2012; Bryman and Bell 2015). Finally, statistical issues can occur due to extreme values relating to the dependent variable, either due to a lack of homogeneity across the groups or because subjects tend to score very high or very low on a variable. In the case of this research study, this threat is minimised due to the careful selection of the charity and product that is the focus of the study.

With experimental design, external validity is a greater concern than internal validity (Saunders et al. 2016). External validity is concerned with the degree to which results apply to people at different times and contexts other than the experiment participants. There is the possibility that participants might have behaved differently in an experiment because they knew it was a study or because of a desire to please the researcher. Therefore, the ability to generalise the findings from this research study to the general population will be subject to some limitations, and these are discussed in detail in Chapter 5.

### **3.5.7.2 Constructs Level of Reliability and Validity**

Since this study used constructs based on well-tested instruments, there were little concerns given that the level of reliability and validity were previously measured and accepted. Several options are available to test for reliability; one of them is ‘coefficient alpha’, which is used to test for internal consistency. In this study, because items were considered as continuous variables, the alpha score provided a coefficient to estimate the consistency of scores on any construct, and, therefore Cronbach’s alpha was an appropriate measure of reliability (Creswell 2013). Adding to that, item-total correlations for the items were considered. Item-correlation means the correlation of a variable with the composite score of all variables forming the measure of a construct (Creswell 2013). The reason for using item-total correlation was to prevent the needless inclusion of more

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factors than can be conceptually defined. The study also considered internal, construct, convergent and discriminant validity as crucial and these are briefly discussed.

- i) Internal validity: this refers to the confidence level in the cause-and-effect relationship (Sekaran 2010). As there was evidence supporting the proposed hypotheses that explain the relationships between dependent and independent variables it is argued that internal validity was high. Here in this study the researcher controlled for gender and flight ticket shopping frequency. This control measure helped to establish a high level of internal validity. However, this type of study is artificial and inconsistent with the epistemology directed by the theory (Bryman and Bell 2015; Saunders et al. 2016). This means that there was a potential threat to external validity if the research was limited to this scenario-based survey. External validity is the capability to generalise the results to society and settings outside the study itself (Newman 2006). Another issue related to external validity was achieving generalisability. Since the data was limited to a UK-based consumer panel, there was another potential threat in applying the outcome beyond this population. However, because all constructs of the research had been tested in several contexts in previous studies, this provided support for the study's generalisability and decreased the threat to external validity as well.
  
- ii) Construct validity: this refers to the extent to which operational measurements reflect the concepts which are intended to be measured (Hair et al. 2010), and can be determined by conducting exploratory (EFA) and confirmatory factor analysis (CFA), which are a subset of SEM. An EFA is a way to explore the loading of each of the items to confirm the number of constructs, while CFA is a way of investigating how well an *a priori* factor structure and its configuration of loadings match the actual data (Byrne 2013). CFA was the preferred method for assessing construct validity with previously established scales because it provided a stricter interpretation than methods of exploratory analysis like EFA and item-total correlation (Gerbing & Anderson 1988). CFA involved examining the convergent validity and discriminant validity.

- iii) Convergent validity: this is defined as the extent to which the measured variables of a particular construct share a high proportion of variance in common, while discriminant validity is defined as the degree to which a construct is truly distinct from other constructs (Hair et al. 2010). Assessment of convergent validity focuses on the magnitude of the standardised factor loading and their significance level. This means the larger the factor loadings with a corresponding significant t-value, the better the evidence that the measured variables represent the underlying constructs (Byrne 2013).
- iv) Discriminant validity: this can be examined by an inspection of the correlation coefficient between each pair of variables. If the value of the correlation coefficient is very high, for example, 0.85, it means the variables of interest might represent the same concept, which means that they should be combined as a single variable (Byrne 2013). In this study, EFA followed by CFA were used to discover and postulate the relationships between the observed measures and the underlying factors (Byrne 2013). It was used to check whether each construct was represented by the established items or not.

### **3.6 Implementation of the Research Strategy: Data Analysis**

Having explained how the data collection strategy of this study was designed, this section outlines the techniques and approaches employed for the actual data analysis. It outlines salient aspects of the SEM technique to provide a better understanding to the reader of the technique. These includes an outline of the concepts of moderation and mediation, approaches of mediation analysis, and the step-by-step SEM procedure implemented in this study, including an outline of the model fit evaluation indices. The section commences with the justification of the ANOVA and SEM techniques identified for the data analysis.

#### **3.6.1 Data Analysis Technique**

Several considerations, including the type of research question, number of independent and dependent variables, and the type of variables, determines the choice of appropriate statistical technique for analysing study data. Based on these criteria, a decision tree of

analytical options, as outlined by Tabachnick and Fidell (2013) was followed (Table 3.9). Specifically, to analyse the data pertaining to studies 1 and 2, SEM was selected. Study 1 investigates and models the impact of perceived donation amount on PI and the mediation mechanism of the proposed impact, as well as possible moderating influences of the impact. Similarly, in study 2 SEM was appropriate to model and determine the impact of congruence on PI and the influence of proposed intervening variables.

The SEM technique can assess simultaneously the fit of measurement models and structural models and involves a combination of factor analysis, path analysis and multiple regression analysis. A unique strength of the SEM procedure is that it can impute relationships between unobserved constructs (latent variables) from observable variables (e.g. perceived donation amount).

In addition, as indicated in Table 3.9, an analysis of variance (ANOVA) was chosen to analyse data generated for study 3. Study 3 compares the attitudes towards the advertising and PIs with respect to CS, and ACM at the low perceived donation amount and high perceived donation amounts. Specifically, ANOVA statistics are used to test the differences between the means of the three groups with respect to attitudes and PIs towards the advertising types. In this analysis, inferences concerning the means of group attitudes and PI are made by analysing variance. However, since ANOVA does not reveal which means are different from which, a follow-up test of the differences among means is performed using the Tukey test.

**Table 3.9: Specifying the analysis techniques**

Nature of Question	Variables Type		Type of Analysis	Literature Example
	Independent	Dependent		
Relationship between donation amount and PI in ACM	Donation amount (1%, 10%)*.	PI (continuous)	Regression	Strahilevitz 1999; Dean 2003; Human and Terblanche 2012; Koschate-Fischer et al. 2012; Strahilevitz 1999
Relationship between congruence and PI in CS	Congruence (continuous)	PI (continuous)	Regression	Folse et al.2010
Modelling the impact of donation amount on PI in ACM. Modelling the impact of congruence on PI in CS	‘Perceived’ donation amount (continuous) Congruence (continuous) Mediators: CSR motive and attitudes towards ad (continuous)) Moderators: helping behaviour, involvement, congruence credibility, religiosity(continuous)	Purchased intention (continuous)	Multiple Regression (SEM) Mediation Interaction Moderation	Folse et al. 2010; Koschate-Fischer et al. 2012; Galan Ladero et al. 2015
Comparing Means of Aad and PI in ACM ad and CS ad			One-way ANOVA Plus, Tukey HSD test	Westberg and Pope 2014; Kathleen 2004

Donation amount (1%, 10%)\* Categorical/ nominal is simulated as ‘Perceived’ Donation Amount(continuous) after Koschate-Fischer et al. (2012)

Correlational analysis was not suitable because it can only indicate the strength of the relationship between the variables (Table 3.9) but regression analysis enabled the correlation and predictability of the relationship to be established. In addition, since the study sought to determine how the donation amount-PI and congruence-PI relationships of the ad formats might vary across situations, and the mechanism of the variation, mediation and moderation, the regression analysis technique was used, as exemplified by

similar previous studies in the CRM context (Strahilevitz 1999; Dean 2003; Human and Terblanche 2012; Koschate-Fischer et al. 2012).

The study also sought to determine whether the dependent variables, that is attitude towards the ad (Aad) and PI would differ by ad format, that is the CS ad and ACM (low and high donation amount ad). A one-way ANOVA was used to determine whether there are any significant differences between the means of Aad and PI within the three study groups for the CS ad, and the DA1% and DA10% independent groups. This analytical approach is like that of previous CRM studies (Strahilevitz 1999; Kathleen 2004; Human and Terblanche 2012; Koschate-Fischer et al. 2012; Westberg and Pope 2014). A description of the underlying assumptions and the procedure of these techniques are provided in the following subsections.

### **3.6.1.1 Assumptions in ANOVA**

Prior to commencing the analysis to test the hypotheses using regression and ANOVA, the data was further examined to ensure that they conformed to the assumptions upon which the test procedures are based. In multiple regression analysis and ANOVA, the conditions outlined by Hair (2010) must be met. The study data was suitable for analysis using ANOVA because the dependent variables (e.g. PI) was measured at the interval level through Likert scales and the independent variable consisted of two or more categorical, independent groups (CS, DA1% & DA10% groups), and typically, a one-way ANOVA is used when there are three or more categorical, independent groups. The independence of observations in the design of the study is another criterion that supports the use of ANOVA, which means that there was no relationship between the observations in each of the three groups or between the groups themselves, and there was no participant in more than one group.

Furthermore, the data were checked and corrected for significant outliers, as ANOVA is sensitive to outliers, which reduce the validity of the results. Another assumption is that the dependent variable (PI) was approximately normally distributed for each category of the independent variable, and this assumption was tested using the Shapiro-Wilk test of normality within SPSS Statistics. Finally, there needs to be homogeneity of variances,

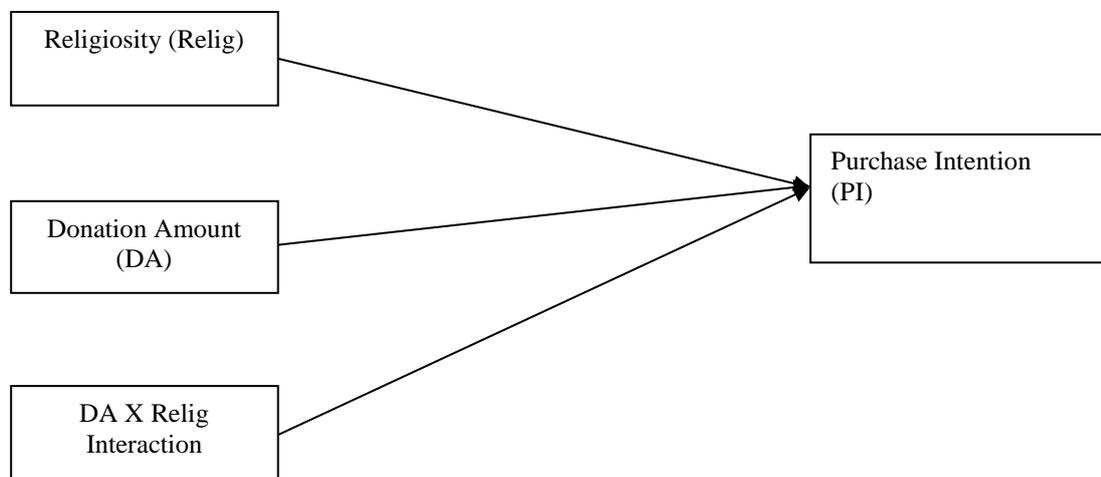
which was again tested in SPSS Statistics using Levine's test for the homogeneity of variances.

### 3.6.2 Analysis Concepts within Structural Equation Modelling

This section discusses key concepts that are important when analysing the study data, and includes moderation and mediation, the debate in the analytical approach of intervening hypothesis and the SEM analysis procedure by SPSS-Amos.

#### 3.6.2.1 Moderation and Mediation in Structural Equation Modelling

Moderation and mediation is considered core within SEM, and has even been considered as SEM itself (Anderson 1988). Moderation refers to the scenario whereby an independent and dependent variable is involved such that the presence of a third (moderator) changes the causal impact of the independent variable on the dependent variable (Figure 3.4). There is a moderation effect when the association between a pair is not the same at all levels of a third variable. This study investigates the moderate relationship between the donation amount PI in the ACM ad, and the moderation of the congruence-PI effect in the CS ad.

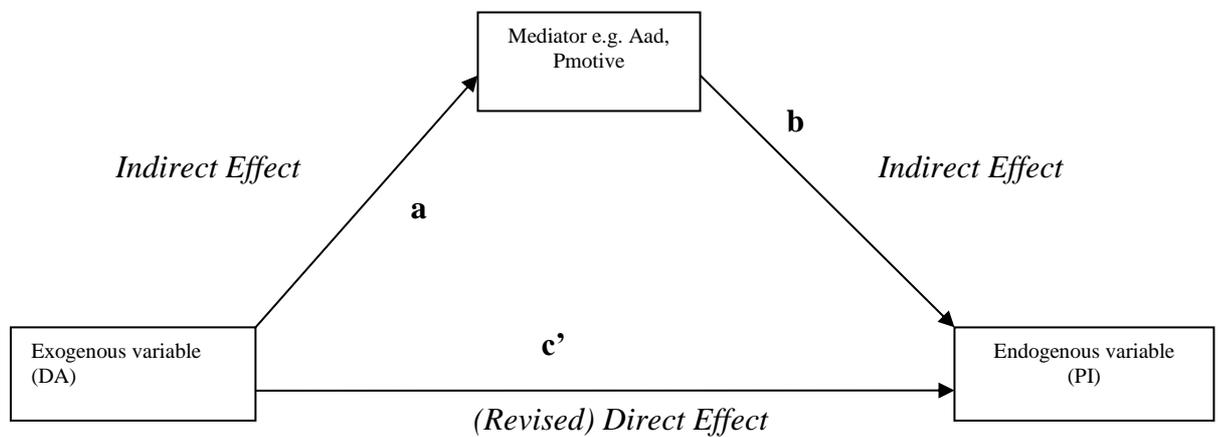


**Figure 3.4: Moderation**

In Figure 3.4 each individual effect of donation amount, religiosity, PI and the interaction of perceived donation amount and PI can be separated, and related to PI. It should be noted that there are no causal connections between the perceived donation amount and

religiosity. The effects in a moderation model can be numerically described by using regression coefficients or path coefficients.

A mediation effect in SEM refers to a scenario that includes more than two variables, and there must be a significant causal direct effect between the two variables and a third variable which modifies the effects/intervenes in the casual relationship between the first two variables. If there is mediation when a mediator is included, then the direct effect will change because of splitting the causal process (direct) into indirect effects (Figure 3.5). The degree to which the direct effect changes because of including the mediating variable is referred to as the mediational effect. The amount of mediation is called the indirect effect, and the total effect = direct effect + indirect effect or using symbols  $c = c' + ab$



**Figure 3.5: Mediation**

Covariance and correlation are the building blocks of how data is represented when processing the data using Amos or other software; the covariance matrix in practical terms is the dataset to be used in the analysis. In SEM analysis, covariance and correlations between variables are essential because they allow variables to be included that are causal and non-causal.

### 3.6.2.2 Mediation and Moderation Testing Approaches

In contemporary mediational analyses, the indirect effect (or  $ab$ , Figure 3.5) is the measure of the amount of mediation (Kenny 2016). There are a few choices that

researchers can make when testing intervening variables hypothesis taken from progress made in the statistical methods literature. These include the causal steps approach (Baron and Kenny 1986), the product of coefficients approach or Sobel test (Sobel et al. 1986) and bootstrapping (Hayes 2009).

The causal steps approach, promoted by Baron and Kenny (1986), requires that each of the paths in a mediated model needs to be estimated to satisfy certain statistical measures. That is, if both the  $a$  and  $b$  paths in a model (Figure 3.5) are statistically significant and  $c'$  is closer to zero than  $c$ , then  $M$  is considered a mediator in the model. Researchers sometimes determine whether the study data satisfies these measures only if there is evidence of a total effect of the IV on DV (i.e. if  $c$  is statistically significant), a condition of mediation stipulated by Baron and Kenny (1986). Researchers preference for the causal steps approach is based on the point that it simple to understand, and has been the traditional approach for mediation analysis (Hayes 2009). However, a major drawback of this approach is that it does not provide a confidence interval for the indirect effect and in fact, the existence of an indirect effect is implied by the results of a set of a hypothesis test (Hayes 2009; Kenny 2016). In addition, it has been much criticised for lacking statistical power in mediation variables testing compared to other approaches (Hayes 2009).

The product of coefficients approach or Sobel test (Sobel 1986), in contrast to the causal step, quantifies the indirect effects( $ab$ ) rather than infers their existence from tests on the constituent paths, such as an estimate of the standard error of  $ab$  (Preacher & Hayes 2004). In this approach, the ratio of  $ab$  to its standard error is used as a test statistic for testing that the null hypothesis is 'true' i.e. the indirect effect is zero, with the  $p$ -value derived from the standard normal distribution. This approach is considered weak in statistical power, conservative as the sampling distribution of  $ab$  is highly skewed, and the test relies on a normal approximation which presumes a symmetric distribution (Kenny 2016). Furthermore, it is increasingly difficult to successfully publish papers using this approach in leading scientific journals (Gaskin 2013).

Bootstrapping is an increasingly popular and nonparametric test approach that generates a representation of the sampling distribution of the indirect effect ( $ab$ ) by repeated random

resampling of the data during analysis. The resampling of the sample is conducted with a replacement. Once a resample is generated the indirect paths of a model are estimated (Hayes 2009). Bootstrapping does not require the assumption that a and b are uncorrelated like other approaches (Kenny 2016). Williams and MacKinnon (2008) found that simulation studies show that bootstrapping is a more valid and robust method for testing mediation variable effects.

From the above discussion, it seems appropriate to combine the use of two approaches in this study. The causal step approach (Baron and Kenn 1986) was applicable because it is the most widely employed in the research literature and it is simple to explain and understand the findings. The results could also be validated by the bootstrapping approach, which provides a confidence interval for the indirect effect. Besides, bootstrapping now forms part of statistical software packages such as SPSS and Amos and is readily accessible to estimate the indirect effects of SEM.

### **3.6.2.3 Structural Equation Modelling Procedure**

The SEM procedure is based on validating the measurement model and fitting the structural model. In general, the approach involves analysing the data in two parts: a measurement model and a structural model. The measurement model represents the relationship between measured variables, variously referred to as indicator or manifest variables, items and latent variables. Latent variables are measured using CFA, while the structural model is measured by path analysis. Measurement estimates can be represented diagrammatically and are therefore easier to visualise and comprehend than statistical estimates displayed by other methods in a purely numeric character form or mathematical formulae.

**Typically, undertaking theory testing in SEM involves the following processes: (1) model specification, (2) identification, (3) estimation, (4) testing fit, and (5) re-specification of the measurement model (CFA) (Anderson 1988). A useful procedure for conducting SEM analysis, as recommended by Gaskin (2013), is outlined in**

Table 3.10.

**Table 3.10: Steps in SEM data analysis and reporting**

<b>1</b>	<b>Develop a good theoretical model</b>	
	a. Develop hypotheses to represent your model	Present proposed model and hypotheses
<b>2</b>	<b>Case Screening</b>	
	a. Missing data b. Unengaged responses c. Outliers	Report on sample size, original and final, and handling of the missing data, including list wise deletion, imputation means with justifications, outliers, and linearity/multi-co-linearity test results. Software used.
<b>3</b>	<b>Variable Screening</b>	
	a. Missing data b. Skewness (for continuous like age, income) & Kurtosis (for ordinal like Likert-scales)	
<b>4</b>	<b>Exploratory Factor Analysis</b>	
	a. Iterate until you arrive at a clean pattern matrix	Report on use of principal component analysis or maximum likelihood with promax rotation to see if the observed variables loaded together as expected. Report Cronbach's Alpha Report Pattern Matrix and inter-factor correlation table
	b. Adequacy	
	c. Convergent validity	
	d. Discriminant validity	
e. Reliability		
<b>5</b>	<b>Confirmatory Factor Analysis</b>	
	a. Obtain a roughly decent model (model fit)	
	b. Do invariance tests (if using multigroup moderator in causal model)	
	c. Validity and Reliability check	Report CR and AVE
	d. Common method bias	
	e. Final measurement model fit	Report Model Fit Indices
<b>6</b>	<b>Structural Models</b>	
	Multivariate Assumptions	<ul style="list-style-type: none"> <li>• Model chi-square</li> <li>• Multiple fit indices justified,</li> <li>• Parameters estimated and significant test,</li> <li>• Squared correlation (CFA) variance accounted for (SEM)</li> <li>• Standardised and unstandardised estimates</li> <li>• Residual analysis-predicted and actual covariance matrix examined</li> <li>• Correlation and means tables</li> </ul>
	i. Linearity	
	ii. Multicollinearity	
	iii. Homoscedasticity	
Include control variables in all the following analyses		
<b>7</b>	<b>Mediation</b>	
	iv. Check direct effects without mediator v. Add mediator and bootstrap it	Modifications: i) Justification for modification ii) Lagrange test for adding paths iii) Wald test for dropping paths iv) Correlation between estimated parameters (hypothesised and final models) v) Equivalent Model Diagram of final model
<b>8</b>	<b>Interactions</b>	
	vi. Optionally standardise constituent variables	
	vii. Compute new product terms	
	viii. Plot significant interactions	
<b>9</b>	<b>Report findings in a concise table(s)</b>	

The standard approach to analysis of the data requires an EFA to be performed using SPSS to satisfy the assumptions of the multivariate analysis. The EFA is used to prepare the data for confirmatory CFA and the structural model analysis. The purpose of CFA is to test the fit of the proposed measurement models with the research data, and to evaluate the validity of the data. Anderson and Gerbing (1988) recommend a two-steps approach to SEM involving the measurement model followed by structural model analysis.

CFA of the measurement model should be founded on the theoretical and experimental understanding of the unobserved variable constructs structure (Kline 2011; Hoyle 2012; Perry 2015). CFA is interested in the strength of the regression paths between unobserved variables and their observed variables. An important consideration is the extent to which the unobserved variable is accounted for by the observed or indicator variable. CFA with the SEM technique can provide indications of construct, convergent and discriminant validity measures, as well as provide an indication of how well the measurement model explains the discrepancy of the data. CFA can also be employed to assess the unidimensionality of each variable (composite reliability) when developing the measurement model, which is crucial in theory development and testing (Anderson and Gerbing 1988).

Regression analysis is typically used when analysing data at the individual level, but the regression technique in SEM works with co-variances that are more comprehensive. CFA is used to evaluate the fit of the proposed model with the data and the model is evaluated using several indices of model fit.

#### **3.6.2.4 Evaluation of Model Fit Statistics**

A prime consideration prior to assessing the measurement and structural models is to comprehend the implication of examining the overall model fit (Yuhanis Abdul 2008). Model fit statistics are useful in assessing a model so that an adequate representation of all the research variables is ensured. A ‘goodness of fit’ in SEM is applied to verify whether a research model can be accepted or rejected. Model fit statistics that show the extent to a measurement model explains the covariance in the data. Since there is no general agreement regarding which of the fit statistics provides the best measure of fit for a model, there is a tradition to use and report the fit via a set of statistics, rather than using

only one (Gerbing and Anderson 1993). The absolute fit measures and identifies how well a model (i.e. structural and measurement) predicts the observed covariance/correlation matrix. summarises the applicable measures and the cut-off fit determination points (Schreider 2007; Gaskin 2013, Table 3.11).

**Table 3.11: List of fit indices**

Popular Fit Indices	Abbreviation	General Rule for Acceptable Fit if Data are Continuous
Absolute/predictive fit indices		
Chi-square	$X^2$	Ratio of $X^2$ to degrees of freedom $\leq 2$ or 3, useful for nested models/model trimming
Akaike information criterion	AIC	Smaller the better; good for model comparison (non-nested), not a single model
Brown-Cudeck criterion	BCC	Smaller the better; good for model comparison, not a single model
Bayesian information criterion	BIC	Smaller the better; good for model comparison (non-nested), not a single model
Consistent AIC	CAIC	Smaller the better; good for model comparison (non-nested), not a single model
Expected cross validation	ECVI	Smaller the better; good for model comparison (non-nested), not a single model
Comparative fit indices: Comparison to a baseline or (independent) model		
Normed fit index	NFI	$\geq 0.95$ for acceptance
Incremental fit index	IFI	$\geq 0.95$ for acceptance
Tucker-Lewis index	TLF	$\geq 0.95$ can $0 > \text{TLF} > 1$ for acceptance
Comparative fit index	CFI	$\geq 0.90$ for acceptance
Relative non-centrality fit index	RNI	$\geq 0.95$ for acceptance. like CFI but can be negative, there CFI is better choices
Parsimonious fit indices		
Parsimony-adjusted NFI	PNFI	Very sensitive to model size
Parsimony-adjusted CFI	PCFI	Sensitive to model size
Parsimony-adjusted GFI	PGFI	The closer to one the better, though it is typically lower than other indices and sensitive to model size
Other Indices		
Goodness of fit indices	GFI	$\geq 0.95$ , not generally recommended
Adjusted GFI	AGFI	$\geq 0.95$ Performance has been poor in simulation studies
Root mean square residual	RMR	The closer to zero the better
Standardised root means residual	SRMR	$\leq 0.08$
Weighted root mean residual	WRMR	$< 0.9$
Root mean square error of approximation	RMSEA	$< 0.06-0.08$ with confidence interval

Popular Fit Indices	Abbreviation	General Rule for Acceptable Fit if Data are Continuous
Absolute/predictive fit indices		
	PCLOSE	>0.05

Source: Adopted from Schreiber 2008, p. 89.

### 3.7 Chapter Summary

This chapter has provided an overview of the key methodological building blocks, namely the positivist philosophical orientation, quantitative-deductive approach and the experimental and survey strategies or methods, which underpin data collection and analysis. In the detailed discussion on the research strategy implementation, data collection and data analysis approaches, the researcher presented the sample selection, questionnaire design and administration. An explication of the important methodological reliability and validity was also provided.

The rationale for selecting SEM and ANOVA analytical techniques to analyse the data were presented. The key concepts of mediation and moderation, which are fundamental in the regression analysis by SEM approach, as well as the mediation analysis approaches chosen, were also discussed. The step-by-step procedure for conducting SEM analysis was outlined, and the matrices used in reporting the results identified.

The next chapter presents and analyses SEM results for studies 1 and 2 and ANOVA for study 3, corresponding to the three research questions. This is followed by a discussion of the findings concerning the hypotheses and conceptual models in Chapter 5. The overall contributions of the study, including methodological limitations, are also discussed in Chapter 5.

## Chapter 4 - Findings

### 4.1 Introduction

Chapter 3 outlined the methodology and methods appropriate for the study, including the analytical techniques selected to understand the data collected. This chapter presents the results of the step-by-step process of the procedures implemented for the analysis of both ACM and CS data sets. First, the overall goal, research questions and hypotheses of the study discussed in the previous chapters are restated. The primary goal was to examine the effectiveness of both transactional (ACM) and non-transaction (CS) formats of CRM banner ad placement on charity websites. Specifically, the study investigates the impact of the donation amount in an ACM advert on online consumers' responses, and the effect of a CS advert on consumers' responses, as well as comparing the effectiveness of both adverts forms by asking the following questions:

1. Whether and how the donation amount in an ACM ad format influences consumers' response regarding PI.
2. Whether and how the ad context congruence in a CS ad format influences consumers' response regarding PI.
3. Do consumers respond more positively towards an ACM ad than a CS ad regarding attitudes and PIs?

The study investigates these questions by proposing consumer response models for ACM and CS, as well as the following hypotheses:

#### **Research question one (ACM) hypotheses:**

*H<sub>1a</sub>: There is a positive direct relationship between the company donation amount and click PI in online CRM banner advertisements (ACM).*

*H<sub>1a2</sub>: Ad-website congruency moderates the positive relationship between perceived donation amount and PI, such that the greater the congruence the stronger the impact of donation on PI.*

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*H<sub>1b</sub>: There is a direct and positive relationship between consumers' perception of the CS ad-charity website congruence and PI.*

*H<sub>2a</sub>: Consumers' perceived company CSR motive mediates the impact of the donation amount on PI in ACM ads.*

*H<sub>3a</sub>: Consumers' attitudes towards a ACM ad mediates the impact of the donation amount on PI.*

*H<sub>3b</sub>: Consumers' attitudes towards a CS ad mediates the impact of ad-website congruence on PI.*

*H<sub>4a</sub>: Consumers' perceived firm's CSR motive in ACM has a direct and positive influence on attitude towards an ad.*

*H<sub>5a</sub>: Helping behaviour positively moderates the impact of the donation amount on PI, such that the stronger the helping behaviour the stronger the effect in ACM.*

*H<sub>6a</sub>: Involvement positively moderates the impact of the donation amount on PI, such that the stronger the involvement the stronger the effect in ACM.*

*H<sub>7a</sub>: A firm's credibility positively moderates the impact of the donation amount on PI, such that the stronger the credibility the stronger the effect in ACM.*

*H<sub>8a</sub>: Religiosity positively moderates the impact of the donation amount on PI, such that the stronger the religiosity the stronger the effect in ACM.*

**Research question two (CS) Hypotheses:**

*H<sub>1b</sub>: There is a direct and positive relationship between consumers' perception of the CS ad-site context, congruence, and PI.*

*H<sub>2b</sub>: Consumers' perceived company CSR motive mediates the impact of the congruence on PI in a CS ad.*

*H<sub>3b</sub>: Consumers' attitudes towards a CS ad mediate the impact of ad-website congruence on PI.*

*H<sub>4b</sub>: Consumers' perceived firm's CSR motive in CS has a direct and positive influence on attitude towards an ad.*

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*H<sub>5b</sub>: Helping behaviour positively moderates the impact of ad-congruence on PI, such that the stronger the helping behaviour the stronger the effect in CS.*

*H<sub>6b</sub>: Involvement positively moderates the impact of ad-congruence on PI, such that the stronger the involvement the stronger the effect in CS.*

*H<sub>7b</sub>: A firm's credibility positively moderates the impact of ad-congruence on PI, such that the stronger the credibility the stronger the effect in CS.*

*H<sub>8b</sub>: Religiosity positively moderates the impact of ad-congruence on PI, such that the stronger the religiosity the stronger the effect in CS.*

**Research question three hypotheses:**

*H<sub>9a</sub>: Online consumers will have a more positive attitude towards an ACM ad than a CS ad.*

*H<sub>9b</sub>: Online consumers will have a more positive PI towards an ACM ad than a CS ad.*

This chapter presents the results of the analysis in three parts corresponding to the three study questions. The results of the step-by-step SEM for ACM are provided (Study 1) followed by the result for CS (Study 2), then by the ANOVA results (Study 3). The next section discusses the initial data screening process.

## **4.2 Data Screening**

On collecting and entering the data, the analysis process commenced with data screening. Before analysing the data, a critical first step is to examine the underlying characteristics of the data to assist with the application of a multivariate analysis model, as well as an interpretation of the results (Hair et al. 2010). Screening ensures that the data is usable, reliable, and valid for testing a causal theory. Full responses were obtained from the surveys using a digital method for collecting and automatically recording the data. An advantage of the online data collection system the study employed is that it does not allow for missing values or duplications. Missing data is a significant concern because it can cause problems, especially with EFA, CFA and path models, which require a minimum

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number of data points to compute estimates, and may represent bias issues. In total, 12 cases were deleted from the data because responses to questions were identified to be consistently similar. These constituted less than 5% of the entire sample. Such cases were considered unengaged outliers or influencers, and it is justified to delete them from a large sample (Gaskins 2013). Outliers can influence results by pulling the mean of the data away from the median.

A normality test was conducted for both the ACM and CS data subsets for all the sample variables in SPSS 21. Using the Shapiro-Wilkes's test ( $p > .05$ ) (Shapiro & Wilk 1965; Ahmad 2015), and a visual inspection of their histograms, normal Q-Q plots and Box plots, the results showed that the scores for the samples were approximately normal with the skewness and kurtosis all within the range of  $\pm 2.2$  (Cramer 2004; Doane 2011). Based on these findings it was considered that the data sufficiently met the basic characteristics to proceed with further analysis.

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## **Study 1: Affiliated Cause Marketing Data Set Analysis - Research Question 1**

### **4.3 Assessing the Affiliated Cause Marketing Measurement Model**

The assessment of the ACM proposed model focuses on how and the extent to which the observed variables are linked to their underlying latent factors or constructs. The assessment process includes the EFA and CFA and the findings are presented in turn.

#### **4.3.1 Exploratory Factor Analysis**

The goal of EFA is to identify the nature of factors based on the data and to maximise the amount of variance explained. In this analysis, the EFA was performed using maximum likelihood with Promax rotation to see how items loaded together on factors, and met criteria for appropriateness (adequacy) of the data, validity and reliability of the factors. Following the recommended step-by-step SEM analysis approach (Hairs et al. 2005; Gaskin 2013), the findings of the EFA regarding appropriateness of the data, factor reliability, convergent and discriminant validity for the nine factor ACM dataset analysis (study1) are presented here.

KMO and Bartlett's test for homoscedasticity or homogeneity of variances showed significance and the communalities for each variable were sufficiently high (all above 0.500 and most above 0.700), thus indicating that the chosen variables were adequately correlated for a factor analysis. Additionally, the reproduced matrix had only 6% non-redundant residuals greater than 0.05, further confirming the adequacy of the factors for the nine-factor model.

Since measurement scales in this study were modified and/or extended from previous studies, the reliability of the variables was tested. Reliability is about the consistency of the item-level errors within a single factor; a 'reliable' set of items will consistently load on the same factor. Reliability of all scales was established by computing Cronbach's alpha for each factor. All factors scales showed high internal consistency in the corresponding reflective indicators. Specifically, the coefficient alpha values exceeded the recommended threshold of 0.7(Nunnally 1978), as shown in Table 4.1. The aim of

the study was to have at least three observed variables per factor, although two variables are sometimes permissible (Gaskins 2013). Interestingly, the alpha for the 2-variable scale for perceived donation amount indicated a stronger effect in this study compared to the effects in the study by Koschate-Fischer et al. (2012), where the scale was originally used. The third item included in a scale (small/large amount) improved the reliability (Table 4.2).

**Table 4.1: Cronbach’s alpha reliability estimates of factors**

Variable	Variable Label	Cronbach's Alpha
Perceived Donation Amount	PDA	.953
Purchase Intention	PI	.925
CSR Motive	MOTIVE	.908
Attitude towards the Ad	Aad	.915
Helping Behaviour	RELIG	.965
Involvement	INVOL	.831
Religiosity	HELPBE	.937
Ad-Website Congruency	CONGR	.792
Company Credibility	CREDI	.971

<sup>1</sup> Maximum likelihood estimation was chosen to determine unique variance among items and the correlation between factors, and to remain consistent with our subsequent CFA. Maximum Likelihood also provides a goodness of fit test for the factor solution.

<sup>2</sup> Promax was chosen because the dataset is quite large (n=368) and Promax can account for the correlated factors.

**Table 4.2: Cronbach’s reliability estimate for the perceived donation amount**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
PDA1	7.986	10.586	.928	.886	.911
PDA2	8.065	10.323	.858	.737	.966
PDA3	8.003	10.717	.920	.879	.917

Convergent validity means that the items within a single factor were highly correlated, which was evidenced by sufficient factor loadings. Regardless of sample size, it is best to have loadings greater than 0.500 and averaging out to greater than 0.700 for each factor (Hair 2010). Discriminant validity is the extent to which factors are distinct and

uncorrelated. Factor items should relate more strongly to their own factor than to another factor. Discriminant validity was determined by examining the pattern matrix which indicated that items loaded significantly on only a single factor, and as indicated in Table 4.3 there was no ‘cross-loading’.

**Table 4.3: ACM pattern matrix**

	Factor								
	CREDI	RELIG	CONGR	HELPBE	Aad	PDA	INVOL	PI	MOTIVE
CREDI5	.946								
CREDI2	.930								
CREDI6	.920								
CREDI4	.917								
CREDI3	.905								
RELIG1		.952							
RELIG2		.939							
RELIG4		.934							
RELIG3		.903							
RELIG5		.864							
CONGR3			.939						
CONGR4			.835						
CONGR2			.784						
CONGR1			.783						
CONGR6			.622						
CONGR5			.478						
HELPBE3				.902					
HELPBE1				.876					
HELPBE4				.828					
HELPBE2				.821					
Aad3					.955				
Aad2					.894				
Aad4					.776				
Aad1					.680				
PDA1						.983			
PDA3						.946			
PDA2						.834			
INVOL1							.933		
INVOL3							.879		
INVOL2							.858		
PI2								.939	

	Factor								
	CREDI	RELIG	CONGR	HELPBE	Aad	PDA	INVOL	PI	MOTIVE
PI3								.770	
PI1								.733	
MOTIVE2									.955
MOTIVE3									.927
MOTIVE1									.348

Extraction method: maximum likelihood.

Rotation method: Promax with Kaiser normalisation.

Rotation converged in 7 iterations.

The factor correlation matrix, shown in Table 4.4, was examined. The correlations between the nine factors did not exceed 0.7, suggesting significant discriminant validity. This nine-factor model had a total variance explained of 76.8%, with all extracted factors having eigenvalues above 1.0

**Table 4.4: ACM factor correlation matrix**

VARIABLE	CREDI	RELIG	CONGR	HELPBE	Aad	PDA	INVOL	PI	MOTIVE
CREDI	1.000	.237	.643	.154	.279	-.104	.258	.031	.210
RELIG	.237	1.000	.283	.060	.029	.017	.220	.065	.060
CONGR	.643	.283	1.000	.120	.236	-.023	.359	-.024	.192
HELPBE	.154	.060	.120	1.000	.428	.325	.404	.391	.354
Aad	.279	.029	.236	.428	1.000	.420	.312	.457	.478
PDA	-.104	.017	-.023	.325	.420	1.000	.238	.605	.411
INVOL	.258	.220	.359	.404	.312	.238	1.000	.335	.244
PI	.031	.065	-.024	.391	.457	.605	.335	1.000	.448
MOTIVE	.210	.060	.192	.354	.478	.411	.244	.448	1.000

Extraction method: maximum likelihood.

Rotation method: Promax with Kaiser normalisation.

### 4.3.2 Model Confirmatory Factor Analysis

CFA is the next step after EFA to determine the factor structure of the ACM dataset. The EFA explored how the factors relate and group based on inter-factor correlations; the CFA findings in this section confirm the factor structure extracted in the EFA. In fact, the CFA must specify both the number of items that exist within a set of factors and which items load highly on the factors before meaningful hypotheses testing can be performed.

The results confirmed a good initial measurement model fit of the data, with the items loading fully on individual factors as depicted in Figure 4.1 and presented in Table 4.5.

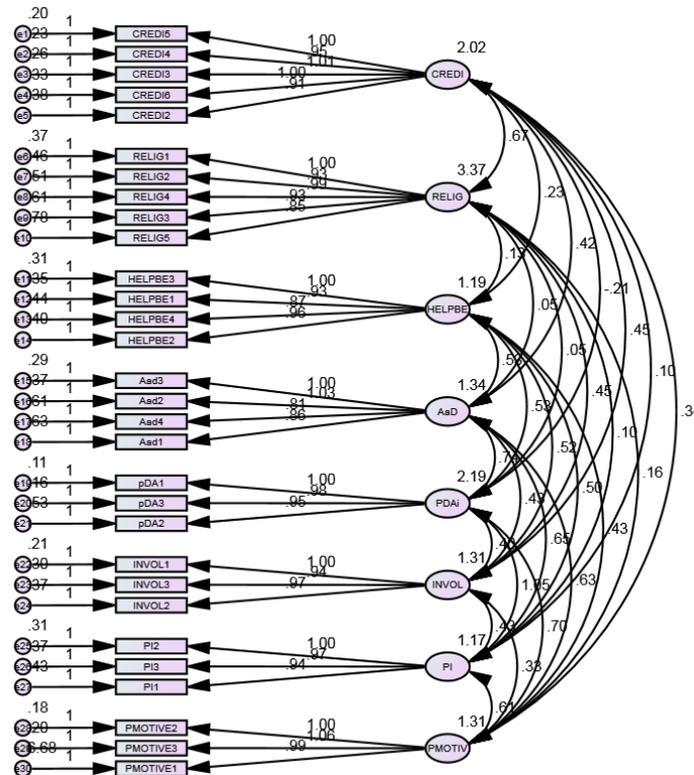


Figure 4.1: Measurement model for ACM

Table 4.5: Summary of ACM initial measurement model fit

Measure	Observed
CMIN/DF	1.762
p-value	.000
CFI	.977
GFI	.898
AGFI	.843
NFI	.927
RMR	.088
RMSEA	.046
PCLOSE	.941

Next, the test established the CFA factors validity and reliability by computing the composite reliability (CR), average variance extracted (AVE), maximum shared variance (MSV), and average shared variance (ASV) (Table 4.6) for all the variables using SPSS 21 before proceeding to test the hypotheses. The results indicated that for all factors, the

CR for all cases were above the minimum threshold of 0.70, thus confirming that there were no reliability concerns. In addition, the AVEs were above 0.50. For discriminant validity, the test compared the square root of the AVE (on the diagonal in the matrix shown in Table 4.6) of all inter-factor correlations. The factors demonstrated adequate discriminant validity because the diagonal values were greater than the correlations (Hair et al. 2010; Malhotra et al. 2011).

**Table 4.6: Confirming factor validity and reliability**

MaxR(H)	PI	CREDI	RELIG	CONGR	HELPBE	Aad	PDA	INVOL	MOTIVE
0.903	<b>0.866</b>								
0.979	0.065	<b>0.935</b>							
0.987	0.052	0.255	<b>0.918</b>						
0.989	0.004	0.686	0.283	<b>0.779</b>					
0.99	0.425	0.145	0.064	0.109	<b>0.857</b>				
0.991	0.517	0.254	0.022	0.215	0.421	<b>0.839</b>			
0.993	0.654	-0.1	0.019	-0.039	0.325	0.43	<b>0.943</b>		
0.994	0.346	0.275	0.214	0.368	0.416	0.322	0.238	<b>0.9</b>	
0.994	0.492	0.207	0.075	0.198	0.343	0.475	0.416	0.25	<b>0.8</b>

	<b>CR</b>	<b>AVE</b>	<b>MSV</b>
<b>PI</b>	0.9	0.75	0.428
<b>CREDI</b>	0.972	0.873	0.471
<b>RELIG</b>	0.964	0.843	0.08
<b>CONGR</b>	0.898	0.607	0.471
<b>HELPBE</b>	0.917	0.734	0.181
<b>Aad</b>	0.905	0.704	0.267
<b>PDA</b>	0.96	0.889	0.428
<b>INVOL</b>	0.927	0.81	0.173
<b>MOTIVE</b>	0.828	0.64	0.242

No Validity Concerns

Furthermore, multivariate assumptions, including linearity, homoscedasticity, multicollinearity, are established in CFA to ensure meaningful hypotheses testing. Since all the latent factors showed high internal consistency of the corresponding reflexive observed items, composites were created for use in further analysis by averaging the values of the items. A test of linearity was performed by curve estimation regression for all direct relationships in the proposed ACM model. The results showed that the relationships of the mediated links were significantly linear, but all the interaction moderation relationships were not. That is, links to PI of the computed interaction moderation variables: PDA x HELPBE, PDA x CREDI, PDA x RELIG and PDA x CONGR were not sufficiently linear to include these predictors for further analysis (see Appendix 2 for the detailed linearity test results). Scatterplots of the residuals of PI and all the predictive variables, including the multiplicative terms (e.g. PDA x INVOL) were performed in SPSS.

A visual inspection of the plots confirmed the linearity test, thus suggesting that only the relationships in the mediated links were sufficiently homoscedastic to proceed with further analysis using SEM. While the interaction moderation links appeared to be heteroscedastic (see Appendix 2 for graphical details of the homoscedasticity results). Since the analysis created interaction terms (e.g. PDA x HELPBE) to test the moderation hypotheses it was necessary to check that there were no multicollinearity issues before proceeding with the analysis. First, an inspection of the correlation matrix of the IVs

presented earlier (Table 4.4) indicated that the correlation coefficients were all below the 0.7 threshold value, suggesting that there may be no multicollinearity issues with the ACM dataset. In addition, the variable inflation factor (VIF) for the highest correlated pair of the predictive variables was checked simultaneously, and CREDI and CONGR had a coefficient 0.643.

The VIF measures the impact of collinearity among the variables in a model; the VIF is  $1/\text{Tolerance}$ . When VIF values are high for any of the factors in a model, multicollinearity is probably an issue, and when VIF is high there is high multicollinearity and instability of the beta coefficients. Table 4.7 shows that the VIFs of the factors interaction were all less than 2.0, (cut-off value is 3) (Hair et al. 2010). Hence the predictive factors were all distinct and showed no multicollinearity concerns with other factors.

**Table 4.7: ACM multicollinearity**

Model	Collinearity Statistics	
	Tolerance	VIF
MOTIVE	.782	1.278
Aad	.698	1.432
INVOL	.724	1.382
HELPBE	.743	1.345
CONGR	.543	1.841
CREDI	.576	1.735
RELIG	.899	1.112

Dependent Variable: PDA

#### 4.3.2.1 Common Method Bias Test

Common method bias (CMB) pertains to bias in the dataset due to externalities affecting the measures. Since the data for this study was collected using a single (common) online survey, a bias could have been introduced resulting in systematic inflation or deflation of responses. The common latent factor (CLF) approach is recommended as a reliable method for testing CMB (Podsakoff et al. 2003), and CMB is significant when most the variance can be explained by a single factor. The analysis performed a CMB test by

performing a chi-square difference test for the unconstrained and the constrained model with and without the CLF. The results showed that the shared variance was substantially different from zero, so the CLF was maintained with the model when computing composites for further structural model analysis/hypothesis testing (Gaskin 2013).

#### 4.4 Affiliated Cause Marketing Path Analysis

Since overall the EFA and CFA results were satisfactory to proceed with further analysis, path analysis was performed using composites of the variable indicators to determine whether a conceptual model is valid. The model represents the relationship between the constructs and is used to test the hypothesised relationships (Byrne 2013). An assessment of the parameter estimates the significance of the regression paths, the model fit indices, and the R-square value required to complete the SEM modelling process and hypothesis testing. Accordingly, the results of the ACM conceptual model path diagram are shown in Figure 4.2.

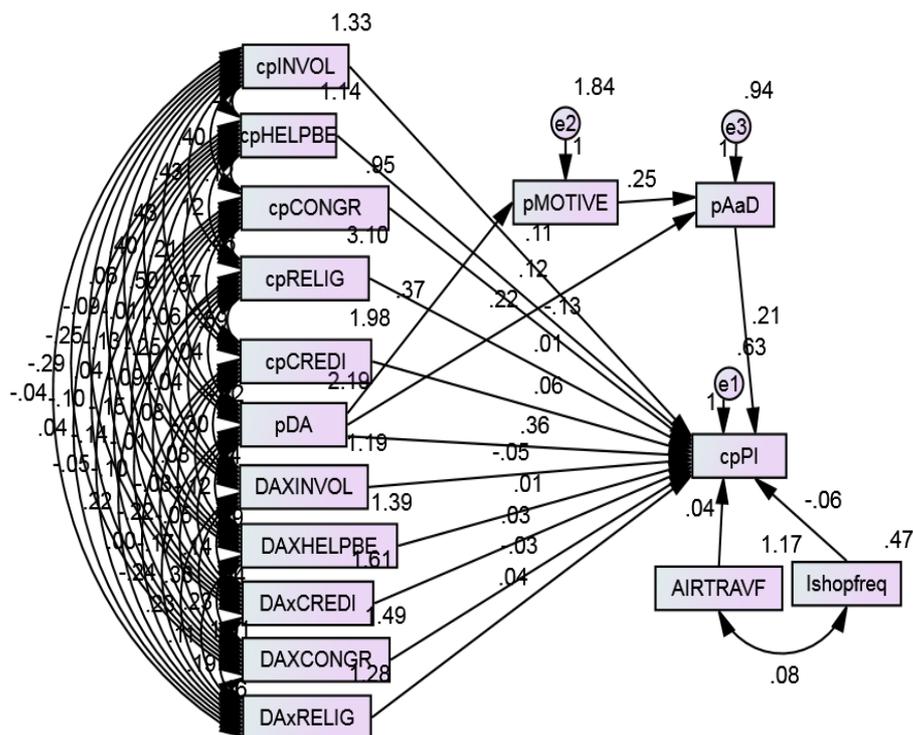


Figure 4.2: ACM path model

Table 4.8 presents the details of the regression paths and their corresponding significance. Although the direct effects of congruence and Helping behaviour cause-involvement were significant, the multiplicative terms with donation amount does not show significant moderation (no multicollinearity issues were observed). Motive attribution and attitudes towards the ad appears to mediate the impact of the donation amount on PI.

**Table 4.8: ACM model path analysis**

			Estimate	S.E.	C.R.	P
MOTIVE	<---	PDA	.368	.048	7.683	***
Aad	<---	MOTIVE	.247	.037	6.608	***
Aad	<---	PDA	.219	.037	5.932	***
PI	<---	PDA	.361	.034	10.779	***
PI	<---	Aad	.207	.040	5.141	***
PI	<---	CREDI	.055	.040	1.383	.167
PI	<---	RELIG	.007	.025	.267	.790
PI	<---	CONGR	-.131	.059	-2.222	.026
PI	<---	INVOL	.111	.044	2.534	.011
PI	<---	HELPBE	.121	.044	2.737	.006
PI	<---	PDAxRELIG	.038	.039	.981	.327
PI	<---	PDAxCREDI	.029	.045	.656	.512
PI	<---	PDAXCONGR	-.030	.048	-.631	.528
PI	<---	PDAXHELPBE	.012	.038	.322	.747
PI	<---	PDAXINVOL	-.050	.045	-1.112	.266
PI	<---	AIRTRAVFREQ	.038	.039	.996	.319
PI	<---	ISHOPFREQ	-.057	.061	-.935	.350

\*p≤.05; \*\*p≤.01; \*\*\*p≤.001<sup>a</sup>

#### 4.5 Affiliated Cause Marketing Hypothesis Testing

The test of hypotheses was performed while controlling for air-travel frequency. The review of the literature suggested that gender is an important variable in CRM and females are found in most of the studies to show more favourable attitudes towards the strategy than men (e.g. Moosmayer and Fuljahn 2010; Marhana Mohamed and Osman 2011). In addition, frequency/experience in online shopping is found to favourably influence consumer response to an online advertisement (e.g. Schlosser and Shavitt 1999; Brajnik and Gabrielli 2010). Therefore, these variables were controlled in all studies to remove potential confounding effects. Figure 4.2 presents the path analysis diagram of

the ACM path model indicating the unstandardised regression weights of all the hypothesised model relationships. Table 4.9 summarises the results of the hypotheses testing. Interpretation of the mediation effects follows Baron and Kenny's (1986) causal-step approach and is validated by the bootstrapping approach (Hayes 2013), as discussed in section 3.6.2.2. The detailed results from Amos and SPSS 21 are presented in Appendix 2.

**Table 4.9: ACM hypothesis testing summary**

<b>Dependent Variable: Purchase Intention (PI)</b>		
<b>Variables</b>	<b>Coefficient(SE)<sup>a</sup> Of Effects</b>	<b>Comments</b>
PDA	.466(.031) ***	The unstandardised direct (unmediated) effect of PDA on PI is .466. That is, due to the direct (unmediated) effect of PDA on PI, when PDA goes up by 1 standard deviation, PI goes up by .466 standard deviations((H1), Controls included. Effect significant (p≤.001) (Kline 1998, p.52). Accepted
<b>Mediator</b>		
PDA	.361(.034) ***	Direct effect(PDA-PI) parameter estimate with mediators & moderators representing, controls included. Effect still significant (p≤.001)
PDA - MOTIVE	.368(.048) ***	Perceived CSR motive estimate has a positive and significant effect on attitudes the ACM ad as a fundraising tactic (H4). Since the indirect paths of the serial mediated model are significant as well as the direct effect-suggest Partial mediation of MOTIVE and Aad of the model (Baron and Kenny, 1986). Accepted
MOTIVE-Aad	.247(.37) ***	
PDA- Aad(DV)	.219(.037) ***	
Aad-PI	.207(.040) ***	
<b>Interaction Moderation</b>		
PDA X HELPBE	012(.038)	Helping Behaviour Interaction moderation of PDA-PI link not significant. (H <sub>5a</sub> ), not accepted
PDA X INVOL	-.050(.045)	Cause Involvement interaction moderation of PDA-PI link not significant(H <sub>6a</sub> ), not accepted
PDA X CREDI	.029(.045)	Perceived Firm's Credibility interaction moderation of PDA-PI link not significant (H <sub>7a</sub> ), not accepted
PDA X RELIG	.038(.039)	Consumer's Religiosity interaction moderation of PDA-PI link not significant (H <sub>8a</sub> ), not accepted
PDA X CONGR	.040(.039)	Ad-site Congruence interaction moderation of PDA-PI link not significant (H <sub>9a</sub> ), not accepted
<b>R<sup>2</sup> change Variance accounting</b>		
MOTIVE	.11(1.91) **	Variance of the mediates accounted in PI are both significant but with Aad exerting a stronger effect than MOTIVE on PI
Aad	.29(.90) **	
PI	.48(.65) **	

\*p≤.05; \*\*p≤.01; \*\*\*p≤.001<sup>a</sup> Unstandardised coefficients are reported with standard errors in parentheses

#### **4.5.1 Direct Relationship Donation Amount-Purchase Intention**

*H<sub>1a</sub>: There is a positive direct relationship between the company donation amount and click PI in online CRM banner advertisements (ACM).*

The aim of H<sub>1a</sub> was to confirm the positive relationship of two predictor values of donation amount (low & high) on the outcome variable (PI) in ACM. The relationship was explored by performing regression analysis between ‘perceived’ donation amount and the purchased intention outcome variable. Preliminary analyses were performed to ensure that there was no violation of normality and linearity assumptions. The results presented in Table 4.9 show that the regression coefficient was positive and the relationship was statistically significant: .466(.031),  $p < 0.001$ ; hence H<sub>1a</sub> was supported by the sample data.

#### **4.5.2 Mediation Hypotheses Testing**

*H<sub>2a</sub>: Consumers’ perceived company CSR motive mediates the impact of the donation amount on PI in ACM ads.*

*H<sub>3a</sub>: Consumers’ attitudes towards an ACM ad mediates the impact of the donation amount on PI.*

*H<sub>4a</sub>: Consumers’ perceived firm’s CSR motive in ACM has a direct and positive influence on attitude towards an ad.*

The goal of the mediation hypotheses was to investigate the mechanism through which the increase in the donation amount (or perceived donation amount) in the ACM ad results in an increase in PI. As indicated in Table 4.9, .247(.37),  $p < .001$ , and CSR motive predicted attitudes towards the ad: .247(.37),  $p < .001$ . In addition, donation amount was a significant predictor of attitudes towards the ad: .219(.037),  $p < .001$ , and attitudes towards the ad significantly predicted PI: .207(.040),  $p < .001$ . In addition, the  $R^2$  change for the dependent variables were all significant (Table 4.9). These results support the serial mediational hypotheses of perceived company CSR motive and attitudes towards the ACM ad as an online fundraising tool. As donation amount was a significant predictor of PI before: .361(.034),  $p < .001$  and after controlling for the mediators: .466(.031),  $p < .001$ ,

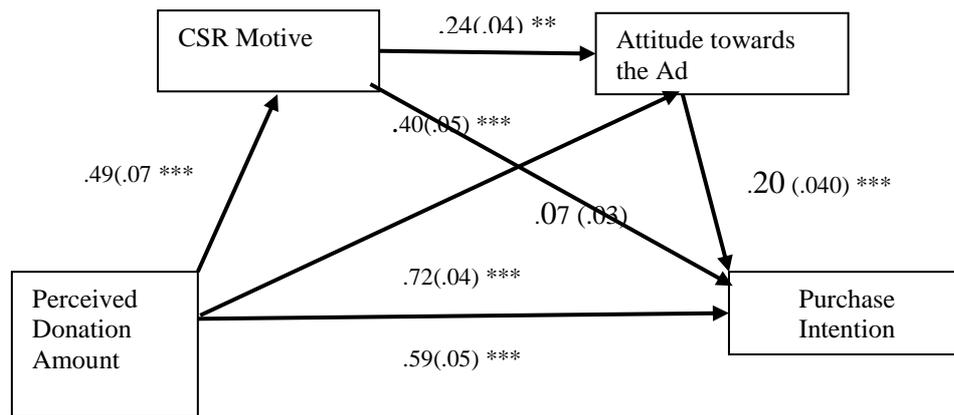
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this suggests partial mediation of attitudes towards the ad, no mediation of CSR Motive and significant effect of it on attitudes towards the ad.

### 4.5.3 Validation of Mediation effects by Bootstrapping Approach

The study validated the above results by conducting multiple regression analysis using the bootstrapping procedure (Hayes 2013) to determine each component of the proposed mediated model. Validation via bootstrapping is important because the study strives in the analysis to ensure that the findings not only estimate the significance of the model but that the model is representative of the population (Hair et al. 2005). As indicated in section 3.6.2.2, the use of bootstrapping to test the indirect effect in a model is frequently considered in recent literature as a more robust and sufficient test for mediation, regardless of whether the direct effect was significant before adding the mediator. Consequently, mediation can be determined purely by the bootstrapped indirect effect (Hayes 2013; Gaskin 2016). It should be noted that the donation (1%, 10%) interval variable rather than ‘perceived donation amount’ (PDA) (continuous variable) was used to evaluate the mediation effect (following Hayes’s 2013 Option 6 model). The results are as depicted in Figure 4.3.

First, it was confirmed that donation amount was positively associated with PI:  $B=.72(.05)$ ,  $t(366)=16.49$ ,  $p<.01$  i.e. c-path, with perceived CSR motive:  $B=.49(.07)$ ,  $t(366)=6.76$ ,  $p<.01$ ; and, attitudes towards the Ad:  $B=.40$ ,  $t(366)=12.25$ ,  $p<.01$ , i.e. a-paths. CSR motive was significantly associated with PI:  $B=.07(.03)$ ,  $t(366)=2.23$ ,  $p<.03$ , and attitude towards the ad:  $B=.24(.04)$ ,  $t(366)=6.66$ ,  $p<.01$ . Similarly, attitude towards the ad was positively associated to PI:  $B=.20(.04)$ ,  $t(366)=4.48$ ,  $p<.01$ . Because all the paths were significant, the analysis proceeded to test for the serial mediation effect. In this analysis, a 95 percent level of the confidence interval of the indirect effect was obtained using 5000 bootstraps resamples (Hayes 2013). The results of the analysis confirmed the mediating role of attitudes towards the ad ( $B=.14$ ,  $CI=.08$ , to  $.20$ ) but not of CSR motive. Thus, the attitude towards the ad (Aad) mediational hypothesis was supported and perceived CSR motive was not supported. However, CSR motive was confirmed to be a significant antecedent to attitude towards the ad (for full results of the mediation output by bootstrapping with Hayes’s process macro see Appendix 2).



**Figure 4.3: ACM mediated model**

Note that: \* $p \leq .05$ ; \*\* $p \leq .01$ ; \*\*\* $p \leq .001$ ; unstandardised coefficients are reported with standard errors in parentheses.

#### 4.5.4 Moderation Hypothesis Testing

*H<sub>5a</sub>: Helping behaviour positively moderates the impact of the donation amount on PI, such that the stronger the helping behaviour the stronger the effect in ACM.*

*H<sub>6a</sub>: Involvement positively moderates the impact of the donation amount on PI, such that the stronger the involvement the stronger the effect in ACM.*

*H<sub>7a</sub>: A firm's credibility positively moderates the impact of the donation amount on PI, such that the stronger the credibility the stronger the effect in ACM.*

*H<sub>8a</sub>: Religiosity positively moderates the impact of the donation amount on PI, such that the stronger the religiosity the stronger the effect in ACM.*

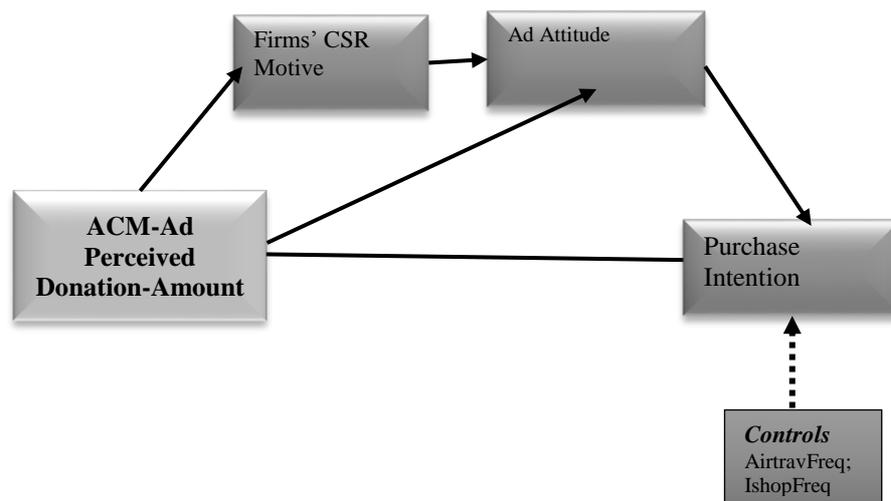
The aims of hypotheses H<sub>5a</sub>-H<sub>8a</sub> were to examine how the consumers' helping behaviour, cause issue involvement, perceived company credibility, religiosity and ad-website congruence, may strengthen or weaken the relationship between the donation amount and PI.

The results for the moderating effects indicate that the donation amount–PI relationship in online ACM does not vary across situations. Specifically, the impact of the donation amount on consumers' PI is not strengthened or weakened by consumers helping

behaviour, cause issue involvement, perceived company credibility, religiosity, and ad-website congruence, in ACM. The insignificant multiplicative terms of the donation x helping behaviour, donation x involvement, and donation x congruence was unexpected, even though some individual effects of the variables show a significant direct effect on PI, as indicated in Table 4.9. Helping behaviour, .121(.044),  $p < .01$ , involvement: .111(.044),  $p < .05$ , and congruency: .131(.059),  $p < .05$  show a significant impact on PI. Thus, the moderation hypotheses were not supported by the study data. A discussing of these unexpected findings follows in Chapter 5.

#### 4.5.5 Affiliated Cause Marketing Revised Model

Following the above findings, a revision of the model is presented in Figure 4.4, having deleted all the insignificant paths of the hypothesised model.



**Figure 4.4: Final ACM model**

Furthermore, the goodness-of-fit statistics for the revised model, as recommended by several authors (Gerbing and Anderson 1993; Schreider 2007; Yuhanis Abdul 2008; Gaskin 2013), indicate a reasonable overall good fit (Table 4.10) compared to the original theorised model (CMIN/DF = 1.594 ( $p < 0.01$ ); RMSEA = 0.40; CFI = 0.984; GFI = .937, AGFI = .841, NFI = .960 RMR = .044). The full Amos 21 software print-out is presented in Appendix 2.

**Table 4.10: Revised ACM model**

Measure	Research ACM Model	Revised ACM Model
CMIN/DF	3.961	1.264
p-value	.000	.264
CFI	.860	.995
GFI	.937	.992
AGFI	.841	.976
NFI	.830	.978
RMR	.109	.047
RMSEA	.090	.027
PCLOSE	.000	.747

#### 4.5.6 Summary of Affiliated Cause Marketing Findings

The aim of Study 1 was to investigate research question one and test hypotheses H1a to H7a, pertaining to the relationships between perceived donation amount in ACM and PI, the mediating effect of CSR motive and attitudes towards the ad, and the moderating influences of helping behaviour, religiosity, congruence, credibility and involvement of the direct relationship. The analysis started with the evaluation of the measurement model with EFA for each construct, and adequacy, reliability and validity of each construct, before CFA for the whole measurement model was performed. Subsequently, a composite score for each construct was created before evaluating the path or structural model. The structural model was tested by regression based path analysis with SEM in AMOS. The analysis supported the hypothesis for the direct effect of perceived donation amount on PI (H1a), and the mediating effect of CSR motive (H4a), attitudes towards the advertising (H3a), tested based on Baron and Kenny's (1986) approach and validated by the bootstrapping approach (Hayes 2009). None of the moderating hypotheses were found to be statistically significant. The following sections follow the same analysis procedure as above to present the findings of Study 2.

## Study 2: Cause-Sponsorship Data Set Analysis - Research

### Question 2

This section presents the findings of the analysis of the CS data set. The analysis followed the same analytical procedure as for study 1 by first assessing the CS measurement model for analysing the path-model.

#### 4.6 Assessing Cause-Sponsorship Measurement Model

The assessment of the CS proposed model focuses on how and the extent to which the observed variables are linked to their underlying latent factors or constructs. The assessment process includes EFA and CFA, and the findings are presented in turn.

##### 4.6.1 Cause-Sponsorship Exploratory Factor Analysis

The analysis performed EFA and checked for adequacy, reliability and validity of the CS dataset in the same way as for the ACM dataset. The goal of EFA is to identify factors based on data and to maximise the amount of variance explained. Accordingly, the KMO and Bartlett's test showed significance ( $p < .05$ ), indicating that the variables of the dataset do relate to one another enough to run a meaningful EFA. A factors reliability check confirmed that the Cronbach's alphas for the extracted factors were above the recommended values of above 0.70, indicating that measurements of the constructs had acceptable reliability (Nunnally 1978). These findings are presented in Table 4.11.

**Table 4.11: CS variable reliability**

Variable	Variable Label	Cronbach's Alpha
Perceived Donation Amount	PDA	.953
Purchase Intention	PI	.925
CSR Motive	MOTIVE	.908
Attitude towards the Ad	Aad	.915
Helping Behaviour	RELIG	.965
Involvement	INVOL	.831
Religiosity	HELPBE	.937
Ad-Website Congruency	CONGR	.792
Company Credibility	CREDI	.971

<sup>1</sup> Maximum likelihood estimation was chosen to determine unique variance among items and the correlation between factors, and to remain consistent with our subsequent CFA. Maximum likelihood also provides a goodness of fit test for the factor solution.

<sup>2</sup> Promax was chosen because the data size was sufficiently large (170 participants) and Promax can account for the correlated factors.

However, the correlation matrix indicated issues of high correlations above 0.700, pertaining to CREDI-RELIG, CREDI-CONGR pairs of factors (Table 4.12), and consequently there could be multivariate discriminant validity issues that need to be checked during the CFA.

**Table 4.12: CS correlation factor matrix**

Factor	CREDI	RELIG	CONGR	HELPBE	Aad	INVOL	PI	MOTIVE
CREDI	1.000	.078	.723	-.024	.599	.361	.603	.505
RELIG	.078	1.000	.019	.156	.070	.009	.012	.005
CONGR	.723	.019	1.000	-.042	.657	.423	.606	.535
HELPBE	-.024	.156	-.042	1.000	-.029	-.067	-.052	-.098
Aad	.599	.070	.657	-.029	1.000	.545	.594	.447
INVOL	.361	.009	.423	-.067	.545	1.000	.555	.377
PI	.603	.012	.606	-.052	.594	.555	1.000	.444
MOTIVE	.505	.005	.535	-.098	.447	.377	.444	1.000

Extraction Method: Maximum Likelihood. Rotation Method: Promax with Kaiser Normalisation.

**In addition, the factors demonstrated sufficient convergent validity, as their loadings were all above the recommended minimum threshold of 0.350 for a samples size of 368 (Hair, 2010). As indicated in**

Table 4.13, there were no problematic cross-loading

**Table 4.13: CS factors pattern matrix**

	Factor							
	CREEDI	RELIG	CONGR	HELPBE	Aad	INVOL	PI	MOTIVE
CREDI5	.961							
CREDI3	.953							
CREDI4	.935							
CREDI6	.916							
CREDI2	.852							
CREDI1	.847							
RELIG4		.953						
RELIG1		.951						
RELIG2		.914						
RELIG3		.876						
RELIG5		.865						
CONGR4			.848					
CONGR3			.836					
CONGR2			.804					
CONGR1			.797					
CONGR6			.785					
CONGR5			.677					
HELPBE1				.941				
HELPBE3				.934				
HELPBE4				.895				
HELPBE2				.869				
AaD3					.983			
AaD2					.949			
AaD1					.796			
AaD4					.671			
INVOL4						.868		
INVOL1						.800		
INVOL2						.695		
INVOL3						.525		
PI2							.925	
PI3							.911	
PI1							.886	
MOTIVE1								.933
MOTIVE3								.743
MOTIVE2								.561

Extraction method: maximum likelihood; rotation method: Promax with Kaiser normalisation.  
Rotation converged in 7 iterations.

Overall, the eight-factor model had a total variance explained of 79.78%, with all extracted factors having eigenvalues above 1.0

#### 4.6.2 Cause-Sponsorship Confirmatory Factor Analysis

CFA is the next step after EFA to determine the factor structure of the CS dataset. The CFA followed the same procedure as in section 4.3.2,

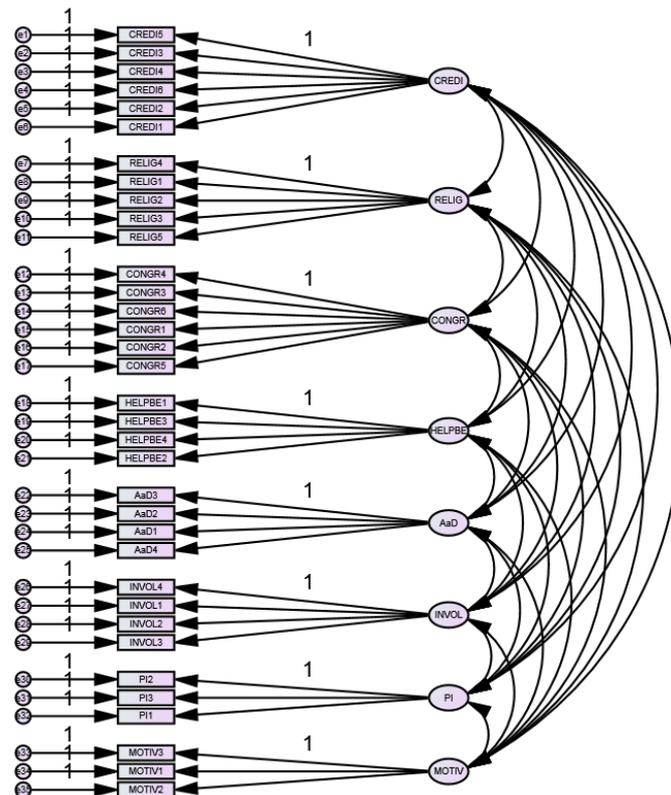


Figure 4.5: Measurement model of factors

The CS measurement model demonstrated an adequate fit with the data, as indicated by the key fit indices shown in

Table 4.14.

**Table 4.14: CS measurement model fit**

<b>Measure</b>	<b>Observed</b>
CMIN/DF	1.461
p-value for the model	.000
CFI	.965
GFI	.80
AGFI	.944
NFI	.898
RMR	.1
RMSEA	.052
PCLOSE	.316

**The analysis confirmed the convergent and discriminant validity of the CS sub data where for all factor the AVE was above 0.50, and all factors demonstrated adequate discriminant validity because the diagonal values in the table were greater than the correlations (**

Table 4.15) (Gaskin 2013). However, when this analysis computed the composite reliability for each factor, the CR for INVOL was slightly below the minimum threshold of 0.70. Since the other factors had values above the threshold, it was concluded that there was sufficient reliability for the factors to proceed with further analysis

Table 4.15: Validity and reliability testing

	CR	AVE	MSV	ASV	PI	CREDI	RELIG	CONGR	HELPBE	Aad	INVOL	MOTIVE
PI	0.932	0.932	0.448	0.276	<b>0.965</b>							
CREDI	0.936	0.87	0.63	0.286	0.645	<b>0.933</b>						
RELIG	0.877	0.832	0.027	0.005	-0.011	0.056	<b>0.912</b>					
CONGR	0.916	0.804	0.63	0.32	0.669	0.794	0.021	<b>0.897</b>				
HELPBE	0.915	0.827	0.027	0.005	-0.054	0.002	0.164	-0.037	<b>0.909</b>			
Aad	0.9	0.792	0.498	0.283	0.636	0.627	0.05	0.706	-0.003	<b>0.89</b>		
INVOL	0.666	0.568	0.361	0.194	0.601	0.399	0.026	0.46	-0.042	0.58	<b>0.754</b>	
MOTIVE	0.716	0.596	0.452	0.255	0.547	0.63	-0.002	0.672	-0.023	0.587	0.539	<b>0.772</b>

Validity concerns

Reliability: the CR for INVOL is less than 0.70

Since all the latent factors showed high internal consistency of the corresponding reflexive observed items, composites were created for use in further analysis by averaging the values of the items.

A linearity test for all the relationships of the proposed CS model was performed similarly to the ACM analysis using a curve estimation in SPSS 21. The results showed that all the relationships of the mediated links were significantly linear and only the interaction moderation relationship of CONGR x INVOL was significantly linear to proceed with SEM analysis. That is, the computed interaction moderation variables, CONGR x HELPBE, CONGR x CREDI and CONGR x RELIG were not sufficiently linear to proceed with the analysis (see Appendix 2 for the detailed linearity test results).

Scatterplots of the residuals of PI and all the predictive variables, including the multiplicative terms were performed in SPSS 21. A visual inspection of the plots indicates consistent linear patterns, suggesting that the relationships between the IVs and DV were sufficiently homoscedastic to proceed with further analysis using SEM except for the interaction moderation terms of CONGR x CREDI, CONGR x RELIG, CONGR x HELPBE (see Appendix 2).

A multicollinearity test was performed, as in Study 1. The test of multicollinearity was necessary as it found that the CONGR and MOTIVE variables indicated strong correlation (Table 4.16). Hence the VIF of CONGR and the other predictive variables was checked in SPSS. The results show that the VIFs were all less than 2., (cut-off value is 3) (Hair et al. 2005), thus the predictive variables were all distinct and theoretically there could no multicollinearity problems (Hair et al. 2010).

**Table 4.16: CS-multicollinearity Test**

Model	Collinearity Statistics	
	Tolerance	VIF
Aad	.542	1.843
INVOL	.709	1.410
CREDI	.550	1.819
HELPBE	.971	1.030
RELIG	.958	1.044
MOTIVE	.651	1.537

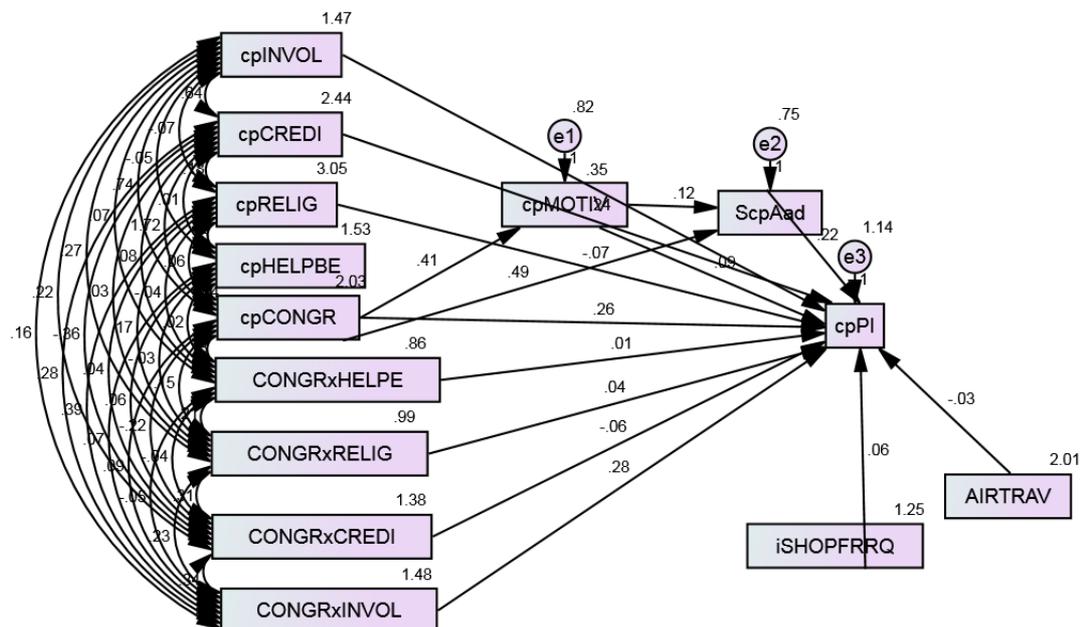
Dependent Variable: CONGR

#### 4.6.2.1 Common Method Bias Test

Common method bias was performed following the same procedure as in section 4.3.2.1 with the ACM model. The results also indicated that there was substantial shared variance so that the CLF was maintained with the model when computing composites for further structural model analysis/hypothesis testing (Gaskin 2016).

#### 4.6.3 Cause-Sponsorship Model Path Analysis

Since overall the EFA and CFA results were satisfactory to proceed with further analysis, path analysis was performed using composites of the variable indicators to determine whether a conceptual model is valid, like study 1. An assessment of the parameter estimates, significance of the regression paths, model fit indices, and R-square values are required to complete the SEM modelling process and hypothesis testing following the same steps as in study 1. Accordingly, the results of the CS conceptual model path diagram are shown in Figure 4.6.



**Figure 4.6:** CS path model

In addition, Table 4.17 presents the detailed path-by-path parameter estimates and their corresponding significant in the research CS model. As the table indicates, the data did

not show any significant relationship of religiosity and helping behaviour moderation variables with PIs, while firm's credibility and the cause-involvement moderators were significant. However, only the cause involvement indicated signification interaction moderation to the impact of the perceived ad-context congruence on PI. In addition, attitudes towards the ad appears to mediate the impact of congruence on PI.

**Table 4.17: CS structural model path analysis results**

Paths		Estimate (S.E)	*P
MOTIVE	<--- CONGR	.415(.049)	***
Aad	<--- MOTIVE	.118(.074)	.109
Aad	<--- CONGR	.492(.056)	***
PI	<--- CONGR	.264(.113)	.019
PI	<--- MOTIVE	.090(.091)	.326
PI	<--- Aad	.224(.094)	.018
PI	<--- HELPBE	-.033(.067)	.626
PI	<--- RELIG	-.063(.049)	.197
PI	<--- INVOL	.349(.078)	***
PI	<--- CREDI	.245(.086)	.005
PI	<--- CONGRxINVOL	.284(.073)	***
PI	<--- CONGRxHELPE	.010(.092)	.912
PI	<--- CONGRxRELIG	.034(.092)	.712
PI	<--- CONGRxCREDI	-.057(.078)	.466
PI	<--- ISHOPFREQ	.062(.073)	.399
PI	<--- AIRTRAVFREQ.	-.023(.058)	.693

\*p≤.05; \*\*p≤.01; \*\*\*p≤.001<sup>a</sup>

## 4.7 Cause-Sponsorship Hypotheses Testing

All hypotheses testing for the CS model was performed in the same way as for the ACM model in section 4.5.

Figure 4.6 presents the path analysis diagram of the CS regression path model, indicating the unstandardised regression weights of all the hypothesised model relationships.

**Table 4.18** presents a summary of the results of the hypotheses testing. Interpretation of the mediation effects follow Baron and Kenny's (1986) causal-step approach and is validated by the bootstrapping approach (Hayes 2013). The detailed results output from Amos and SPSS 21 are presented in Appendix 2.

Table 4.18: CS hypotheses testing summary

Dependent Variable: Purchase Intention		
Relationships/path	Effects Coefficient(SE) <sup>a</sup>	Comments
CONGR-PI	.769(.069) ***	The unstandardised direct (unmediated) effect (.769) of CONGR on PI was positive and significant. That is, due to the direct (unmediated) effect of CONGR on PI, when CONGR goes up by 1 standard deviation, PI goes up by .769 standard deviations(H <sub>1b</sub> ), Controls included. Effect significant (p≤.001)
CONGR-PI	.264(.113) *	Direct effect(CONGR-PI) .264 was still positive and significant (p≤.001) with mediators but dropped in value
Mediator		
CONGR-MOTIVE(DV)	.415(.049) ***	The a-path of the MOTIVE mediated model was significant while the b-path wasn't meaning MOTIVE hypothesized mediation effect was not supported per Baron and Kenny's Causal model approach(H <sub>7</sub> ). And MOTIVE was not a significant antecedent of Aad(H <sub>9</sub> ). However, Aad was a significant and a partial mediator(H <sub>8</sub> ) as c and c' were significant and the indirect paths significant (Baron and Kenny, 1986)
MOTIVE- Aad(DV)	.118(.074)	
MOTIVE-PI	.92(.091)	
Aad-PI	.225(.104) *	
CONGR-Aad(DV)	.492(.056) ***	
Aad-PI	.240(.094) *	
Indirect effect: Congruence	.264(.113) *	
Interaction Moderation		
CONGR x HELPBE	.010(.092)	Helping Behaviour Interaction moderation of CONGR-PI link not significant (H <sub>5b</sub> ) Cause Involvement interaction moderation of CONGR-PI link was significant(H <sub>6b</sub> ) Perceived Firm's Credibility interaction moderation of CONGR-PI link not significant (H <sub>7b</sub> ) Consumer's Religiosity interaction moderation of CONGR-PI link not significant (H <sub>8b</sub> )
CONGR x INVOL	.284(.073) ***	
CONGR x RELIG	.034(.092)	
CONGR x CREDI	-.057(.078)	
R <sup>2</sup> change =Variance accounting		
MOTIVE	.299(.049) ***	Variance of the mediates accounted in PI are both significant but with Aad exerting a stronger effect than MOTIVE on PI
Aad	.445(.90) ***	
PI	.590(.12) ***	

\*p≤.05; \*\*p≤.01; \*\*\*p≤.001<sup>a</sup> Unstandardised coefficients are reported with standard errors in parentheses

#### 4.7.1 Direction Relationship Congruence-PI Testing

*H<sub>1b</sub>: There is a direct and positive relationship between consumers' perception of the CS ad-site context, congruence, and PI.*

The aim of H<sub>1b</sub> was to investigate the positive relationship of the predictive effect of ad-website congruence on the outcome variable (PI) in CS CRM format. The result of regression analysis as indicated in Table 4.18 shows that the regression coefficient (d<sub>1</sub>)

was positive and the relationship was statistically significant:  $B = .769(.069)$ ,  $p < .001$ . Hence the hypothesis was supported by the sample data.

#### 4.7.2 Cause-Sponsorship Mediation Hypotheses Testing

*H<sub>2b</sub>: Consumers' perceived company CSR motive mediates the impact of the congruence on PI in a CS ad.*

*H<sub>3b</sub>: Consumers' attitudes towards a CS ad mediate the impact of ad-website congruence on PI.*

*H<sub>4b</sub>: Consumers' perceived firm's CSR motive in CS has a direct and positive influence on attitude towards an ad.*

The aim of testing hypotheses H<sub>2b-4b</sub> was whether a firm's perceived CSR motive and attitudes towards the ad explain the mechanism by which ad-context congruence impacts on PI.

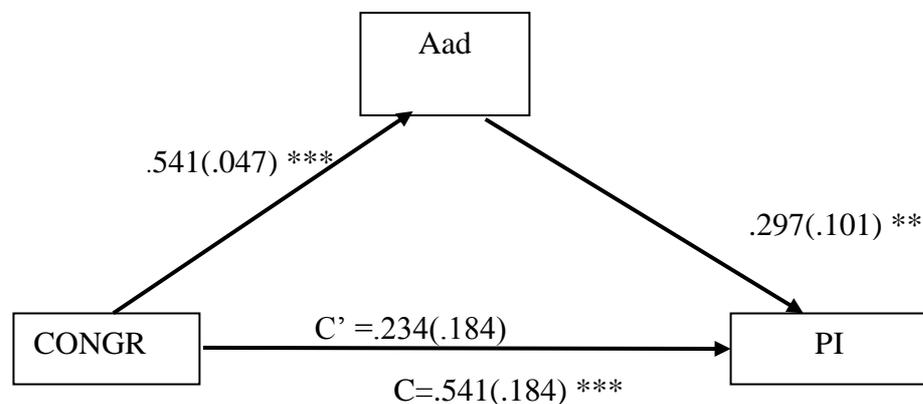
Results of the mediation analysis are depicted in Figure 4.7. It was found that ad-website congruence was a significant predictor of perceived CSR motive,  $.415(.049)$   $p < .001$ , CSR motive significantly predicted PI,  $.225(.104)$ ,  $p = .031$ , but did not predict attitudes towards the ad as hypothesised,  $.118(.074)$ ,  $p = .109$ . In addition, congruence was a significant predictor of attitudes towards the ad,  $.492(.056)$   $p < .001$ , and attitudes towards the ad significantly predicted PI,  $.240(.094)$   $p = .011$ . These results show that both perceived company CSR motive and attitude towards the ad mediated the congruence-PI relationship with attitudes towards the ad, as hypothesised. In addition, the  $R^2$  change for the dependent variables were all significant (Table 4.18). However, there was no significant relation between perceived firm CSR motive as an antecedent to attitudes towards the ad, as hypothesised (H<sub>4b</sub>). As congruence was a significant predictor of PI, before,  $.264(.113)$ ,  $p = .031$ , and after controlling for the mediators,  $.468(.094)$ ,  $p < .001$ , the results suggest partial mediation of attitudes towards the ad (H<sub>3b</sub>).

The statistical significance of the indirect effect of the mediators was tested using bootstrapping procedures (Hayes 2013; Gaskins 2013). Implementing 5000 bootstrap samples for bias corrected the bootstrap confidence at the 95 percent level of confidence for all confidence intervals in the output, the indirect coefficient relating to perceived

CSR Motive mediation was not significant ( $B=.0918$ , Boot SE=.0490, CI (-.0064,.1880)). However, the total effect was significant ( $B=.3008$ , Boot SE= .0713, CI (1775, .4615) as well as the indirect effect through attitudes towards the ad (Effect.1900, Boot SE=.0556, CI (.0911, .3128)). Thus, the mediational hypothesis of firm's CSR motive was not supported while attitudes towards the ad was supported.

#### 4.7.2.1 Validation by Bootstrapping Approach

The mediation and moderation findings by Baron and Kenny's causal method approach was validated by the bootstrapping approach like the ACM model in section 4.7.2.1. Using option 4 of Hayes' (2013) process macro in SPSS 21 with a 5000-bootstrap resampling at the 95% confidence interval, the results of the mediation effects are depicted in Figure 4.7.



**Figure 4.7: Mediation of congruence-PI**

Unstandardised coefficients are reported with standard errors in parentheses.

\* $p \leq .05$ ; \*\* $p \leq .01$ ; \*\*\* $p \leq .001$

First, it was confirmed that the direct effect of congruence was positively associated with PI [ $B=.541$ ,  $t=11.41$  (168),  $p=.004$ ] at (CL.447-.634) i.e. c-path, and the impact of congruence on attitudes towards the ad [ $B=.541$ ,  $t=2.934$ (168)  $p=.004$ ], i.e. a-path, as well as attitudes to PI [ $B=.297$ ,  $t=2.925$ (168),  $p=.004$ ] i.e. b-path were all significant. However, the C'-path was  $B=-.234$ ,  $t=-1.272$ (168),  $p=.203$  (insignificant), and the bootstrap indirect effect had  $B=.1604$ (.0565),  $p<.0001$  at (CL .056; .273). Thus, the attitude towards the ad (Aad) mediational hypothesis was supported (for full results of

the mediation-moderation output by bootstrapping with Hayes's Process Macro see Appendix 2).

### 4.7.3 Cause-Sponsorship Moderation Hypothesis Testing

*H<sub>5b</sub>*: Helping behaviour positively moderates the impact of ad-congruence on PI, such that the stronger the helping behaviour the stronger the effect in CS.

*H<sub>6b</sub>*: Involvement positively moderates the impact of ad-congruence on PI, such that the stronger the involvement the stronger the effect in CS.

*H<sub>7b</sub>*: A firm's credibility positively moderates the impact of ad-congruence on PI, such that the stronger the credibility the stronger the effect in CS.

*H<sub>8b</sub>*: Religiosity positively moderates the impact of ad-congruence on PI, such that the stronger the religiosity the stronger the effect in CS.

The mediated CS multiple regression model was tested to find out whether the relationship between ad-website congruence and PI could be strengthened or weakened by a few variables, including consumers' helping behaviour, cause- involvement, perceived company credibility, and religiosity, as discussed in the literature review. The standardised composite values for each of these variables were multiplied to obtain the interactive terms for the hypothesised moderation. The results indicated that only cause issue-involvement showed a significant interaction with the mediated model:  $B=.284(.073)$  \*\*\* (see Table 4.18).

Finally, the bootstrapped moderation effect of involvement [ $B=.173$ ,  $t=4.28(168)$ ,  $p<.0001$ ] at (CL:.933: .253) was confirmed (for full results of the mediation-moderation output by bootstrapping with Hayes's Process Macro, see Appendix 2).

Simple slopes for the association between ad congruence and consumers PI in the online CS ad format was tested for low (-1 SD below the mean), and high (+1 SD above the mean) levels of congruence. The simple slope tests (Figure 4.8) revealed a significant positive association between Congruence and PI.

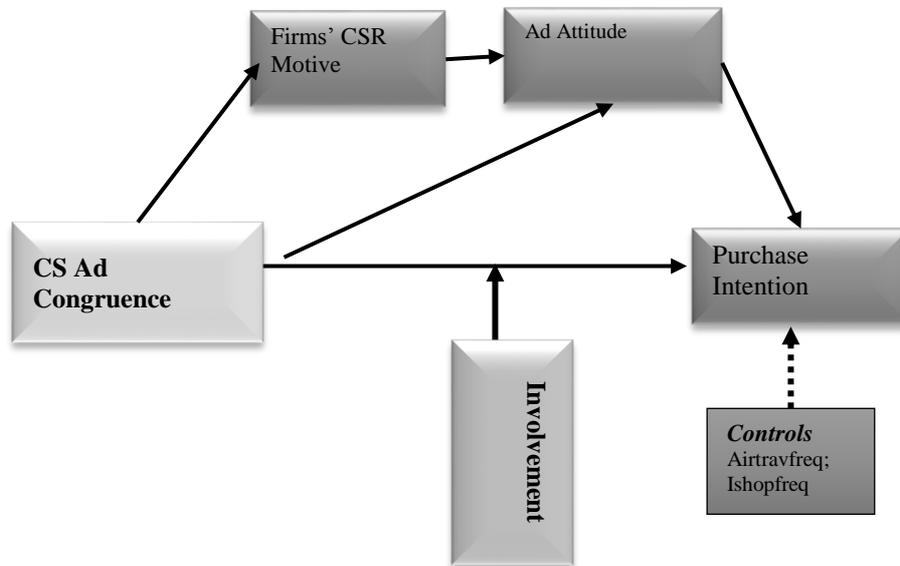


**Figure 4.8: Moderation effect of involvement on congruence-PI**

Online consumers cause issue involvement with a charity strengthens the positive relationship between the perceived ad-website congruence and PI.

#### **4.7.4 Revised Cause-Sponsorship Model**

The results of the analysis lead the researcher to revise the hypothesised model as depicted in Figure 4.9, while controlling for air-travel frequency and gender.



**Figure 4.9: Revised model for CS**

Furthermore, goodness-of-fit statistics for the revised model, as recommended by several authors (Gerbing and Anderson 1993; Schreider 2007; Yuhani Abdul 2008; Gaskin 2013), indicates a reasonable overall good fit compared to the original research model (Table 4.19) (CMIN/DF = 1.441 ( $p < 0.032$ ); RMSEA = 0.057; CFI = 0.952; GFI = .963, AGFI = .944, NFI = .901 RMR = .077).

**Table 4.19: Revised CS-model mediated and moderated model fit**

Revised CS sub-model Mediated and Moderated model fit		
Measure	Hypothesised Model	Revised Model
CMIN/DF	1.6888	1.551
p-value for the model	.005	.032
CFI	.952	.952
GFI	.952	.963
AGFI	.870	.944
NFI	.899	.901
RMR	.076	.070
RMSEA	.064	.057
PCLOSE	.188	.336

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### **4.7.5 Summary of Cause-Sponsorship Findings**

The aim of Study 2 was to test the possible impact of perceived ad-website congruence on purchasing intention in CS banner advertising. (H1b to H7b). Starting by assessments of the measurement model with EFA for each construct, scales reliability and the CFA for each concept, followed by CFA for the whole measurement model were presented composite scores for each construct were created and interacting moderation variables were created. Mediation and moderation analyses were performed using two different tools, SEM on AMOS (with Baron and Kenny's perspective), validated by regression-based on a SPSS process tool (bootstrapping). The results from the two tools were slightly different, but the bootstrapping results were adopted due to the sensitivity of the tool which leads to more accurate results. Accordingly, the results led to accepting H<sub>1b</sub>, H<sub>3b</sub> and H<sub>6b</sub>; all the other hypotheses in this study were rejected. The following chapter will briefly discuss these results.

## Study 3: Comparison of Responses to Affiliated Cause Marketing and Cause-Sponsorship Research Question 3

### 4.8 Attitudes and Purchase Intention in Affiliated Cause Marketing and Cause-Sponsorship

This chapter also reports the findings of two more hypotheses for this study, which compare consumers' attitudes and PIs towards the ACM and CS ad formats.

#### 4.8.1 Attitudes towards Affiliated Cause Marketing and Cause-Sponsorship Ads

*H<sub>9a</sub>*: Online consumers will have a more positive attitude towards an ACM ad than a CS ad.

This hypothesis proposes that online consumers exposed to an ACM ad campaign would have a more favourable attitude toward an ACM ad than those exposed to a CS ad.

**Table 4.20: Means of the attitude towards the ad**

Ad Type	N	Mean	SD
CS	170	4.95	1.17
ACM (low) - 1% Donation	185	4.33	.96
ACM (high) -10% Donation	183	5.36	1.04
Total	538		

A one-way between-participants ANOVA was conducted to compare attitudes towards the three ad formats (CS, ACM-low and ACM- high). Table 4.20, presents the mean scores for each of the three groups. It should be noted that the scales for both attitudes and PI constructs each consisted of 4 items measured on a 7-point semantic differential scale, with 1 representing a less favourable or negative attitude and 7 representing a more favourable attitude (full results for means, ANOVA and post hoc comparison tables are provided in Appendix 2). The results show a significant difference of attitudes between the three ad conditions [ $F(2, 535) = 43.7$   $p = 0.000$ ]. Post hoc comparisons using the

Tukey test indicate that the mean score for the CS condition ( $M=4.95$ ,  $SD=1.17$ ) was significantly different from the ACM- low, condition ( $M = 4.33$ ,  $SD = 0.96$ ), as well as from the ACM-high, condition ( $M=5.36$ ,  $SD=1.04$ ). In addition, a Levine’s test of equality of error variances found that it was not significant ( $p>.05$ ), indicating that the data did not violate the assumptions of homogeneity of variance. Taken together, these results mean that hypothesis  $H_{9a}$  was only partially supported. That is, consumers’ attitude towards CS ad was more favourable than in ACM-low ad format, while attitude in ACM-high was more favourable than in both CS and ACM-low ad formats.

#### 4.8.2 Purchase Intention in Affiliated Cause Marketing and Cause-Sponsorship

*H<sub>9b</sub>: Online consumers will have a more positive PI towards an ACM ad than a CS ad.*

**Table 4.21: Means of the PI**

Ad Type	N	Mean	SD
CS	170	3.54	1.71
ACM(low)- 1% Donation	185	3.90	.77
ACM(high)-10% Donation	183	5.35	.91
Total	538		

As when comparing attitudes towards the ad presented earlier, a one-way between participant’s ANOVA was conducted to compare PI regarding the three ad formats. Table 4.21 shows the mean scores for each of the three ad groups (detailed results for tables of means, ANOVA and post hoc comparison are presented in Appendix 2). Overall, the results showed a significant difference in PI between the ad types [ $F(2, 535) = 116.37$ ,  $p = 0.000$ ]. Post hoc comparisons by Tukey’s test indicated that the mean score for the CS condition ( $M=3.54$   $SD=1.71$ ) was significantly different from the ACM (low), condition ( $M = 3.9$ ,  $SD = 0.77$ ), as well as from the ACM (high), condition ( $M=5.35$ ,  $SD=.91$ ). These results mean that hypotheses  $H_{9b}$  was supported.

#### 4.8.3 Summary of Findings Comparing Affiliated Cause Marketing and Cause-Sponsorship

The aim of Study 3 was to investigate research question 3. The mean scores for attitudes towards the ad and PI for the three experimental survey groups were compared using

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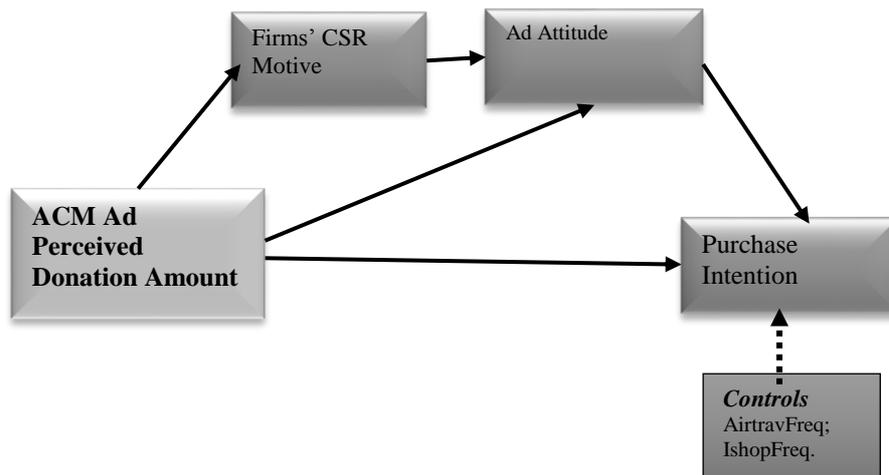
ANOVA. The findings support both hypotheses H9a and H9b that attitudes towards the a, and PI were stronger for ACM than for CS. A discussion of the results is presented in the following chapter.

#### **4.9 Summary of Chapter**

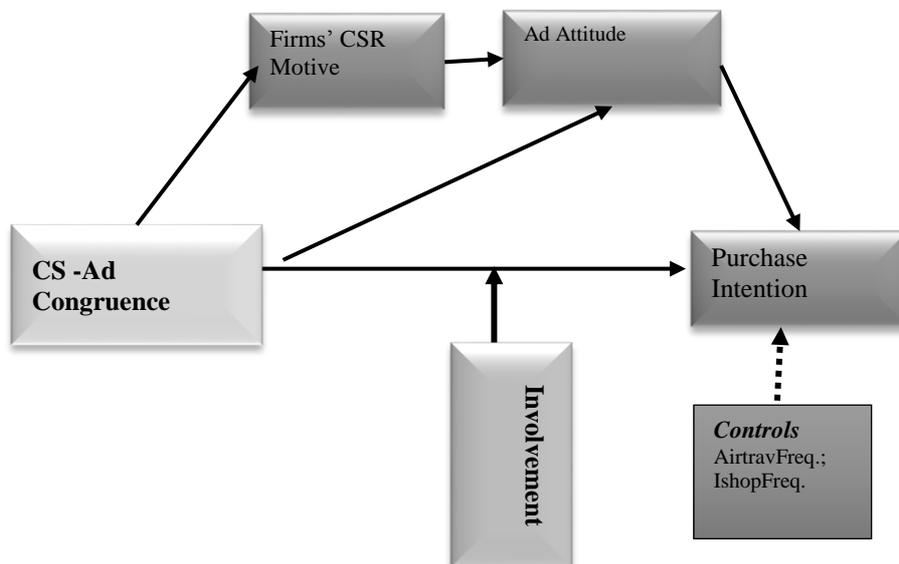
This chapter has presented the findings of an investigation of consumers' behaviour towards the two primary format of CRM ads on charity websites. In conducting the research the focused has been on the aspects as initially outlined in Chapter 1, the impact of the donation amount in an ACM ad on online consumers' attitudes towards the ad and PI, and the influence of perceived ad-website congruence in a CS ad, regarding consumers' attitudes towards the ad and PI. Finally, whether online consumers responded more positively toward an ACM ad than a CS ad was investigated.

In conclusion, the findings indicate that the impact of the donation amount on PI is mediated by serial mediators of perceived firms' CSR motives and attitudes towards the ad as an online fundraising tool. The result suggests that there is a positive relationship between perceived firms' CSR motive and consumers' inclination to access the ad for charity fundraising in ACM. Furthermore, the study did not find any meaningful moderation on the selected consumer and firms dependent variables on the strength of the relationship between donation amount and PI in ACM.

The results also show that the positive correlation between perceived ad-website congruence in CS advertising was significantly moderated only by attitudes towards the ad as a fundraiser and not so much as a firm's demonstration of CSR. The study found that the effectiveness of the CS-Ad format was moderated by consumers' involvement with the charity issue.



**Figure 4.10: ACM advertising response model**



**Figure 4.11: CS advertising response model**

These findings are depicted in the revised online CRM model for ACM and CS presented in Figure 4.10 and Figure 4.11. Comparing online consumers' behaviour towards ACM and CS ad formats found that they show a more positive attitude to ACM than CS ads regarding attitudes and PI. The following chapter discusses the implications of these findings, as well as the limitations of the research and suggestions for further investigations.

## Chapter 5 - Discussion and Implications

### 5.1 Introduction

CRM is the commercial activity by which a firm and a charity cause form a partnership with each other to market an image, product or service for mutual benefit (Adkins 1999). Introduced into the public domain in 1983 by the American Express Company and in academic literature by Varadajan and Menon (1998), marketing research has mostly followed the conditional or transactional marketing tactic. This means that a firm's donation to a designated charity is contingent on consumer purchasing. In Chapter 1 it was indicated that conceptualisation of the marketing tactic has evolved to embrace non-conditional approaches, wherein contribution to a charity from a firm is not only dependent upon consumers making a purchase, but includes a sponsorship agreement as well.

The rapid development of internet technology and online interactive media enables charity websites to be powerful platforms for advertising. Online, this study identified that the operationalisation of conditional CRM coincides with AM, as exemplified by firms' banner advert links displayed on charity websites with a promised donation amount as a key ad design feature. Non-conditional CRM involves the placement of a sponsorship ad on a charity web page, having congruence as the primary design feature. Conceptualised as an ACM ad for the former and a CS ad for the later, the study explored the impact of donation amount and congruence towards online consumers' behaviour regarding PI.

Chapter 1 identified the need to investigate the effects of donation amount and ad-context congruence in the placement of ACM and CS ads on charity websites in response to calls in the literature to examine whether existing advertising conventions apply to the online environment (Ha 2008; Truong et al. 2010; Segev 2014). In addition, the study considered the particular request to inquire into the effectiveness of ad placement on charity web pages (Harrison-Walker and Williamson 2000). This study also addressed the call to examine how individual differences and situations can influence the impact of the donation amount (Chang 2008; Koschate-Fischer et al. 2012), and congruence (Truong

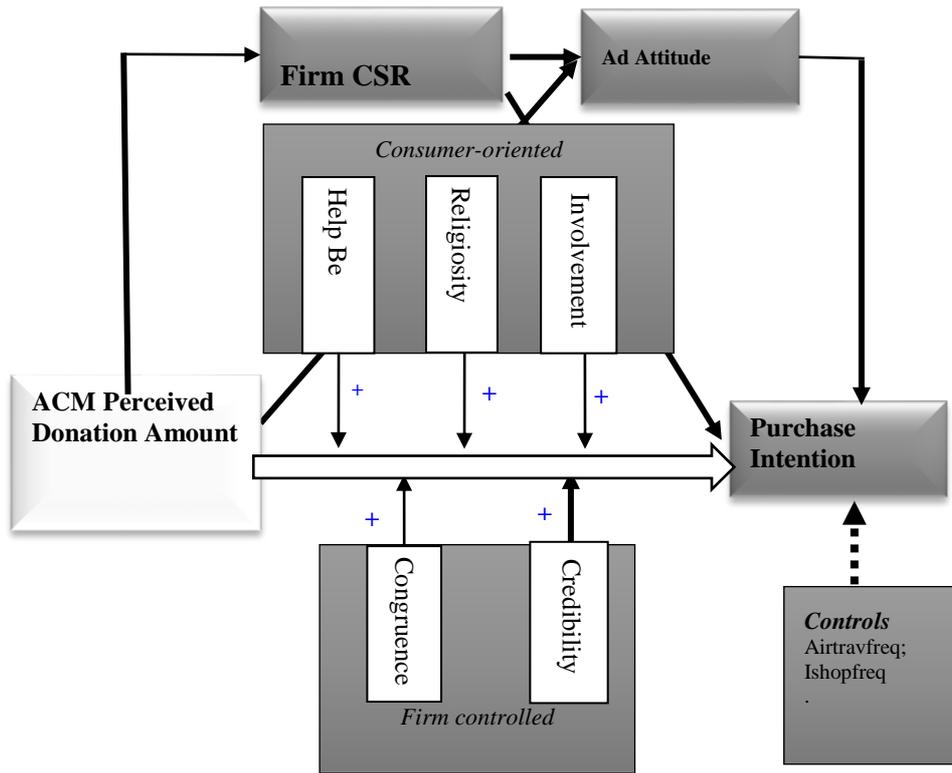
2008; Zanjani 2011) in ads. The relevance of the study is based on the unique integration of the internet into the daily lives of people, the challenge of breaking through the competition and clutter of online advertising, as well as the increasing demand that firms do more to contribute to solving societal issues (Cone 2015).

As such, Chapter 1 outlined the following research questions:

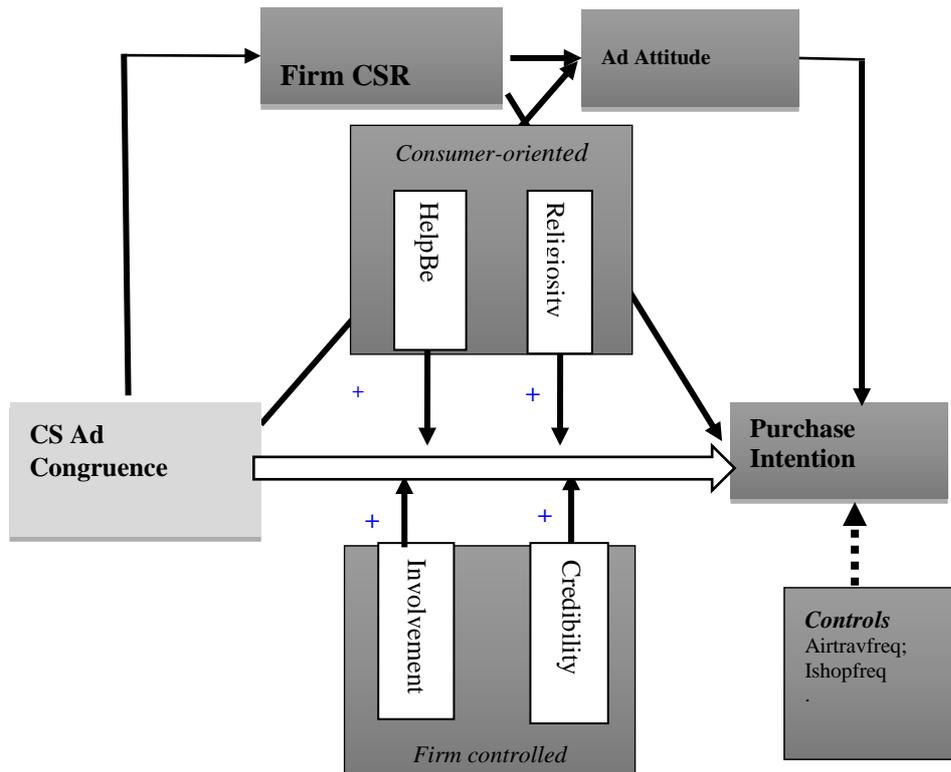
1. Whether and how the donation amount in an ACM ad format influences consumers' response regarding PI.
2. Whether and how the ad context congruence in a CS ad format influences consumers' response regarding PI.
3. Do consumers respond more positively towards an ACM ad than a CS ad in terms of attitudes and PIs?

Chapter 2 set the background to the study by reviewing the literature on CRM and online marketing, and presented the findings across three parts. Part One provided an overview of conventional CRM by considering conceptual development, marketing communication objectives, benefits and risks, and consumers' responses to the effects of various factors, mainly the donation amount and congruence, and significant gaps in the literature were summarised. Part Two examined the application of CRM to the online medium across three broad themes, including the development and nature of online advertising, conceptualisation of online CRM, and identified potential factors influencing consumers' responses to the ads. It highlighted the relevant gaps in the related research work. Finally, Part Three consolidated the research findings and literature gaps in Part One and Part Two to formulate the research hypotheses on consumer responses to CRM display adverts on charity websites.

Based on the review of the literature, the research models shown in the CS Consumers response framework (Figure 5.1) were proposed and the following hypotheses were established.



ACM consumers' response framework



CS Consumers response framework

**Figure 5.1: Research models**

**Research question one (ACM) hypotheses:**

*H<sub>1a</sub>: There is a positive direct relationship between the company donation amount and click PI in online CRM banner advertisements (ACM).*

*H<sub>1a2</sub>: Ad-website congruency moderates the positive relationship between perceived donation amount and PI, such that the greater the congruence the stronger the impact of donation on PI.*

*H<sub>1b</sub>: There is a direct and positive relationship between consumers' perception of the CS ad-charity website congruence and PI.*

*H<sub>2a</sub>: Consumers' perceived company CSR motive mediates the impact of the donation amount on PI in ACM ads.*

*H<sub>3a</sub>: Consumers' attitudes towards a ACM ad mediates the impact of the donation amount on PI.*

*H<sub>3b</sub>: Consumers' attitudes towards a CS ad mediates the impact of ad-website congruence on PI.*

*H<sub>4a</sub>: Consumers' perceived firm's CSR motive in ACM has a direct and positive influence on attitude towards an ad.*

*H<sub>5a</sub>: Helping behaviour positively moderates the impact of the donation amount on PI, such that the stronger the helping behaviour the stronger the effect in ACM.*

*H<sub>6a</sub>: Involvement positively moderates the impact of the donation amount on PI, such that the stronger the involvement the stronger the effect in ACM.*

*H<sub>7a</sub>: A firm's credibility positively moderates the impact of the donation amount on PI, such that the stronger the credibility the stronger the effect in ACM.*

*H<sub>8a</sub>: Religiosity positively moderates the impact of the donation amount on PI, such that the stronger the religiosity the stronger the effect in ACM.*

**Research question two (CS) Hypotheses:**

*H<sub>1b</sub>: There is a direct and positive relationship between consumers' perception of the CS ad-site context, congruence, and PI.*

*H<sub>2b</sub>: Consumers' perceived company CSR motive mediates the impact of the congruence on PI in a CS ad.*

*H<sub>3b</sub>: Consumers' attitudes towards a CS ad mediate the impact of ad-website congruence on PI.*

*H<sub>4b</sub>: Consumers' perceived firm's CSR motive in CS has a direct and positive influence on attitude towards an ad.*

*H<sub>5b</sub>: Helping behaviour positively moderates the impact of ad-congruence on PI, such that the stronger the helping behaviour the stronger the effect in CS.*

*H<sub>6b</sub>: Involvement positively moderates the impact of ad-congruence on PI, such that the stronger the involvement the stronger the effect in CS.*

*H<sub>7b</sub>: A firm's credibility positively moderates the impact of ad-congruence on PI, such that the stronger the credibility the stronger the effect in CS.*

*H<sub>8b</sub>: Religiosity positively moderates the impact of ad-congruence on PI, such that the stronger the religiosity the stronger the effect in CS.*

**Research question three hypotheses:**

*H<sub>9a</sub>: Online consumers will have a more positive attitude towards an ACM ad than a CS ad.*

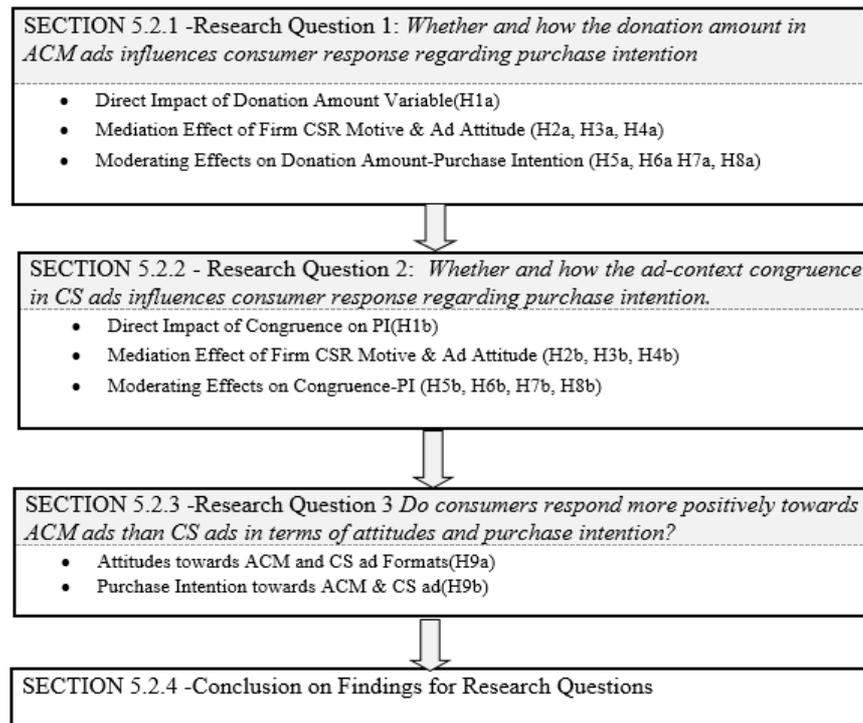
*H<sub>9b</sub>: Online consumers will have a more positive PI towards an ACM ad than a CS ad.*

Chapter 3 discussed the research methodology and method for testing the research models and hypotheses. First, it examined the positivist philosophical options available for the study and then outlined the research strategy or method. An outline of the experimental and survey design, incorporating an online self-administered questionnaire was detailed. In addition, the rationale for sample selection and the treatment of variables was described. It also justified the selection of SEM and ANOVA techniques for the analysis of field data. Finally, Chapter 4 presented the results of the hypothesis testing. Most of the direct effects and mediation hypotheses were supported, while most of the moderating study variables were not tenable.

In the following subsections, the findings in the preceding chapter are discussed in detail in the context of the literature. Since the study generates models for online CRM by considering the donation amount and ad-context congruence effects, the discussion of the findings is organised into three parts: first, the researcher discusses the findings on the direct effects, i.e. the impact of donation amount and CS on PI; secondly, the mediating effects; and thirdly, the moderating influences of direct relationships. Contributions of the study to both the theory and practice of advertising are identified. Furthermore, salient limitations that may have impacted upon the findings are indicated, and possible directions for future research that can improve understanding of online CRM are outlined.

## **5.2 Discussion of the Findings**

CRM has been of increasing interest over the last three decades as a marketing tactic, reflected by the number of academic and practitioner publications. Scholars agree that this marketing tactic can be described as not only conditional or transactional as originally conceived (Varadarajan and Menon 1988), but also as a non-conditional alignment of firms with a charity, such as in CS (Adkins 1999; Daw 2005). Online, the tactic can be represented by ACM and a CS banner advert placement on a charity website. Although in general the literature suggests that consumers favourably regard the tactic, it is also evident that there are risks relating to it. Advertisers employing CRM run the risk of being considered as exploiting the charitable and altruistic instincts of consumers. Therefore, developing a better understanding of the design and deployment of ACM and CS ad placement on charity websites is crucial to marketers. Although it seems intuitive that the magnitude of a donation may inspire a greater response to the ad in ACM, there is no systematic and empirical study that justifies this supposition. Despite several findings displaying ad effects, there exists little evidence that congruence and donation amount effects are relevant ad design factors for online advertising. A discussion of the findings of the impact of these variables follows, as depicted in Figure 5.2.



**Figure 5.2: Organisation of discussion of the findings**

### 5.2.1 Findings for Research Question One

Question 1 examines whether and how the donation amount in an ACM ad influences consumer response regarding PI.

#### 5.2.1.1 Direct Impact of Donation Amount Variable

For the main effect of the donation amount in an ACM ad format, the analysis provides support for hypothesis-H<sub>1a</sub>, which predicted that the contribution size positively influences the customer's PI (.455,  $p < .0001$ ). That is, at higher donation levels each additional percentage had an increasingly smaller effect on participants' PI. In addition, the results showed that the higher amounts elicited other-serving firm motives and greater perceptions of CSR, as well as a stronger impression towards the ad as a useful online fundraising tool. Until this current research, no study has investigated the effects of donation amount on purchase behaviour online.

This finding, however, shows that the positive direct relationship between donation amount and consumer attitudinal and behavioural responses found in several studies in

conventional CRM research (Gupta and Pirsch 2005; Arora and Henderson 2007; Landreth et al. 2007; Chang 2008; Koschate-Fischer et al 2012; Muller et al. 2014), can be generalised to other purchase contexts and media.

The concept of impure altruism proffers a plausible explanation for the finding, which indicates that an individual donor's utility depends upon the donation amount, such that higher contribution levels provide additional benefits independent of whether the donation motives are altruistic, egoistic or both (Andreoni 1989). Thus, the larger the donation amount, the more a consumer will want to shop via the ACM ad link to generate funds for the charity cause. Furthermore, this finding confirms previous research by showing that the positive feeling of a 'warm glow', resulting from a donation to help others, increases with the size of contributions (Crumpler and Grossman 2008).

### **5.2.1.2 Mediation Effect of Ad Attitudes and Firm Corporate Social Responsibility Motive**

The goal of hypotheses H<sub>2a</sub>, H<sub>3a</sub>, and H<sub>4a</sub> was to determine whether the perceived firm's CSR motive and attitude toward an ad are both causal mediators in the process through which the donation amount in ACM impacts upon PI. Given that ACM is a promotion ad that acts as the interface between a charity cause and profit-driven advertising, when individuals perceive a firm's motive to be altruistic than profit maximising attitudes would be stronger than when the donation is small.

The results supported this supposition, in that with ACM the perceived firms' CSR motive (H<sub>2a</sub>) and attitudes towards the ad (H<sub>3a</sub>) mediated (partially) the causal relation between the donation amount and PI. However, attitudes towards the ad was a more potent mediator ( $R^2=.29$ ) than the perceived CSR motive ( $R^2=.11$ ). Attributed motive to the firm's advertising affects attitudes towards the ad (H<sub>4a</sub>). The results mirror observations in a seminal study in CRM, which showed that for consumers to respond favourably towards CRM they must first see that the sponsoring firm is showing some genuine altruistic behaviour towards the charity cause (Varadajan and Menon 1998). However, no study was found to demonstrate the combined mediating role of perceived CSR motives and attitudes towards an ad, as found this study. The results confirm, and extend to the internet medium, the finding of the mediator role of perceived firms' motive in the causal

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relation between donation amount and individuals' willingness to pay as found in conventional CRM (Koschate-Fischer et al. 2012).

### **5.2.1.3 Moderating Effects on Donation Amount-Purchase Intention**

Given the multiple effects by various sources, including individual differences among people and situations, an investigation into the interactions of the donation and other variables is important to marketing research. The study examined the interactive effects of helping behaviour, issue involvement, religiosity, and brand credibility, on the main effects of donation amount. Existing studies in conventional CRM and charity giving widely acknowledge that individuals' helping behaviour and involvement (e.g. Koschate-Fischer et al. 2012), brand credibility (e.g. Lafferty and Goldsmith 1999; Alcaniz et al. 2010; Moosmayer and Fuljahn 2010), and customers' religiosity (e.g. Hopkins et al. 2014), are salient moderators to the effectiveness of a marketing tactic. The fact that this study did not show a significant interaction of the variables with the primary constructs (donation amount and congruence) in an online CRM context (H<sub>5a</sub>, H<sub>6a</sub>, H<sub>7a</sub>, H<sub>8a</sub>), is interesting but warrants further investigation in a variety of settings (e.g. product type). The online media context in which this research was conducted is the reason that this research advances and is responsible for the insignificant moderating finding in the donation amount-PI link. However, caution must be exercised in interpreting the results since there could be underlying theoretical issues that this research has not uncovered.

It might be good news for advertisers and fundraisers that there was no significant interaction between religiosity, credibility, and helping behaviour variables with the donation amount. Per the results, it is less likely that firms could be accepted for an ACM advertising partnership with a given charity with a bias that an ad may be less influential and a charity can benefit irrespective of individuals' level of helping or religious instincts or involvement with the charity.

### **5.2.2 Findings for Research Question Two**

Question two enquires whether and how the ad context congruence in a CS ad format influences consumers' response regarding PI.

### 5.2.2.1 Direct Impact of Ad-Context Congruence Variable

In line with H<sub>1b</sub> and previous research results, the study found support for the anticipated positive effect of congruence in the CS ad format and PI [B = .759(.059), p > .001].

This finding helps to establish the effects of compatibility in sponsorship CRM. In an earlier study, Rodgers (2003) investigated the impact of online sponsor relevance from an association perspective regarding shared semantic features, and found that relevant sponsorship linkages clearly benefited the firms that used them. The context in which internet sponsorships appeared also proved to be an important factor to consider when selecting appropriate sponsor partnerships.

Rifon et al. (2004) examined the perceived corporate motive of online sponsors and the results suggested that a good fit for the company and the cause it sponsors generates consumer attributions of altruistic sponsor motives, and enhances sponsor credibility and consumer attitudes toward the sponsor. Although conducted from a different media context, these studies lend support to the current study finding that it is essential for a firm to select a congruent charity cause to partner with for online CRM.

A plausible explanation for the result is that ad-context congruence may attract more attention, enhance recall and PI because consumers like information that conforms to their expectations and provides predictability, which often leads to a favourable evaluation of an ad. The findings highlight the importance of adding cognitive responses to theoretical explanations of sponsorship effects, especially the important roles of consumer attributions of sponsor motive, sponsor credibility perceptions, and subsequent sponsor attitudes (Rifon et al. 2004). In addition, the charity website medium activates site visitors' cognitive and affective primes or specific information that influences their processing and evaluation of embedded ads (Kim and Choi 2010; Segev et al. 2014; Rieger et al. 2015). Such information includes charitable fundraising for a favourite charity, and in this respect a congruent medium thematically related to an ad leads to more positive ad effects than an incongruent medium (Janssens et al. 2012; Segev et al. 2014). Furthermore, associative links theory (Rodgers 2003) provides a plausible theoretical framework for understanding the impact of ad congruence on the PI relationship. An

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associative link refers to the perceived strength of the sponsor-sponsee partnership (Rodger 2003).

### **5.2.2.2 Mediation Effect of Ad Attitudes and Firm Corporate Social Responsibility**

#### **Motive**

Contrarily to postulated, the effect of firms' motive in the causal link between ad congruence and PI in the CS format was not significantly supported in this study ( $H_{2b}$ ,  $H_{4b}$ ). However, attitude towards an ad was a significant (partial) moderator ( $H_{3b}$ ). To the best of the knowledge of this researcher, no prior study has provided evidence of the mechanism that contextual congruence impacts upon PI in online advertising. The array of studies on contextual congruence has focused on evaluating the direct effect of the variable (e.g. Choi and Rifon 2002; Dahlen 2005; Jeong and King 2010). Hence this finding provides a significant contribution to the understanding of the mechanism that sponsorship ad in online CRM drives customer traffic to the sponsor website.

### **5.2.2.3 Moderating Effects on Ad-Context Congruence-Purchase Intention**

The finding also verifies that cause-involvement plays a significant role in moderating the congruence-PI link ( $H_{6b}$ ). It was found that highly involved individuals were more likely to respond favourably towards the CS ad than less involved individuals. This finding sheds light on the condition under which the priming mechanism of a perceived congruent ad results in favourable advertising processing and PI. The implication of this finding is that an individual's level of involvement with a charity cause may indicate whether a given ad-context combination is likely to trigger a favourable evaluation of the ad offer. This finding is consistent with a recent study on advertising in website blogs (Segev et al. 2014), although from a different theoretical background. In short, the charitable cause involvement is perhaps one of the most critical moderators of the effectiveness of online CRM using the CS ad format.

The literature on conventional CRM and charity giving widely acknowledges that individuals helping behaviour and involvement (e.g. Koschate-Fischer et al. 2012), brand credibility (e.g. Lafferty and Goldsmith 1999; Alcaniz et al. 2010; Moosmayer and Fuljahn 2010), and customers' religiosity (e.g. Hopkins et al. 2014) are salient moderators of the effectiveness of a marketing tactic. In contrast, however, the data from this study

did not support these findings (H<sub>5b</sub>, H<sub>7b</sub>, H<sub>8b</sub>). Thus, an explanation for the difference in the findings between this research and previous research may centre on the media context difference within which the studies were conducted.

### **5.2.3 Findings for Research Question Three**

Question three enquires whether consumers respond more positively towards ACM ads than CS ads in terms of attitude and purchase intention.

This study offers support for the proposition that consumers will have a more positive purchase intention toward ACM than CS ad formats (H<sub>9b</sub>). An initial assessment of the means of the CS group and the two ACM treatment groups (low and high) indicated that those respondents exposed to the CS group exhibited a more favourable attitude towards the tactic than did those exposed to ACM-low ad group; however attitudes ACM-high was stronger (H<sub>9a</sub>). This result echoes the finding in an earlier study (Westberg 2004), although in a traditional media context, which compared the effectiveness of CRM and sponsorship promotion. Therefore, these findings provide strong support of the expectation that the impact of conditional CRM compared to sponsorship advertising in the traditional media environment regarding attitudes towards an ad and PI might be extended to online media.

In addition, the study results extend support to findings concerning donation amount in the literature on CRM, where explicit information in the ad copy of the contribution to the charity maximises trust in a firm's philanthropic efforts (Douglas Olsen et al. 2003; Pracejus et al. 2003; Landreth et al. 2007) rather than in CS. This is usually the case even though consumers may have a general idea that the charity cause gains with a CS ad. An explicit donation amount in an ACM ad seems to build more consumer confidence in corporate efforts than a CS ad, hence resulting in a stronger purchase intention for an ACM than a CS ad. Consumers also like to know how their purchase is helping a charity cause, which is expressed by the donation amount in an ACM ad.

### **5.2.4 Conclusions**

In conclusion, the significant findings of this research were that consumers have a more favourable attitude towards ACM than CS online CRM strategies. Furthermore, the

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positive impact of the donation amount on purchase intention in an ACM ad was mediated by perceived firms' CSR motive and attitudes towards an ad. The CS ad format results indicated that associative links (congruence) are critical to the success of an ad, and the impact of congruence on PI was mediated only by attitudes towards an ad as a fundraiser. The study did not find any significant moderator for the strength of the relationship between donation amount and purchase intention in the ACM ad format, as indicated in the literature on conditional CRM in the traditional marketing context. Perhaps the most interesting finding regarding the effectiveness of a CS ad was that charity cause-involvement interacts with congruence to generate a stronger purchase intention as hypothesised.

### **5.3 Contributions of this Research**

It was indicated in the review of the literature that besides corporate interest, CRM has increasingly become the subject of academic interest, since the publication of Varadarajan's original article in 1998 providing a 'conditioned' or 'transaction' based definition of CRM as:

'The process of formulating and implementing marketing activities that are characterised by an offer from the firm to contribute a specified amount to a designated cause when customers engage in revenue-providing exchanges that satisfy organisational and individual objectives.' (Varadarajan and Menon 1988, p.60)

Since then, a substantial body of research has emerged mainly in the offline (traditional) context investigating the effects of CRM on a variety of factors, including the firm donation amount (e.g. Folse et al. 2010; Koschate-Fischer et al. 2012; Müller et al. 2014), and the fit or congruence of the firm and charity cause (e.g. Ellen, Mohr, and Webb 2000; Lafferty 2007). Another stream of research has focused on a limited number of moderating variables that affect to what extent CRM campaigns influence the factors mentioned before. Moderating effects, such as consumer involvement, helping behaviour, and cause-affinity, have been identified for donation amount and consumers' willingness to pay (Koschate-Fischer et al. 2012) congruency between the cause and the company (Pracejus and Olsen 2004). More recently, the transaction-based paradigm of CRM has been criticised as being limiting and a more inclusive view which includes an

‘unconditional’ offer of a fixed donation by a company to a cause or CS; a much-accepted definition is given as:

‘A commercial activity by which businesses and charities form a partnership with each other to market an image, product or service for mutual benefit.’  
(Adkins 1999 p.11)

This study contributes to these streams of research by considering consumer behaviour towards CRM in the online media context, which to the best of knowledge has not been the subject of any CRM empirical research. A focus on online media is legitimate considering that the online media is interactive and provides several attributes that can influence consumers’ behaviour towards marketing and advertising compared to the traditional media context. This study addresses the need to examine whether existing advertising conventions (e.g. CRM) apply to the online media environment (Ha, 2008). The main theoretical contributions include:

**i) Conceptualisation of Affiliated Cause Marketing and Cause-Sponsorship  
Marketing as Online Cause-Related Marketing**

The major theoretical contribution of this thesis is that it conceptualises and describes how traditional transaction-based (Varadarajan and Menon 1988) can be operational on the internet as AM with a charity dimension or ACM. It also highlights the use of online sponsorship of a cause as a non-transaction dimension of CRM, which together with ACM has not been the subject of any empirical investigation to the best of the knowledge of this researcher, even though they are popular online banner advertising and fundraising tactics. Thus, the findings of the study contribute to the CRM literature by extending the investigation to the internet medium.

**ii) Internet Medium Effect in Modelling Impact of Donation Amount in Cause-Related Marketing**

The second significant contribution is that the research indicates the influence of media context on consumer behaviour in general and impact to CRM. It extends the literature and research in CRM which has been focused on traditional media. Previous research has examined the main effect of donation amount and the moderating influence of a few variables, including congruence, helping behaviour, cause involvement (e.g. Koschate-Fischer et al. 2012), and religiosity (Hopkins et al. 2014), and have sought to establish

consumer response models. This study verified and clarified the positive main effect of the donation amount in online CRM. By considering several variables, unlike in similar studies, it has been proved theoretically that the attributed CSR motive and attitudes towards an ad could explain the mechanism of the impact of donation amount on consumer behaviour. Surprisingly, in contrast to traditional CRM, this study did not find any significance of the moderating effects of congruence, helping behaviour, cause involvement and brand credibility constructs in modelling the impact of the donation amount. These findings suggest that there is something unique about the internet medium that can modify traditional models of consumer behaviour towards CRM.

**iii) Evidence of the Moderating Effect of Involvement of Congruence in Online CRM**

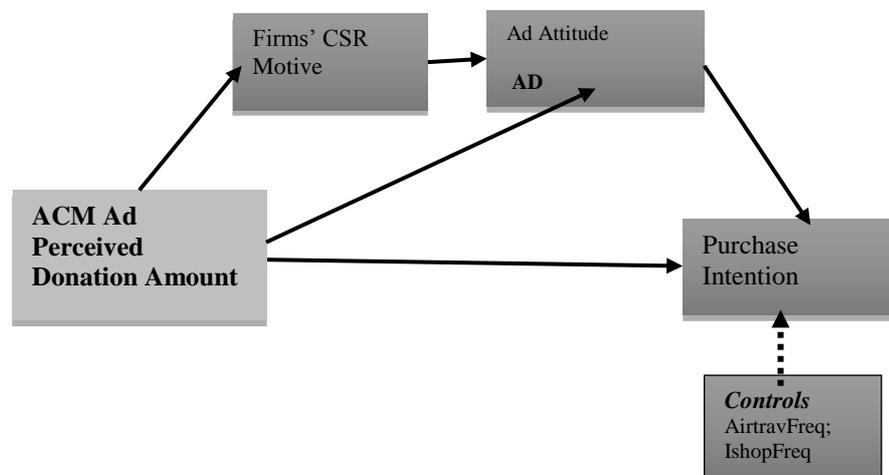
The findings of this study regarding the effect of congruence and the moderating role of involvement corroborates the results of Segev et al. (2014) in the context of blogs. They contend that a banner ad that is thematically congruent with a blog's context generates more favourable responses than an ad that is not congruent with the context, and that issue involvement moderates the effect of congruence. The present study results are consistent with these notions in that the data showed that the effect of ad-congruence was strongly associated with consumers' PI and cause involvement positively moderates the effect, in the context of a cause site. However, this research extends the work of Segev and colleagues in the context of charity website sponsorship, by identifying that attitude towards an ad is a significant causal step to the impact of ad-context congruence on PI.

**iv) Evidence of Stronger Purchase Intention towards ACM than CS**

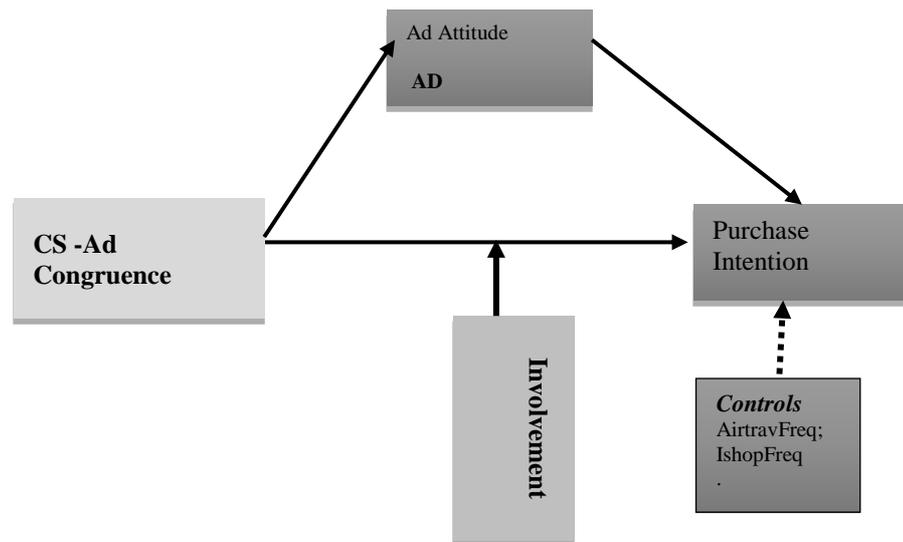
Finally, along with the above theoretical contributions, the research makes a practical contribution to the overall online marketing communication in terms of comparing the persuasiveness of ACM and CS tactics. The findings showed that transaction CRM or ACM engender stronger purchase intention than in CS. However, attitudes towards CS was stronger than in ACM-low

## 5.4 Implications for Theory

This study addresses the need to examine whether existing advertising conventions (e.g. CRM) apply to the online media environment (Ha, 2008). It investigated whether the donation amount in a CRM ad generates more positive responses to an ad or inhibits such responses by extending the investigation to online CRM. Taken together with previous studies, the findings of this study suggest that the donation amount and ad-context congruence are the primary variable in determining responses to CRM. Specifically, the study showed that a higher donation amount leads to more positive advertising responses than smaller donation amounts, sample applies to ad-context congruence. As the study also identifies firms' CSR motive and attitudes towards an ad as significant serial mediators of the impact of donation amount on PI in online CRM, and no tested mediators were significant, then the model shown in Figure 5.3a depicts consumers' responses to transactional or conditional online CRM. The findings also imply that consumers' response to online CS can be represented as in Figure 5.3b.



a. ACM Advertising Response Model



**b. CS Advertising Response Model**

**Figure 5.3: Revised models for the impact of CRM**

## 5.5 Implications for Practitioners

Charity websites open possibilities for online advertisers regarding CRM ad placement on a niche platform that can potentially generate more potent responses to their ads. This platform provides an unprecedented opportunity for segmentation and targeting, allowing online advertisers to employ online CRM.

The present research suggests three important implications for online advertisers. First, it indicates that in general, consumers are more in favour of the placement of ACM ads than CS ads on a charity website. This result could be because ACM with an explicit donation amount offer indicates an advertiser's intention to support a charity compared to in a CS ad. Since consumers would like to know how their shopping via the ad link benefits a charity cause, an ACM ad seems to offer increased trust and confidence over a CS ad format.

Given that highly involved consumers are considered the primary target of persuasion campaigns (Chang 2010), the planning and design of online CRM advertising should consider the level of cause involvement among charity site visitors through various analytical techniques, such as sentiment analysis or opinion mining (Segev et al. 2014).

Based on this information it can then be determined which ad placement tactic (congruency vs. incongruency) is likely to be more effective. A highly-involved audience will lead advertisers to include CS ads with a high congruence to the charity site context. A less involved or more diverse audience regarding level of cause involvement will allow more flexibility concerning the congruence between an ad and the ad context.

Due to the significance of the main effect of donation amount and the absence of any interaction to the link with PI, e-marketers might need to focus on how the donation amount is communicated to consumers. The promised contribution to charity should be described in a manner that demonstrates unequivocal CSR, as well as an altruistic fundraising effort for the partner charity. This practice will strengthen consumers' trust in a firm and its products, and communicates the impression that a company is not employing the advertising with an exploitative motive

Finally, a valuable contribution to the understanding of online CRM is that an ACM ad format generates a stronger appeal to online shoppers than a CS ad format regarding purchase intention.

## **5.6 Limitations of the Study**

This research represents an initial step in the investigation of the impact of donation amount in ACM and ad-context congruence in a CS ad format. However, the research has several limitations that suggest possibilities for further studies.

### *Donation Amount*

The current study used two levels of donation amounts (low and high). It will be valuable for future research to include intermediate values to determine whether the donation amount-PI link is linear or non-linear. A clearer understanding of the donation amount that generates increment and PI is of critical importance because the contribution has a bearing on cost and profitability (Krishna and Rajan 2009).

### *Product Type*

This research used a relatively high-value product (air ticket) with is more hedonic than the use of another travel mode, such as bus, car hire, and train in the UK context. Previous

studies in CRM suggest that hedonic products are more effective in CRM than functional products (Strahilevitz 1999; Pracejus and Olsen 2004; Chang 2008; Chang 2012). Therefore, future research should consider other product categories to understand the full benefit of online CRM. This study also used a single product type to evaluate consumers' perception of the level of congruence to the charity website; that is, an air travel ticket is not a naturally small or highly congruent product to the charity website context. Future research is therefore required to evaluate the study findings with functional products, e.g. train tickets and more congruent products, e.g. children's toys.

#### *Internet Use*

Another limitation is that the survey was conducted in the UK, where over 78% of the adult population are confident and avid users of the web in online shopping (ONS 2015), and have a general understanding of how the CRM works. In a less secure online shopping setting, as in some emerging economies, where CRM is also relatively unpopular, the results of this study may have been different. Hence, this research area would benefit from extensions that consider the identified study effects within less developed online shopping communities and where CRM is not accessible.

#### *Donation Recipient Charity*

Future work might also use another charity type to assess the effectiveness of both ad formats. This study used Save the Children as the donation recipient in both studies. Most of the participants might have had a personal connection to the charity since it has been a reputable charity for many years. The limitation in the use of this charity could be the possible transference of a favourable image of trust in the charity to the ad in consumers' evaluation of the advertising, thus generating a much stronger effect on PI than perhaps the case with a less attractive charity partner. It is therefore recommended that for the findings to be further generalisable, work still needs to be done by considering a less familiar and unpopular charity partner.

#### *Attitude Towards the Ad Issue*

Finally, in assessing the means of attitudes towards the ACM and CS ads, the study findings indicated that consumers' attitudes towards ACM appeared to be stronger than

the CS ad. However, the finding did not prove to be statistically significant. It would be worthwhile to repeat this aspect of the research to resolve the small difference in effect.

## **5.7 Future Directions**

This research represents an initial step towards investigating consumer responses towards online CRM display ads on charity websites concerning the effects of ad design and how these effects are mediated and moderated. Since these findings demonstrate the role of the relevance of donation amount and ad-context congruence, a few limitations should be noted.

As noted earlier, in Chapter 2 several effects and factors besides those considered in this study can influence cognitive and affective responses towards CRM online display ads. These factors are consumer dependent (e.g. age, gender, education, internet experience), or related to ad design (e.g. video animation, interactivity) and need to be examined in future research to gain a deeper understanding of online CRM display formats on consumer response. Further research is needed to also reveal the independent and interactive effects and factors on customer responses.

Additional studies are required to test the effects of other types of charity cause/ advertiser product associations. This research considered only a children's charity as the cause and airline tickets as the ad product. In practice, a vast array of causes and product types are available to engage and examine the effects on consumer responses. Until these associations are understood more fully, the principles which could guide the prospective construction of effective online CRM ads will remain elusive. Broadening the investigation into more variable products/cause type to provide a more holistic understanding of consumer responses to CRM ads is crucial, not only for e-marketers but for the charities they partner with as well.

In the current study, the panel sample was more of a general representation of UK online shoppers and not just those who are interested in the charity cause. Visitors of a charity website are believed to be goal oriented and interested in a charity cause. Therefore, in remedying the noted sampling weakness, it would be valuable to conduct any future experiments using a more focused sample from the database of a charity, listing its

supporters and volunteers, although data protection law might complicate access to a charity database sample for research purposes. This research has also asserted that conditional online CRM or ACM is a natural extension of traditional conditional CRM (see Varadajan and Menon 1998) online, since they operationally look alike. Whether this is the case is an issue that will need to be examined and tested in follow-up studies.

Finally, this research has examined the effects of online CRM linkages on attitudes and PIs. However, not all marketing scholars think that these are appropriate measures of CRM effects. For example, Koschate et al. (2012) prefer willingness to pay instead of PI. Perhaps this is due in part to the fact that past research on event CRM has yielded inconsistent findings when it comes to awareness and response measures. The current research demonstrates that these measures can provide meaningful evaluations of how well an online CRM will perform, although whether this is due to the nature of the outcome measure or some inherent characteristic of online CRM is an issue that will need further development.

## **5.8 Conclusions**

In conclusion, as novel online communication tactics within the main discipline of marketing communications, there is a need for continued research into the various elements of ACM and CS advertising. The findings of this study have important implications for both academics and practice. It provides composite models in which the donation amount and ad-context congruence are primary antecedents and PI is the outcome variable. The models demonstrate the mechanism that leads to a favourable consumer response to online CRM. In the ACM model, the positive impact of the donation amount on PI is through attribution of a firm's CSR and attitudes towards the ad as a fundraising tool acting in series. In the CS model, however, ad-context congruence has a positive impact on PI through attitudes towards the ad only, while cause involvement positively moderates the relationship between the ad context congruence and PI.

This study has empirically demonstrated that an ACM ad can be a more effective tactic in comparison to a CS ad regarding attitudes and PI. Given the unique win-win-win

benefits associated with this advertising, it is not difficult to understand why both practitioners and academics suggest that CRM is likely to continue to grow and become a mainstream marketing tactic. This study adds to the current body of knowledge relating to CRM and online advertising and provides insight into relevant areas that need further investigation.

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## Appendix 1: Questionnaires

### BA-STC – Questionnaire

#### Introduction

The following questionnaire relates to your online buying behaviour. The survey should take only around 10 minutes of your time to complete. For this study, we use an Airways Company and Save-the-Children charity. Please think of your answer in this context. There is no right or wrong answer. Simply consider your response and move on to the next question.

All responses will remain confidential and will be analysed anonymously for an academic purpose only.

Your participation is greatly appreciated.

#### SECTION ONE

What is your Gender---

Your Age----

Your Educational Level---

How much time do you spend for browsing online? ----- Hours per week.

In the past two years, how often do you shop online?

Never- Once - Twice- Please Specify-

In the past two years, how often do you travel by air?

Never- Once - Twice- Please Specify-

What is your perception about advertising?

Like	1	2	3	4	5	6	7	Dislike
Positive	1	2	3	4	5	6	7	Negative
Favourable	1	2	3	4	5	6	7	Unfavourable

#### SECTION TWO

An Airways company promotes the sale of their tickets on a Children cause charity website. It costs the same amount to buy a ticket via the banner ad link on the charity site as it would to buy the ticket directly from the Airline Airways website. When the Airways ticket is purchased via the advert on the charity website, the charity receives a donation. The charity works in the UK and abroad to help provide underprivileged children with better education and healthcare.

See an example below and provide answers to the following questions.



A Donation Amount of 1%( 10%) offer to the charity of the overall price of the ticket purchased via the banner Ad is in this situation

Low	1	2	3	4	5	6	7	High
Below Average	1	2	3	4	5	6	7	Above Average
Small	1	2	3	4	5	6	7	Large

What do you perceive is the motive in the company advertising?  
(CSR motive construct question= Mediator)

	Strongly agree	Agree	Somewhat Agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
The Airline company want to make it easy for those who care about the charity to help							
The Airline Company is acting with social responsibility							

by advertising in this way							
The Airline Company is trying to give something back to the community							



Please tell us your view on the Airline Company and Charity joined advertising/fundraising AD (Attitude towards the Ad construct question= Mediator)

	Strongly agree	Agree	Somewhat Agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
Making a purchase via the Ad link is a good way to raise funds online							
The Ad is a good way to support charity online							
It is a convenient							

way to support charity online							
It is a good way to shop online							



How likely would you be to purchase the ticket via the charity website if the donation offer was 1% (10%) of the overall price?

(Purchase Intention construct)

	1	2	3	4	5	6	7	
Very Likely	1	2	3	4	5	6	7	Unlikely
Very Improbable	1	2	3	4	5	6	7	Very probable
Very Impossible	1	2	3	4	5	6	7	Very Possible

Please tick your best answer.

(Helping behaviour construct- Moderator)

	Strongly agree	Agree	Somewhat Agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
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People should be willing to help others who are less fortunate							
Helping troubled people with a problem is very important to me.							
People should be more charitable toward others in society.							
People in need should receive support from others.							

Please tick your best answer  
(Religiosity construct-moderator)

	Strongly agree	Agree	Somewhat Agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
My religious beliefs influence many aspects of my life.							
I try hard to carry my religion over into all other dealings in life.							
It is important for me to spend periods of time in private religious							

thought, reading, or meditation.							
My religious beliefs are very important to me							
My religious faith sometimes restricts my actions.							

Please tell us your views on the Save the children charity cause  
(Involvement construct-moderator)

	Strongly agree	Agree	Somewhat Agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
This is a very important cause to me							
This cause is personally relevant to me							
It does matter to me							

What is your opinion about the Airline ticket banner Ad Sponsoring Company?  
(Credibility construct)

Believable	1	2	3	4	5	6	7	Unbelievable
Credible	1	2	3	4	5	6	7	Incredible
Trustworthy	1	2	3	4	5	6	7	Not trustworthy
Dependable	1	2	3	4	5	6	7	Not dependable
Reliable	1	2	3	4	5	6	7	Unreliable
Reputable	1	2	3	4	5	6	7	Not reputable

Please tell us your views on advertising airline tickets on Save the Children charity website  
(Congruency construct)

	Strongly agree	Agree	Somewhat Agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
The airline banner ad and the charity website on which it is posted are a good fit	1	2	3	4	5	6	7
The airline banner ad and the website on which it is posted are consistent							

The airline banner ad and the website on which it is posted belong together							
The airline banner ad and the charity website on which it is posted have a lot in common							
The airline banner ad makes the charity website less credible							
Appearing together is beneficial for both the charity website and the airline company							

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## CS Questionnaire

### Introduction

The following questionnaire relates to your online buying behaviour. The survey should take only around 10 minutes of your time to complete. For this study, we use the Airways Company and Save-the-Children charity. Please think of your answer in this context. There is no right or wrong answer. Simply consider your response and move on to the next question.

All responses will remain confidential and will be analysed anonymously for an academic purpose only.

Your participation is greatly appreciated.

### SECTION ONE

What is your Gender---

Your Educational Level---

How much time do you spend for browsing online? ----- Hours per week.

In the past two years, how often do you shop online?

Never- Once - Twice- Please Specify-

In the past two years, how often do you travel by air?

Never- Once - Twice- Please Specify-

### SECTION TWO

An Airways company promotes the sale of their tickets on a Children cause charity website. And sponsors the charity cause. The charity works in the UK and abroad to help provide underprivileged children with better education and healthcare.

See an example below and provide answers to the following questions.



Please tell us your views on advertising airline tickets on Save the Children charity website

	1	2	3	4	5	6	7
	Strongly disagree	disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree
The airline banner ad and the charity website on which it is posted are a good fit							
The airline banner ad and the website on which it is posted are consistent							

The airline banner ad and the website on which it is posted belong together							
The airline banner ad and the charity website on which it is posted have a lot in common							
The airline banner ad makes the charity website less credible							
Appearing together is beneficial for both the charity website and the airline company							



What do you perceive is the motive in the company sponsored advertising?

	1	2	3	4	5	6	7
	Strongly agree	Agree	Somewhat Agree	Neither agree nor disagree	Somewhat disagree	Disagree	Strongly disagree
Sponsored this Web site because ultimately, they care about their customers							
It does not have a genuine concern for the welfare of their consumers.							
Really cares about							

addressing children issues							
----------------------------	--	--	--	--	--	--	--

Please tell us your view on the Airline Company advertising on the charity website

	1	2	3	4	5	6	7
	Strongly disagree	disagree	Somewhat disagree	Neither agree nor disagree	Somewhat Agree	Agree	Strongly Agree
It is a good way to raise funds online							
The Ad is a good way to support charity online							
It is a convenient way to support charity online							
It is a good way to shop online							

**Save the Children**

About Us News Get Involved Shop Donate

**ABOUT US**  
 Save the Children works in 120 countries. We save children's lives. We fight for their rights. We help them fulfil their potential.

**BOOK WE CARE NOW**

**Events & Fundraising**  
 Our work simply couldn't happen without our amazing supporters who raise the money that funds it.

Share this: Like 20 Tweet g+ Join us: f t YouTube g+

How likely would you be to purchase the ticket from the Ad sponsoring company if you needed to buy one?

Unlikely	1	2	3	4	5	6	7	Very Likely
Very probable	1	2	3	4	5	6	7	Very Improbable
Very Possible	1	2	3	4	5	6	7	Very Impossible
Unlikely	1	2	3	4	5	6	7	Very Likely

Please tell us your views on the Save the children charity cause

	1	2	3	4	5	6	7
	Strongly disagree	disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree

This is a very important cause to me							
This cause is personally relevant to me							
It does matter to me							
Means a lot to me							

What is your opinion about the Airline ticket banner Ad Sponsoring Company?

Believable	1	2	3	4	5	6	7	Unbelievable
Credible	1	2	3	4	5	6	7	Incredible
Trustworthy	1	2	3	4	5	6	7	Not trustworthy
Dependable	1	2	3	4	5	6	7	Not dependable
Reliable	1	2	3	4	5	6	7	Unreliable
Reputable	1	2	3	4	5	6	7	Not reputable

## Appendix 2: Statistics

### ACM INITIAL MODEL ESTIMATES STATISTICS

#### Model Fit Summary

##### CMIN

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	108	983.474	558	.000	1.762
Saturated model	666	.000	0		
Independence model	36	13502.477	630	.000	21.433

##### RMR, GFI

Model	RMR	GFI	AGFI	PGFI
Default model	.088	.869	.843	.728
Saturated model	.000	1.000		
Independence model	.668	.213	.168	.201

##### Baseline Comparisons

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.927	.918	.967	.963	.967
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

##### Parsimony-Adjusted Measures

Model	PRATIO	PNFI	PCFI
Default model	.886	.821	.856
Saturated model	.000	.000	.000
Independence model	1.000	.000	.000

##### NCP

Model	NCP	LO 90	HI 90
Default model	425.474	342.051	516.742
Saturated model	.000	.000	.000
Independence model	12872.477	12497.895	13253.439

##### FMIN

Model	FMIN	F0	LO 90	HI 90
Default model	2.680	1.159	.932	1.408
Saturated model	.000	.000	.000	.000
Independence model	36.791	35.075	34.054	36.113

##### RMSEA

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.046	.041	.050	.941
Independence model	.236	.232	.239	.000

##### AIC

Model	AIC	BCC	BIC	CAIC
Default model	1199.474	1223.692	1621.547	1729.547
Saturated model	1332.000	1481.345	3934.783	4600.783
Independence model	13574.477	13582.550	13715.168	13751.168

## ECVI

Model	ECVI	LO 90	HI 90	MECVI
Default model	3.268	3.041	3.517	3.334
Saturated model	3.629	3.629	3.629	4.036
Independence model	36.988	35.967	38.026	37.010

## HOELTER

Model	HOELTER .05	HOELTER .01
Default model	230	239
Independence model	19	20

## 2 B1 ACM -Model Linearity Test Summaries

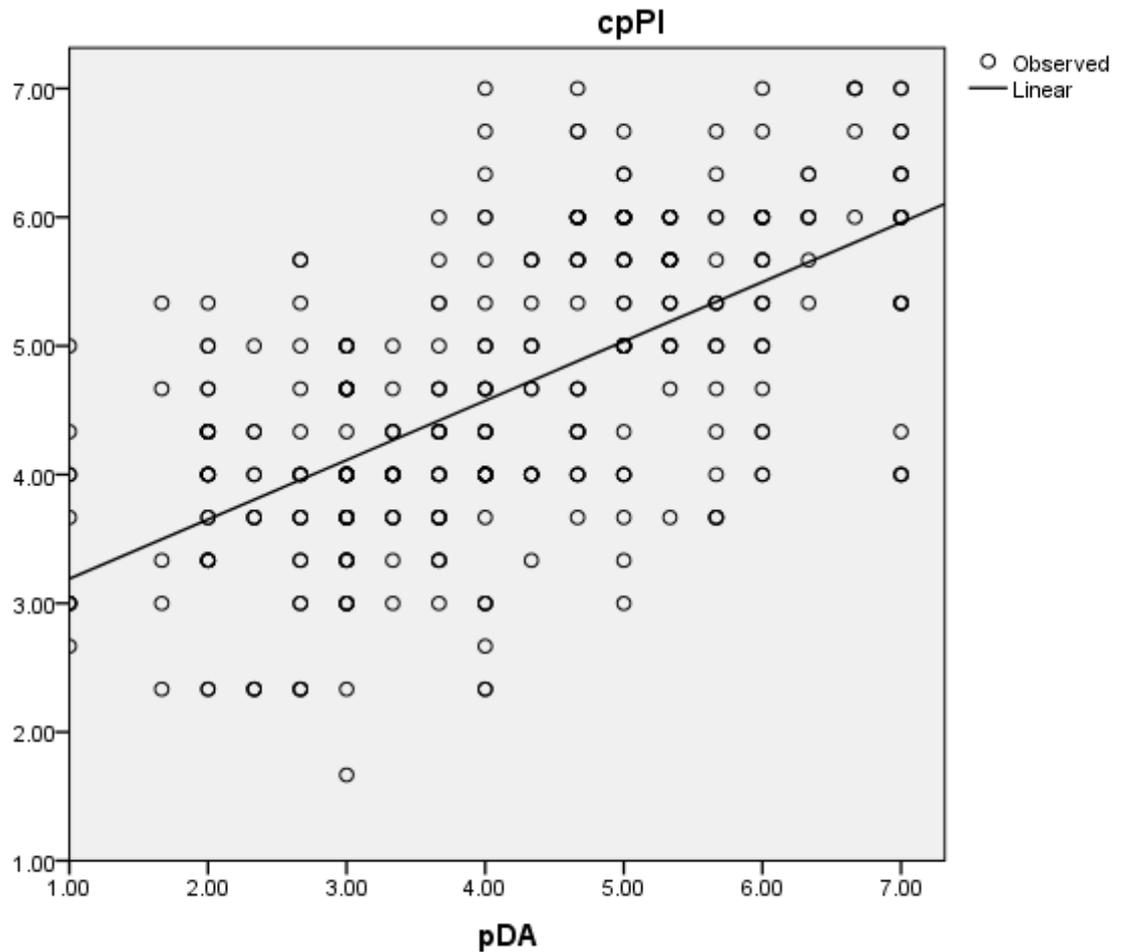
The Linearity of the data set refers to the consistent slope of change that represents the relationship between an independent and dependent variable (the relationship between the variables of interest). Using curve estimation in the Regression tab in SPSS 23 the analysis tested all the relationships in the ACM sub-Model to determine their linearity (as well as homoscedascity). Results presented in the following tables and associated plots suggest that all the mediated-links were linear and homoscedastic while all the interaction moderation links were non-linear and heteroscedastic.

### PDA-PI Model Summary and Parameter Estimates

Dependent Variable: PI

Equation	Model Summary					Parameter Estimates	
	R Square	F	df1	df2	Sig.	Constant	b1
Linear	.380	224.100	1	366	.000	2.729	.461

The independent variable is PDA.

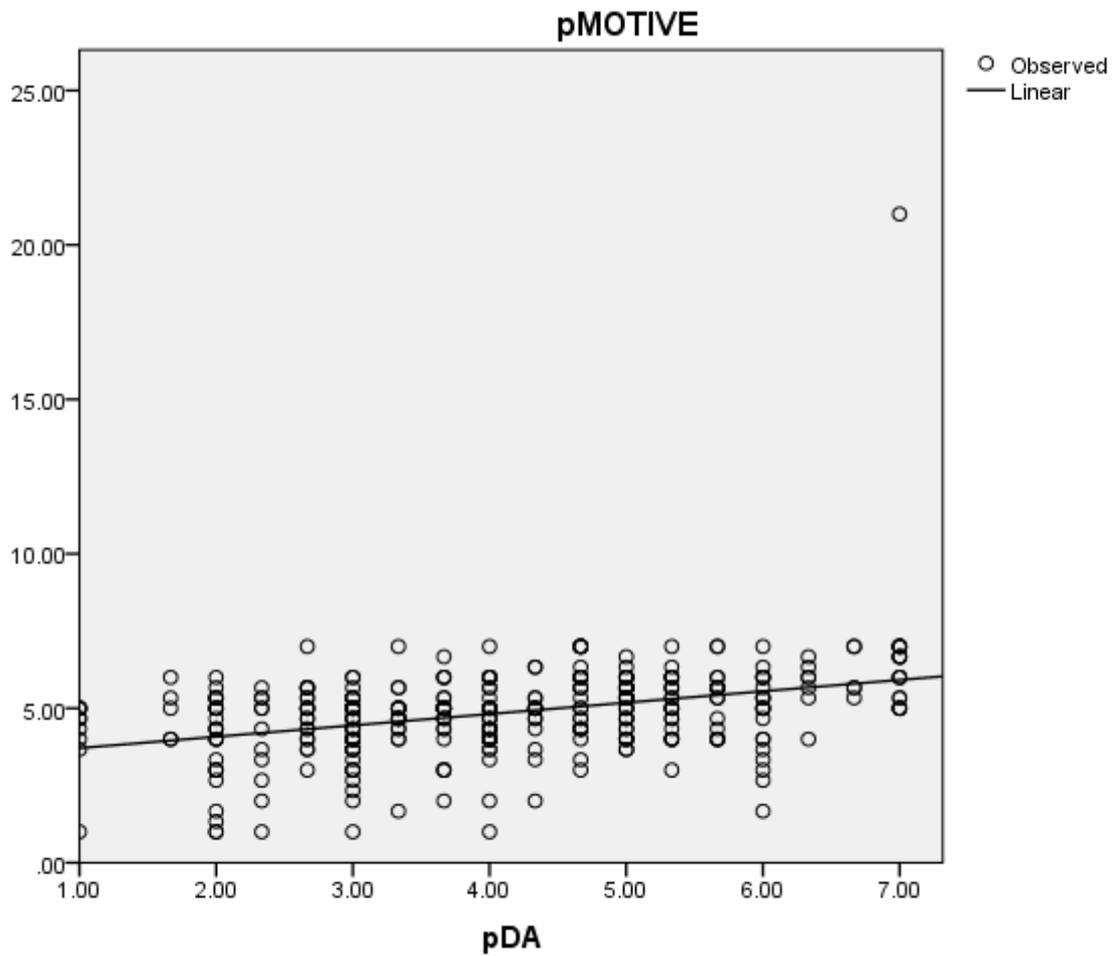


**PDA-MOTIVE Model Summary and Parameter Estimates**

Dependent Variable: MOTIVE

Equation	Model Summary					Parameter Estimates	
	R Square	F	df1	df2	Sig.	Constant	b1
Linear	.139	58.870	1	366	.000	3.343	.368

The independent variable is PDA.

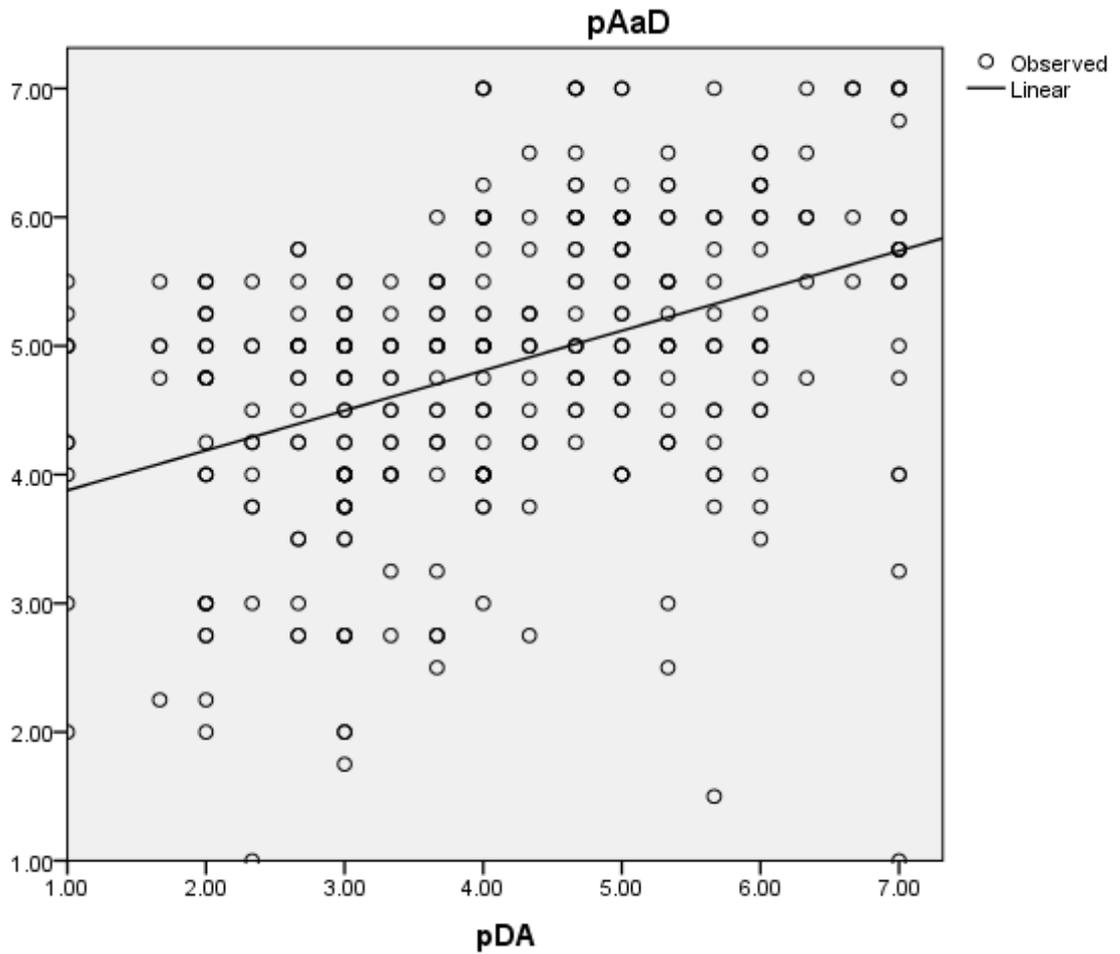


**PDA-Aad Model Summary and Parameter Estimates**

Dependent Variable: Aad

Equation	Model Summary					Parameter Estimates	
	R Square	F	df1	df2	Sig.	Constant	b1
Linear	.166	72.865	1	366	.000	3.567	.310

The independent variable is PDA.

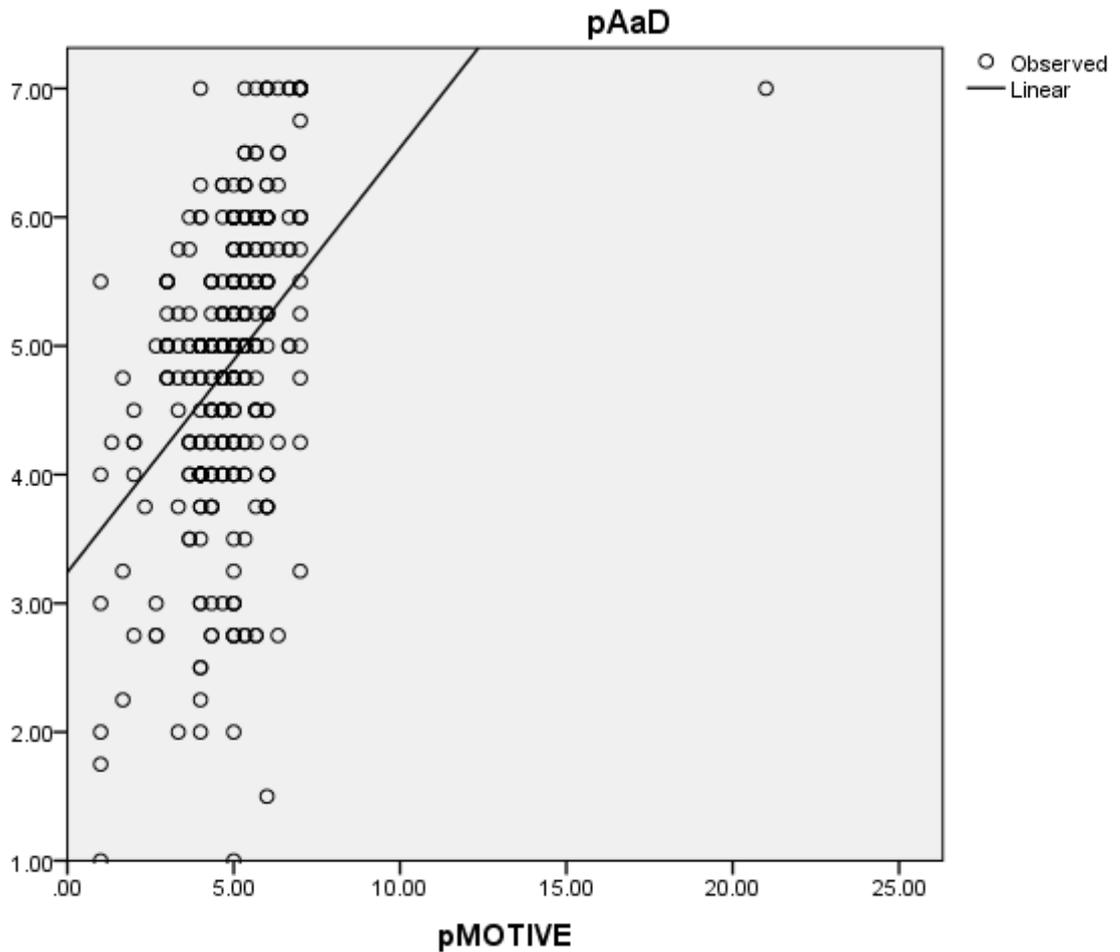


**MOTIVE-Aad Model Summary and Parameter Estimates**

Dependent Variable: Aad

Equation	Model Summary					Parameter Estimates	
	R Square	F	df1	df2	Sig.	Constant	b1
Linear	.183	82.118	1	366	.000	3.241	.330

The independent variable is MOTIVE.

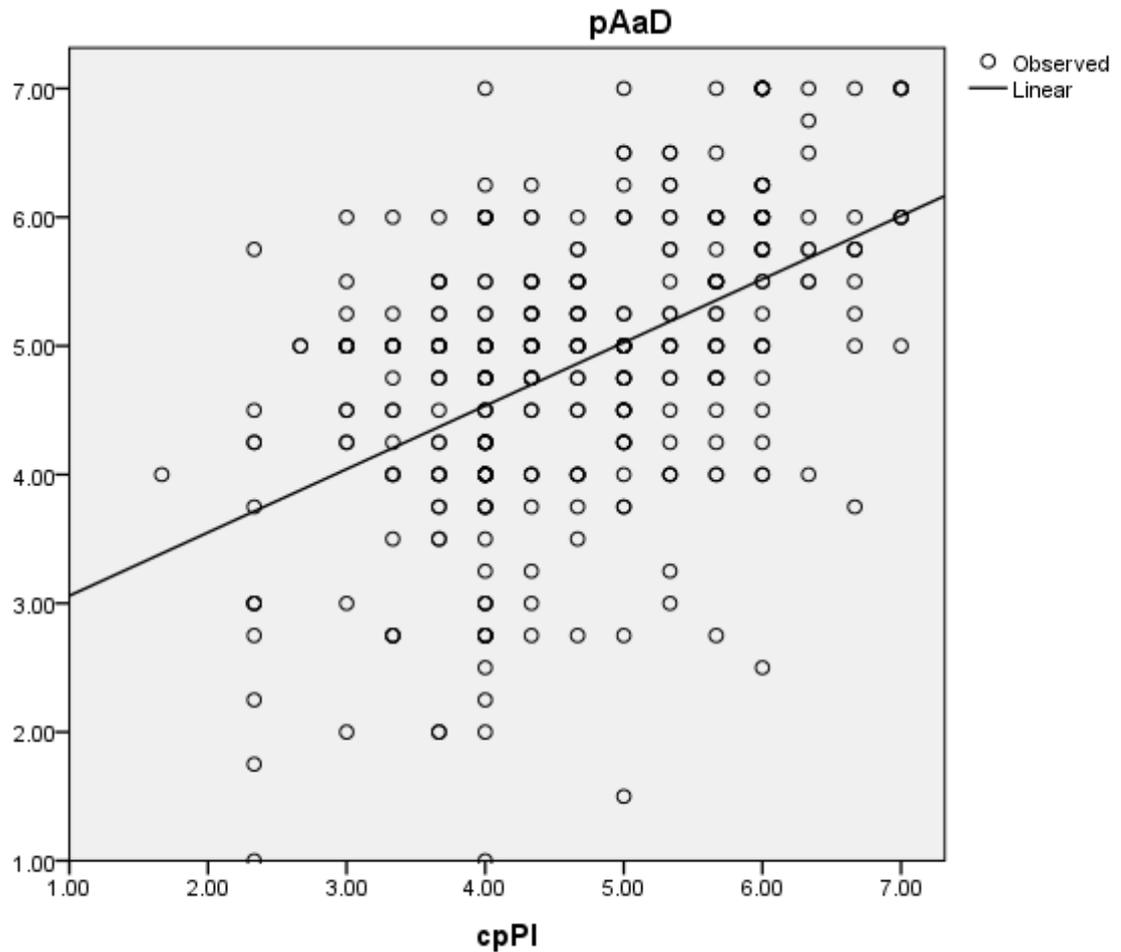


**Aad-PI Model Summary and Parameter Estimates**

Dependent Variable: Aad

Equation	Model Summary					Parameter Estimates	
	R Square	F	df1	df2	Sig.	Constant	b1
Linear	.234	111.826	1	366	.000	2.566	.492

The independent variable is PI.

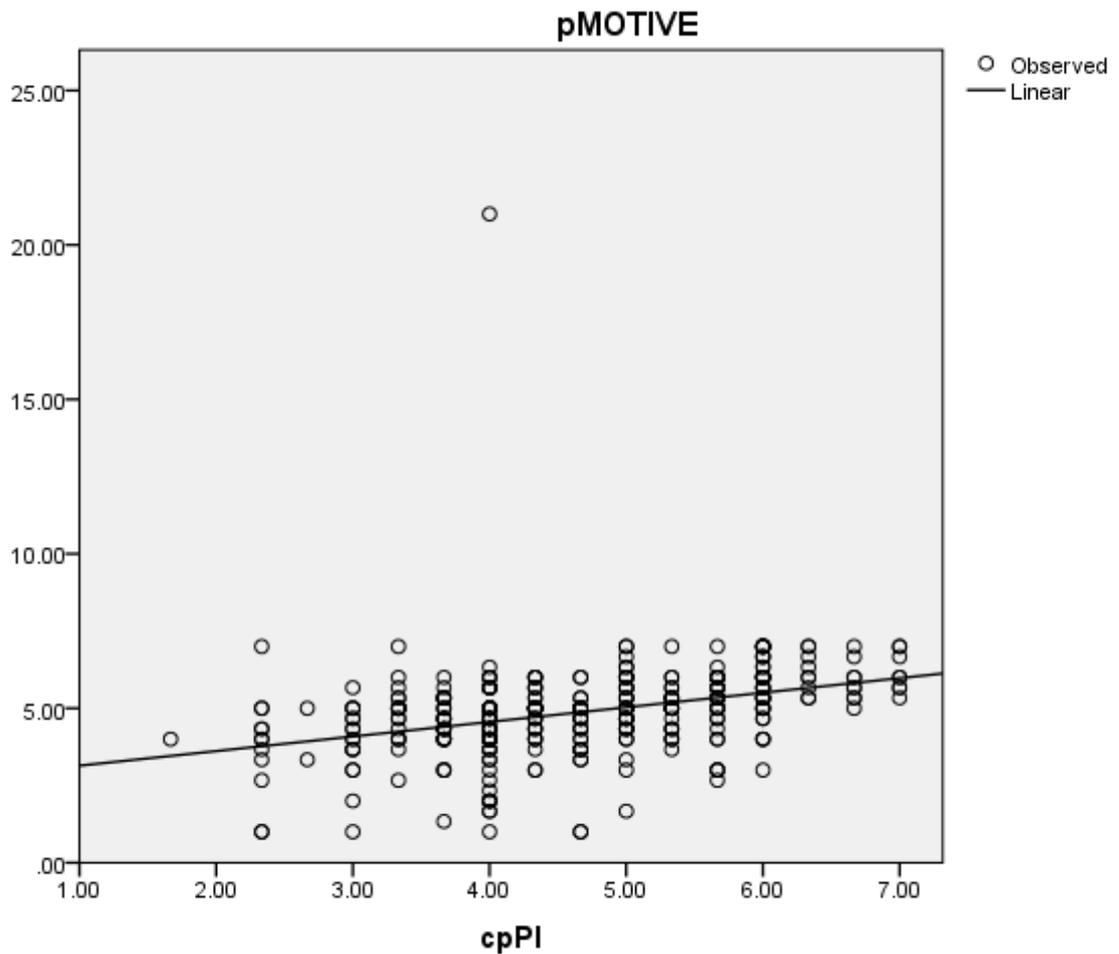


**MOTIVE-PI Model Summary and Parameter Estimates**

Dependent Variable: MOTIVE

Equation	Model Summary					Parameter Estimates	
	R Square	F	df1	df2	Sig.	Constant	b1
Linear	.128	53.741	1	366	.000	2.669	.472

The independent variable is PI.

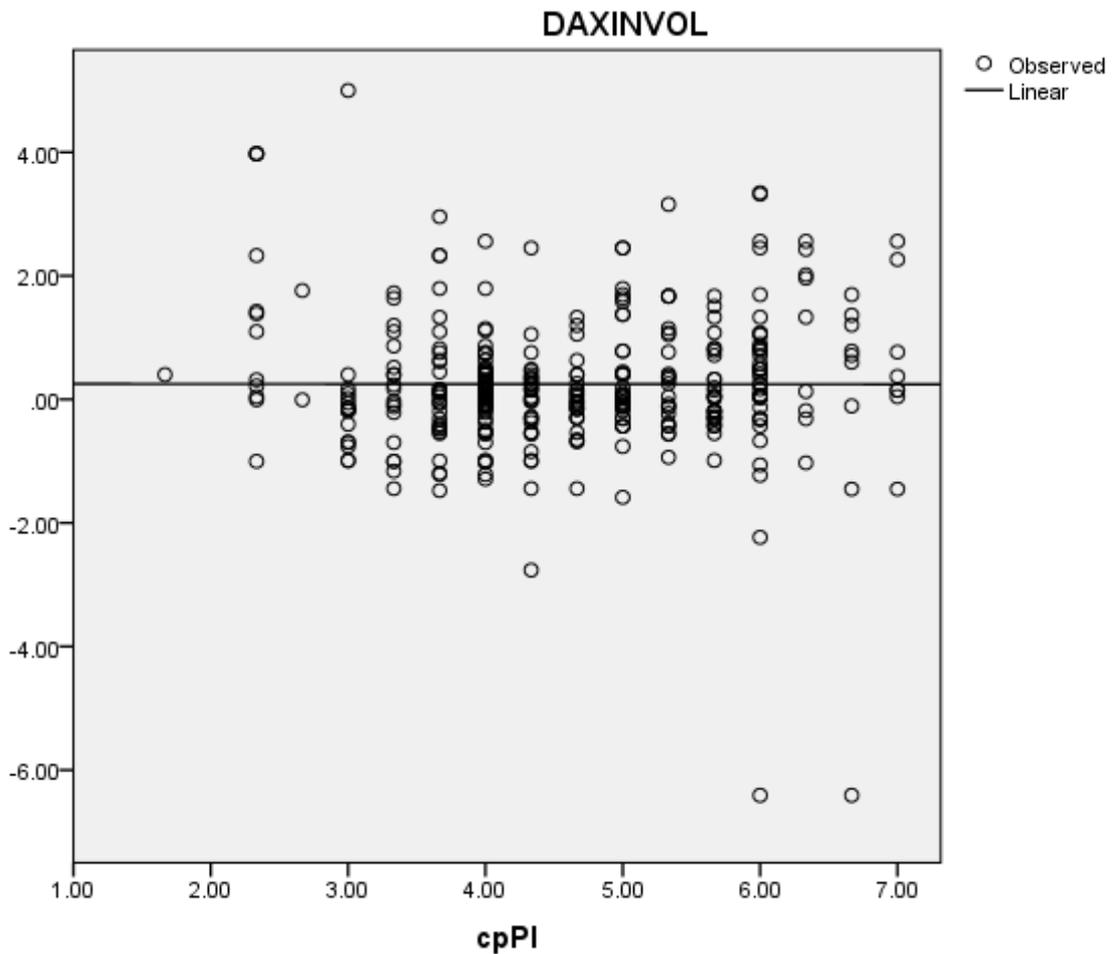


**DA x INVOL- PI Model Summary and Parameter Estimates**

Dependent Variable: DAXINVOL

Equation	Model Summary					Parameter Estimates	
	R Square	F	df1	df2	Sig.	Constant	b1
Linear	.000	.000	1	366	.984	.252	-.001

The independent variable is PI.

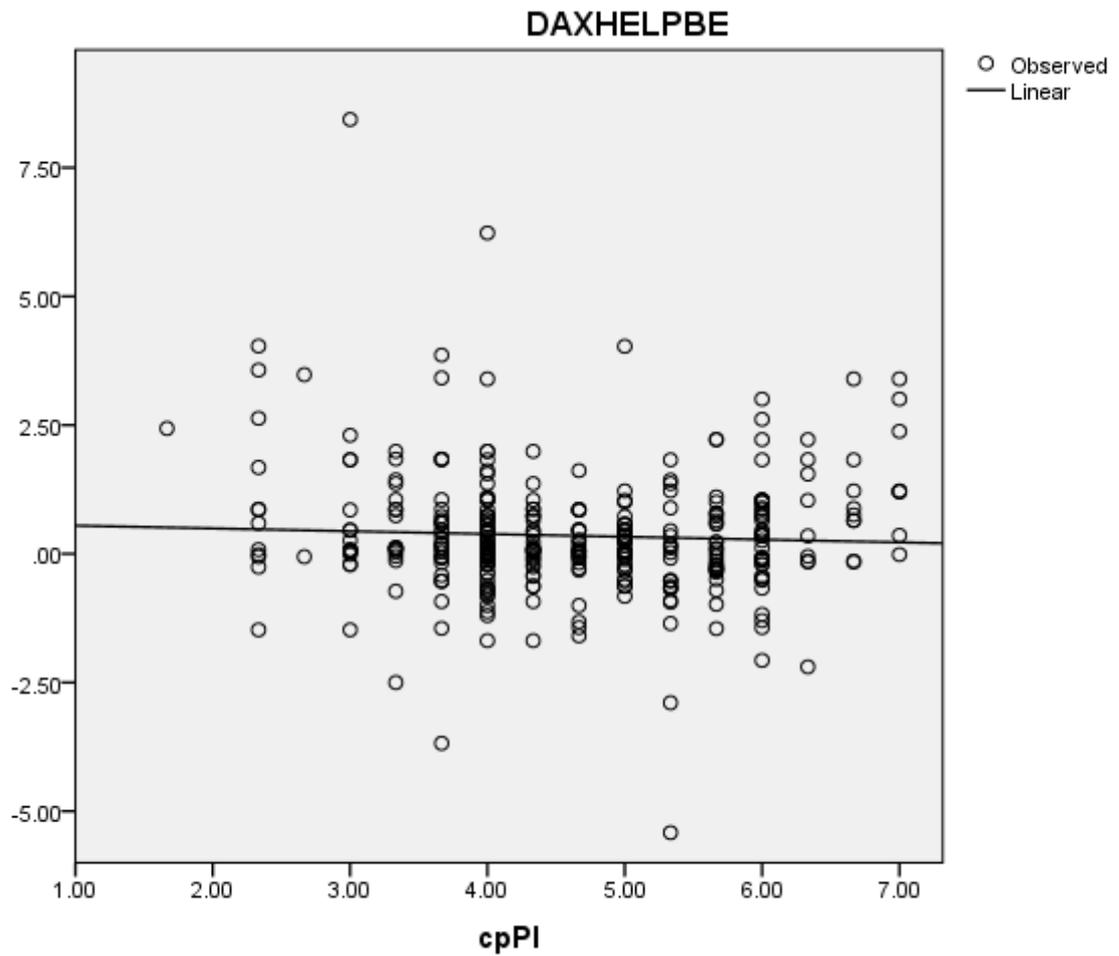


**DAXHELPBE-PI Model Summary and Parameter Estimates**

Dependent Variable: DAXHELPBE

Equation	Model Summary					Parameter Estimates	
	R Square	F	df1	df2	Sig.	Constant	b1
Linear	.003	.949	1	366	.331	.601	-.054

The independent variable is PI.

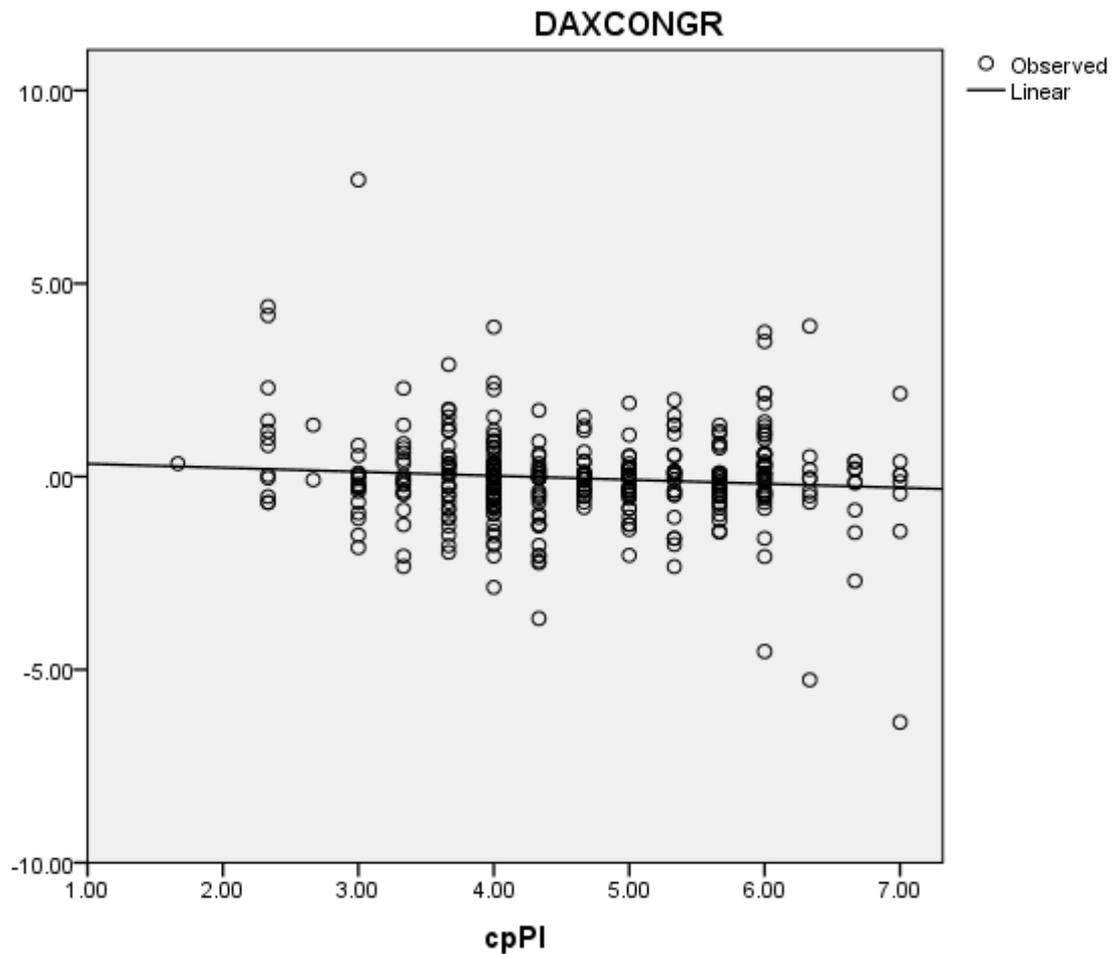


**DA X CONGR-PI Model Summary and Parameter Estimates**

Dependent Variable: DAXCONGR

Equation	Model Summary					Parameter Estimates	
	R Square	F	df1	df2	Sig.	Constant	b1
Linear	.009	3.257	1	366	.072	.435	-.103

The independent variable is PI.

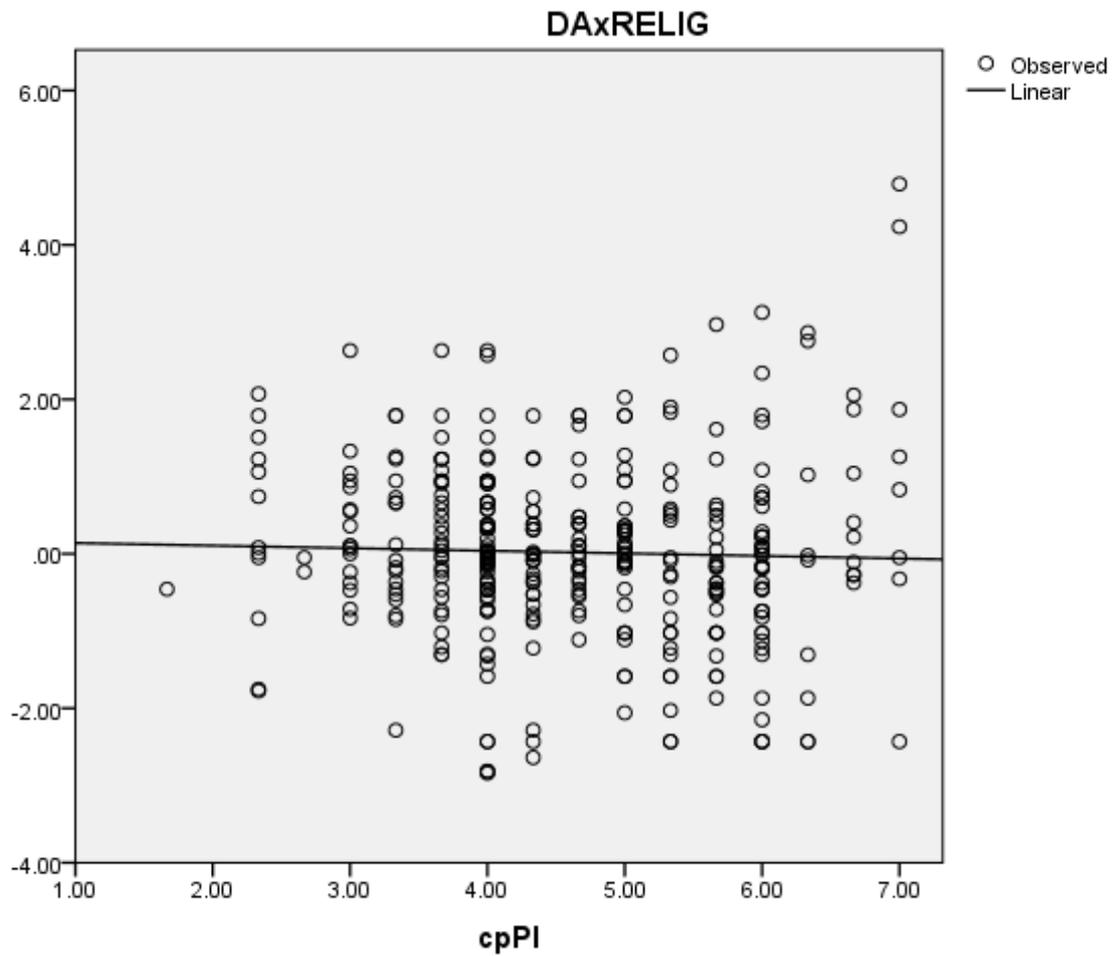


**PDAXRELIG -PI Model Summary and Parameter Estimates**

**Dependent Variable: PDAXRELIG**

Equation	Model Summary					Parameter Estimates	
	R Square	F	df1	df2	Sig.	Constant	b1
Linear	.001	.390	1	366	.533	.173	-.033

The independent variable is PI.

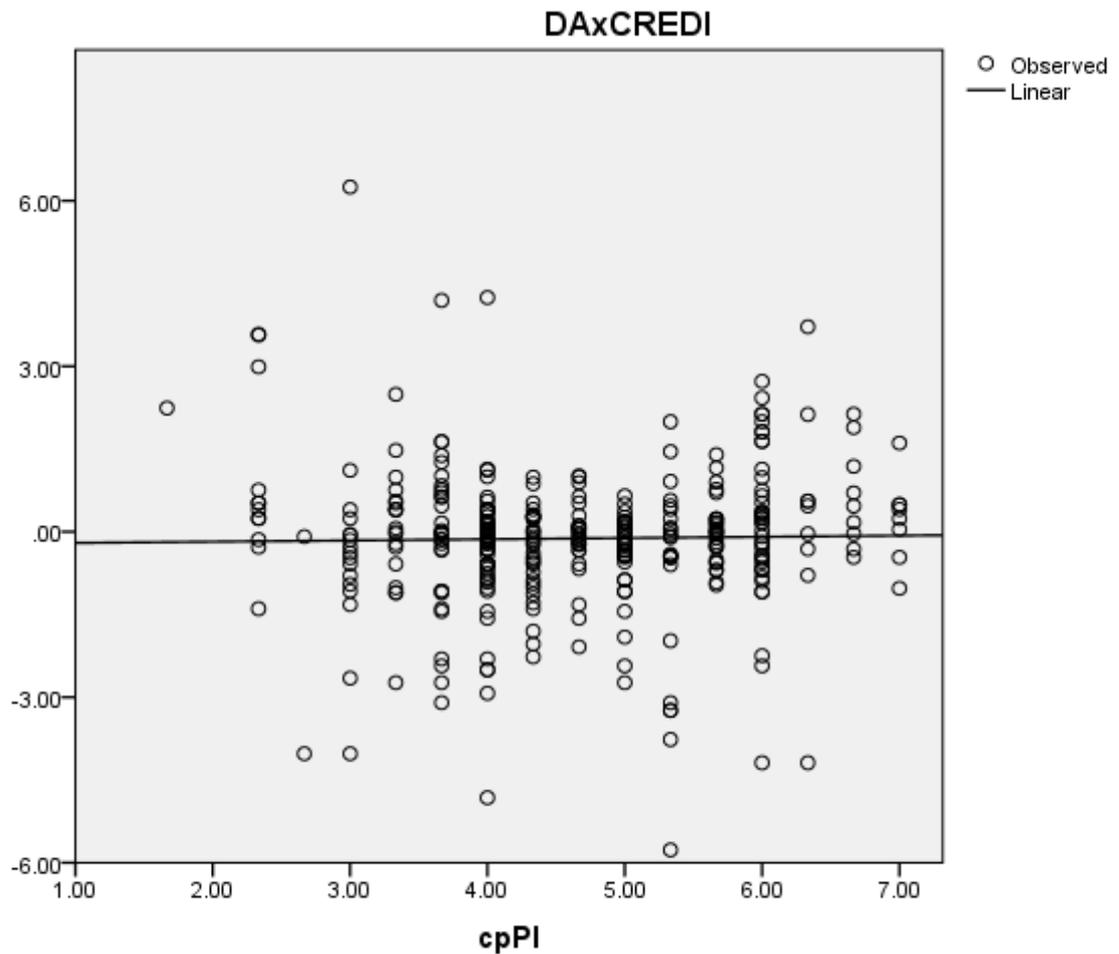


**PDAXCREDI -PI Model Summary and Parameter Estimates**

Dependent Variable: DAXCREDI

Equation	Model Summary					Parameter Estimates	
	R Square	F	df1	df2	Sig.	Constant	b1
Linear	.000	.135	1	366	.713	-.225	.022

The independent variable is PI.



**2B2 Cause Sponsorship(CS) Sub-Model Linearity Test Summaries**

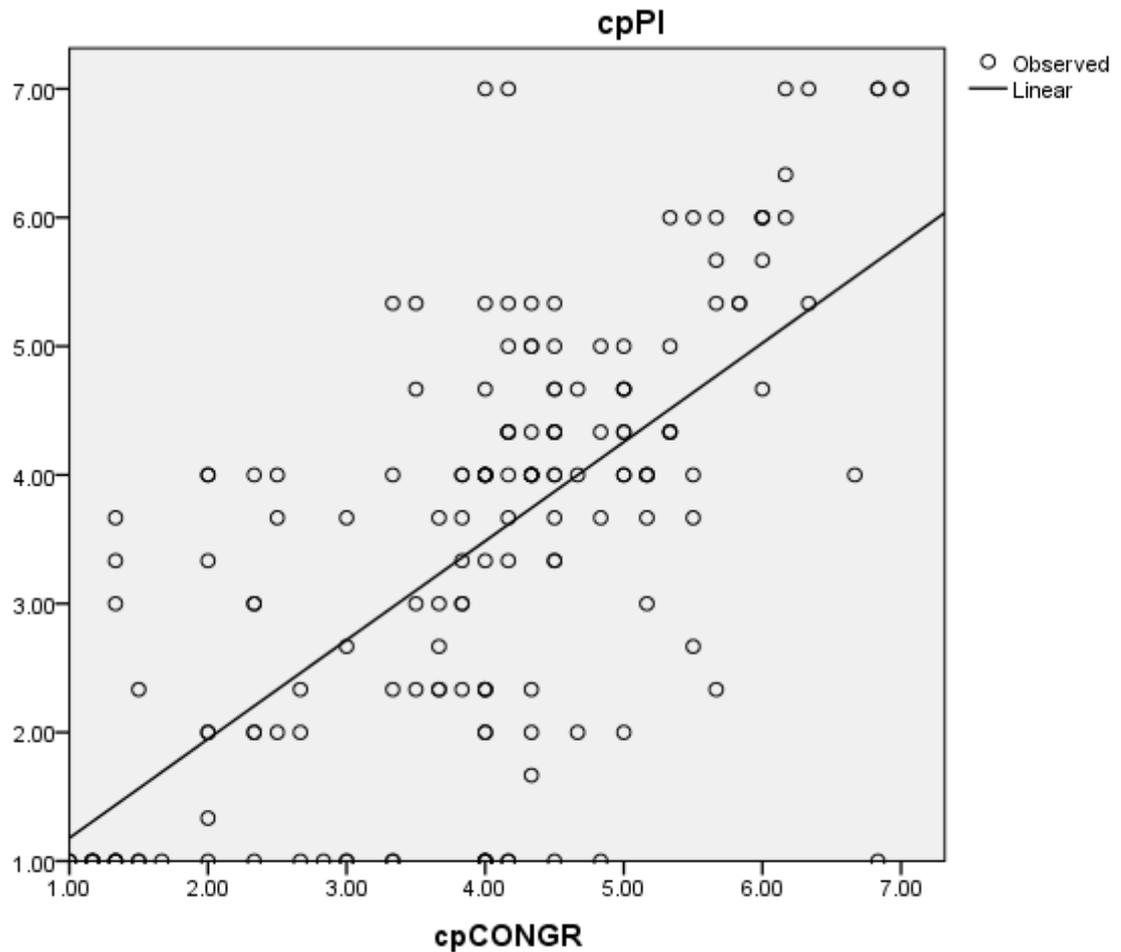
Linearity test for all the relationships of the proposed Cause-Sponsorship sub-model. Using curve estimation in SPSS 23, the results show in the following tables and graphs that all the relationships of the mediated links were significantly linear and only the interaction moderation relationships of CONGR X INVOL were significantly to perform SEM analysis. That is, the computed interaction moderation variables CONGR X HELPBE, CONGR X CREDI and CONGR X RELIG were not sufficiently linear to proceed with the analysis.

**CONGR X -PI Model Summary and Parameter Estimates**

Dependent Variable: PI

Equation	Model Summary					Parameter Estimates	
	R Square	F	df1	df2	Sig.	Constant	b1
Linear	.421	122.231	1	168	.000	.409	.769

The independent variable is CONGR.

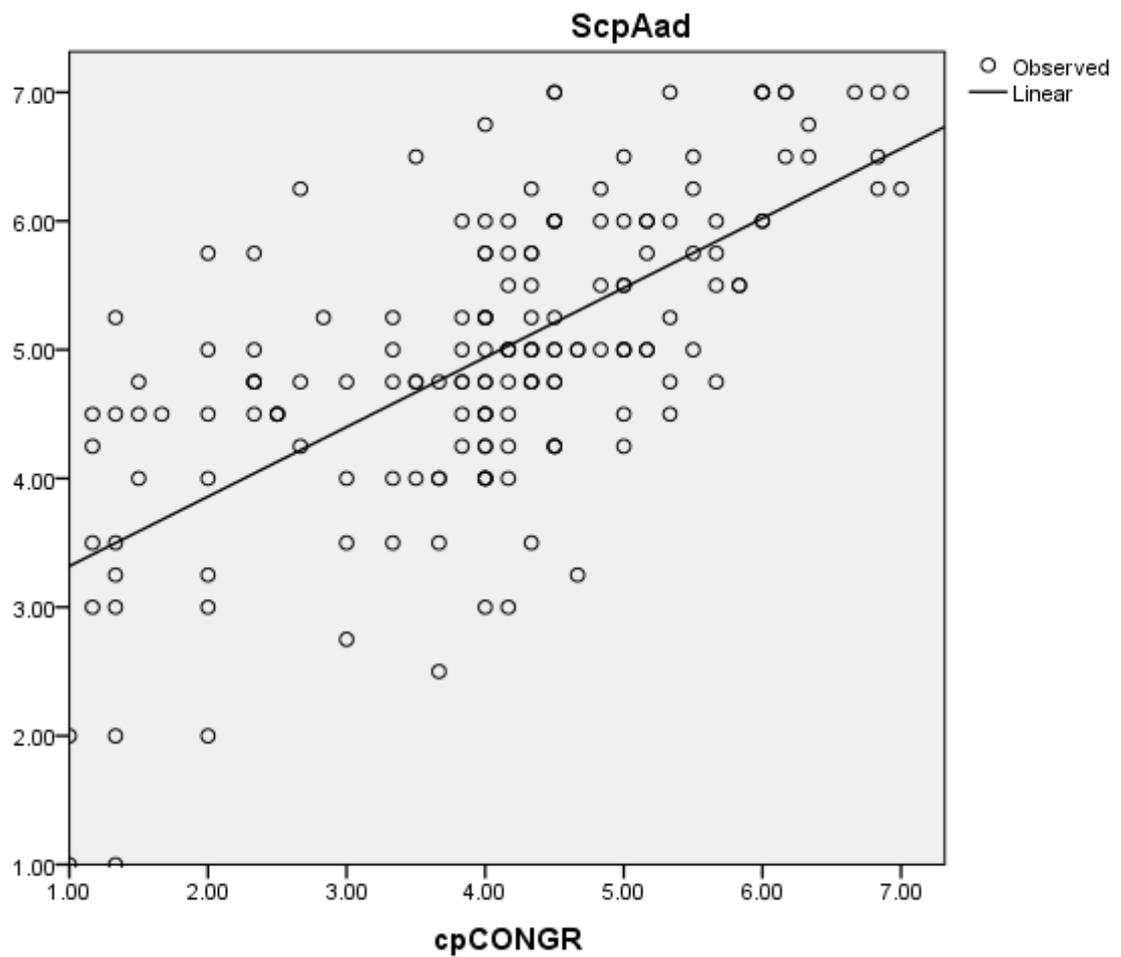


**CONGR-Aad Model Summary and Parameter Estimates**

Dependent Variable: Aad

Equation	Model Summary					Parameter Estimates	
	R Square	F	df1	df2	Sig.	Constant	b1
Linear	.437	130.212	1	168	.000	2.778	.541

The independent variable is CONGR.

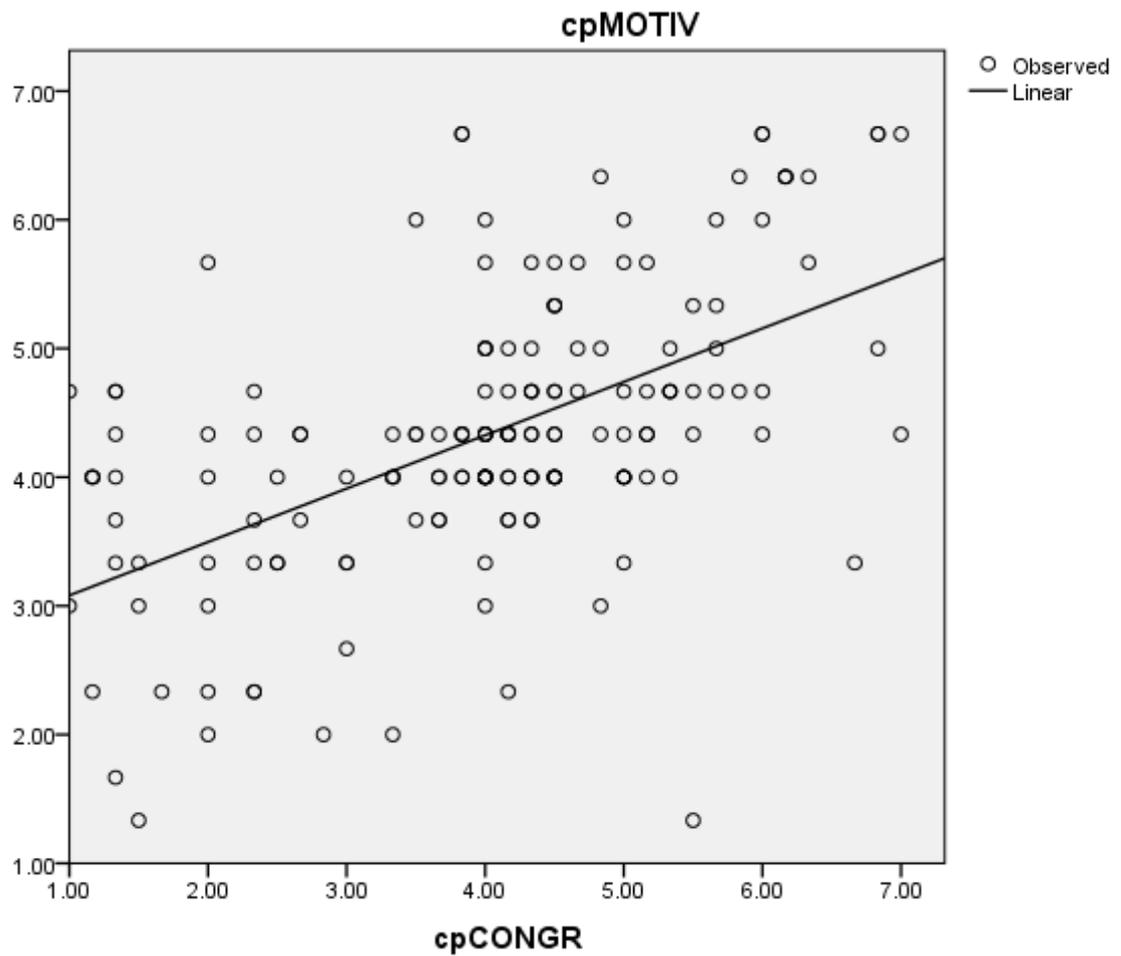


**CONGR -MOTIVE Model Summary and Parameter Estimates**

Dependent Variable: MOTIVE

Equation	Model Summary					Parameter Estimates	
	R Square	F	df1	df2	Sig.	Constant	b1
Linear	.299	71.514	1	168	.000	2.667	.415

The independent variable is CONGR.

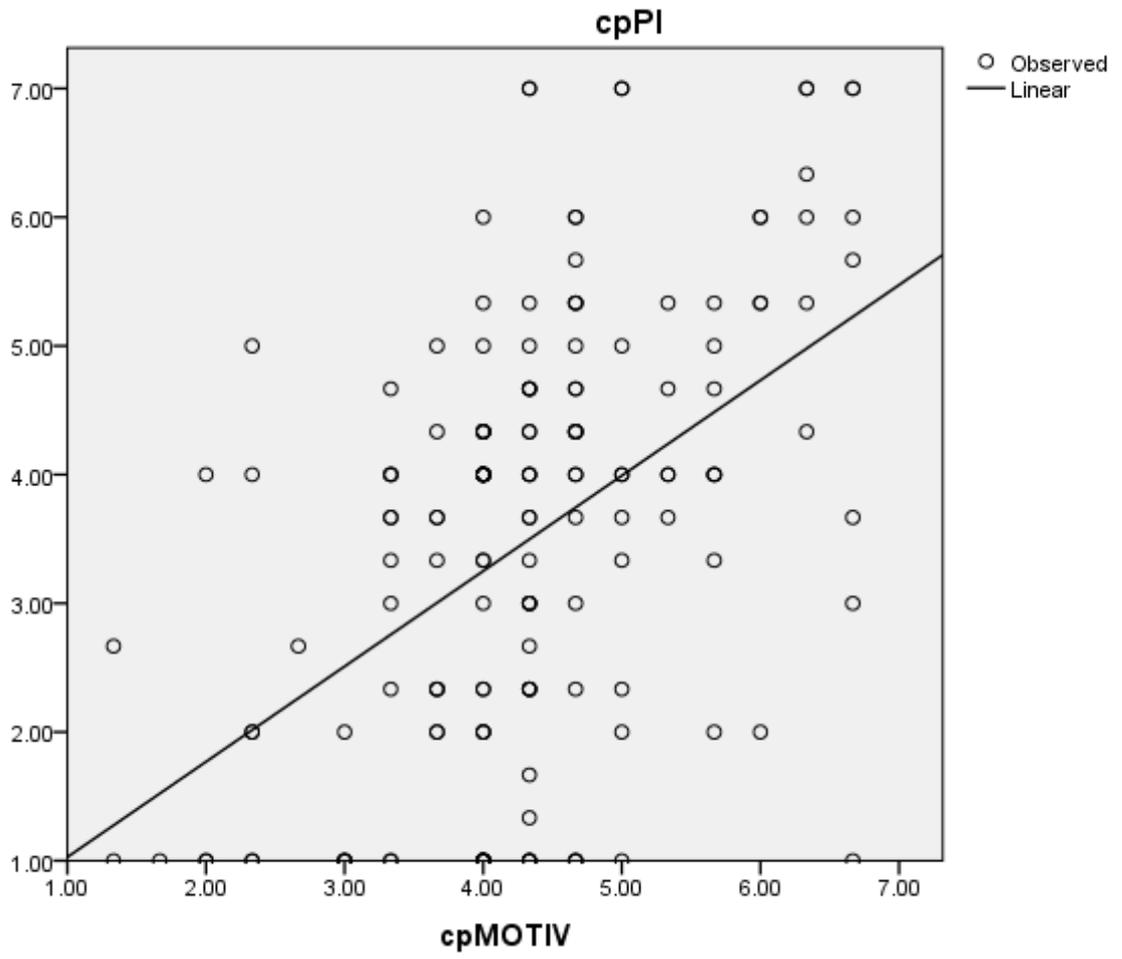


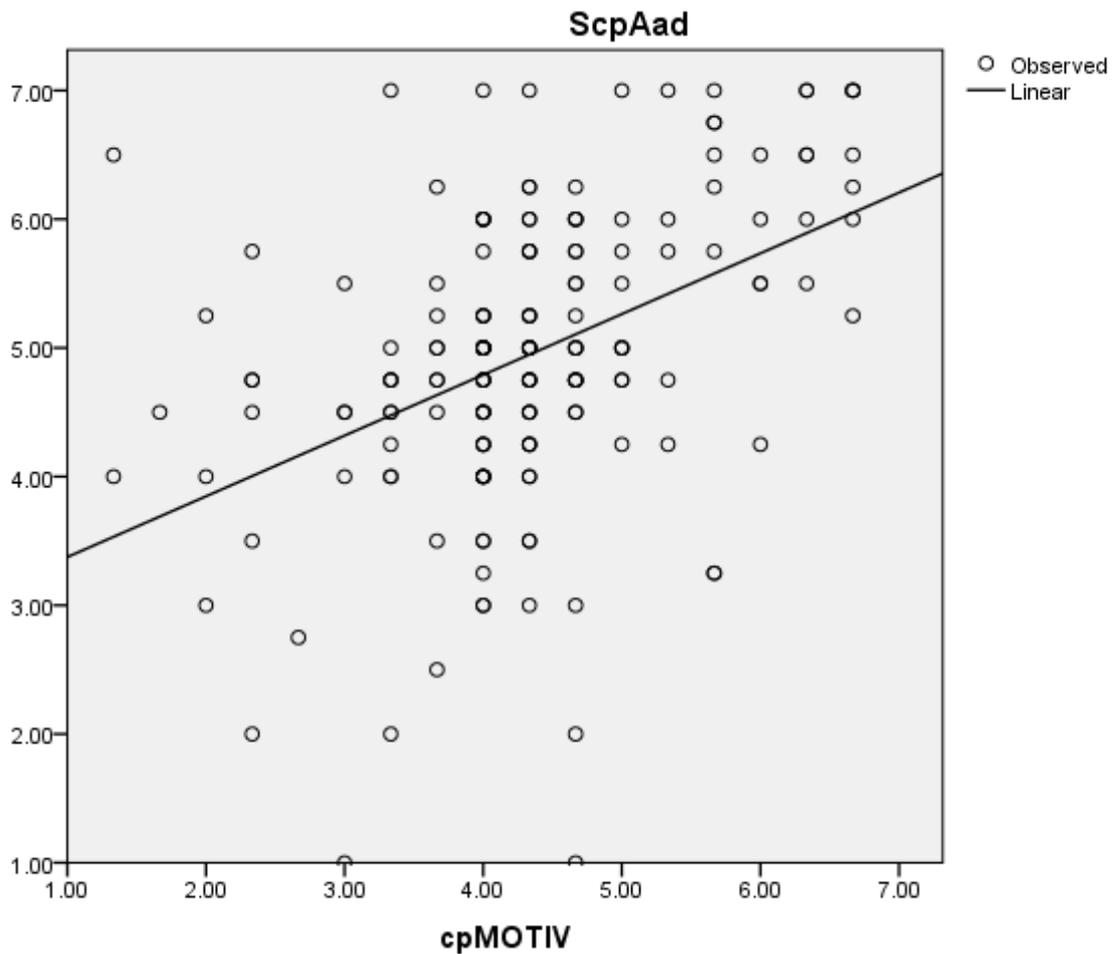
**MOTIVE -PI Model Summary and Parameter Estimates**

Dependent Variable: PI

Equation	Model Summary					Parameter Estimates	
	R Square	F	df1	df2	Sig.	Constant	b1
Linear	.225	48.836	1	168	.000	.287	.741

The independent variable is MOTIVE.



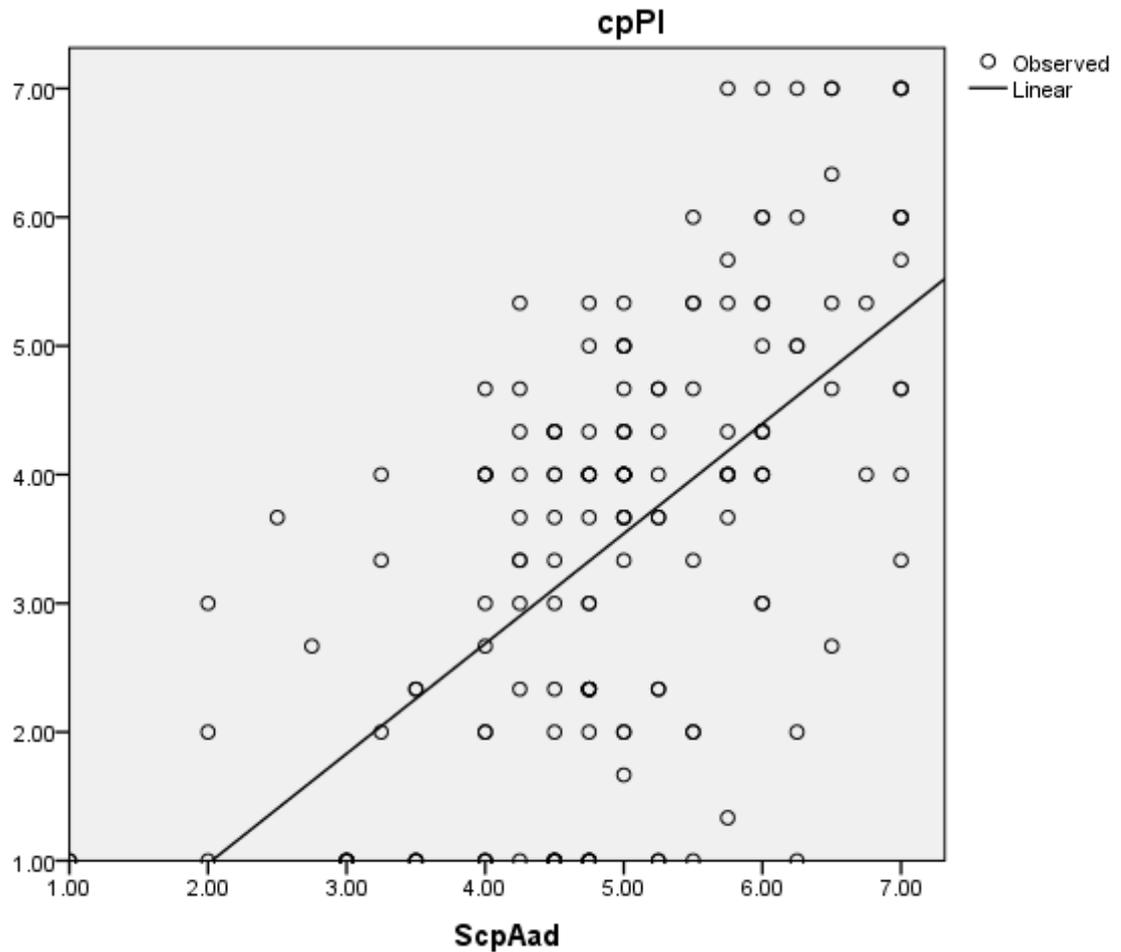


**Aad -PI Model Summary and Parameter Estimates**

Dependent Variable: PI

Equation	Model Summary					Parameter Estimates	
	R Square	F	df1	df2	Sig.	Constant	b1
Linear	.348	89.729	1	168	.000	-.733	.855

The independent variable is Aad.

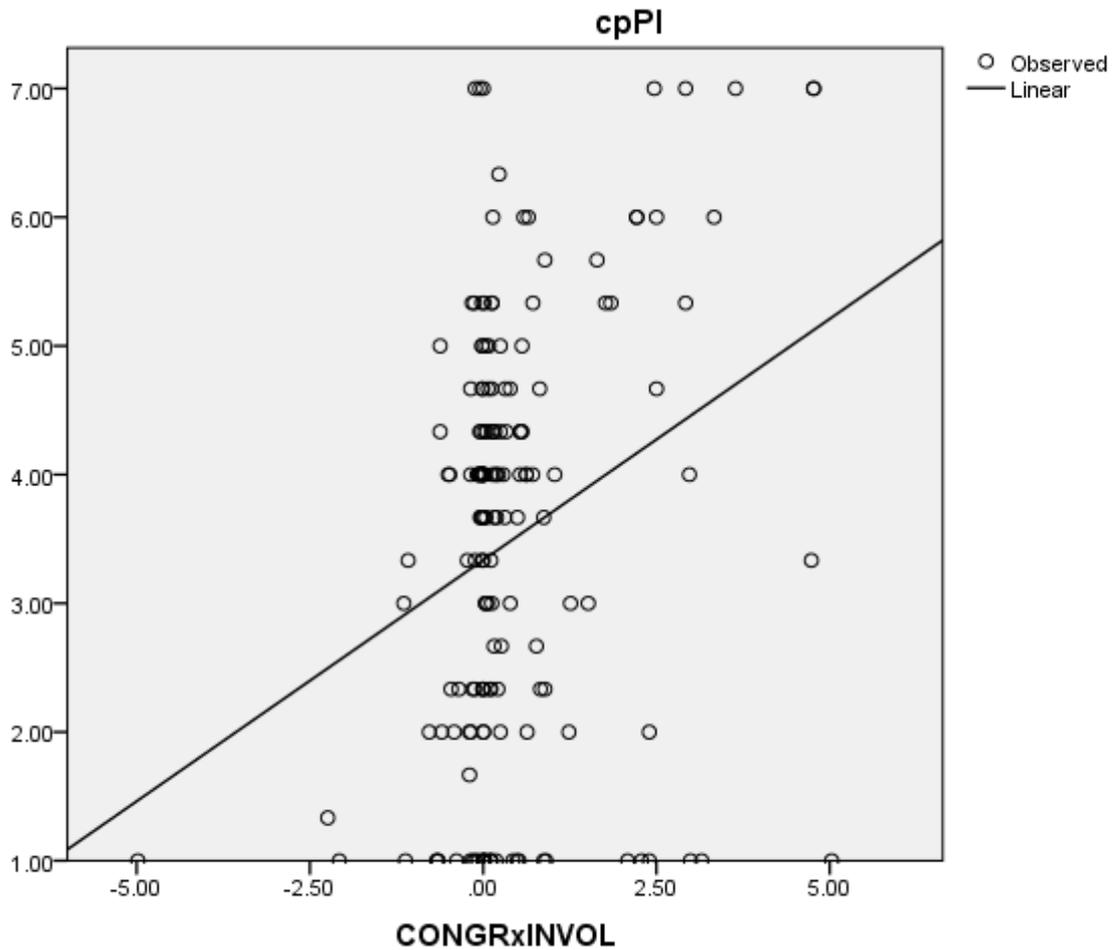


**CONGR X INVOL -PI Model Summary and Parameter Estimates**

Dependent Variable: PI

Equation	Model Summary					Parameter Estimates	
	R Square	F	df1	df2	Sig.	Constant	b1
Linear	.073	13.228	1	168	.000	3.336	.375

The independent variable is CONGRxINVOL.

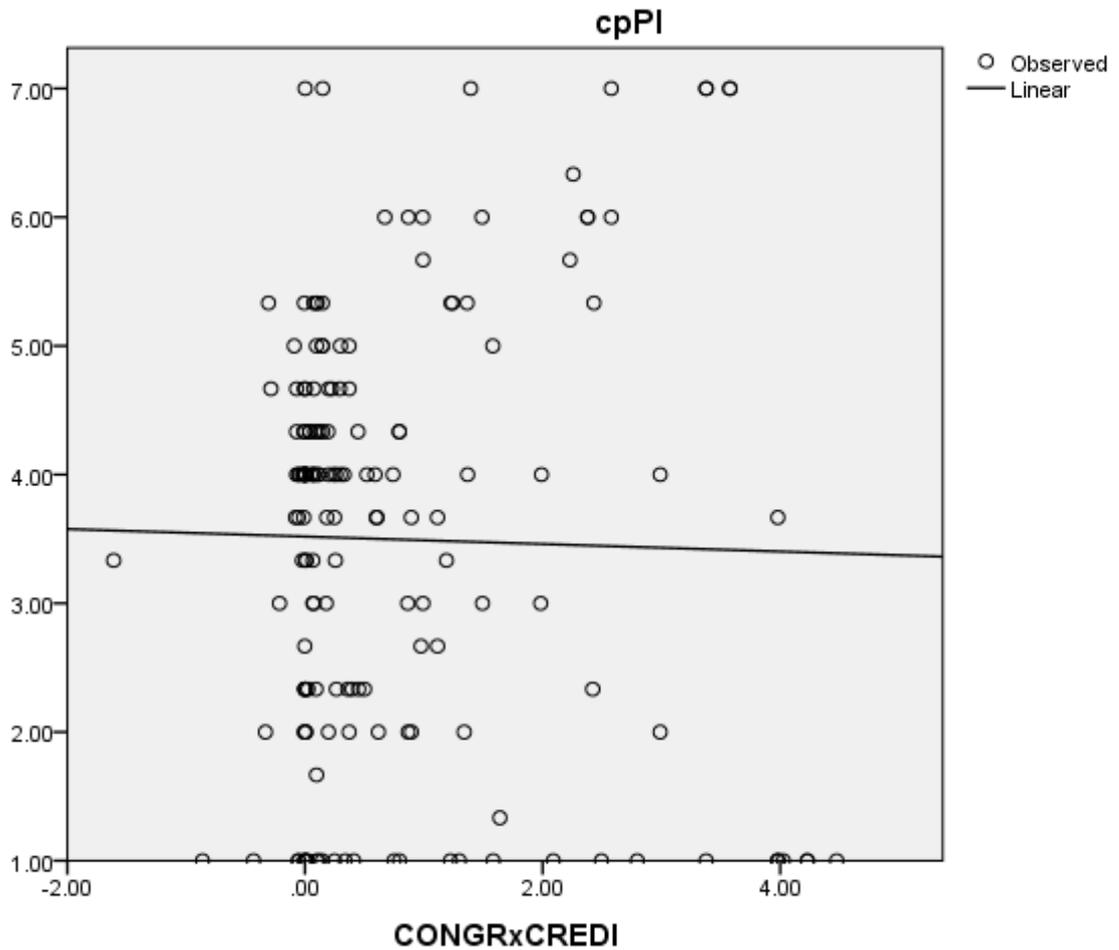


**CONGR X CREDI -PI Model Summary and Parameter Estimates**

Dependent Variable: PI

Equation	Model Summary					Parameter Estimates	
	R Square	F	df1	df2	Sig.	Constant	b1
Linear	.000	.069	1	168	.793	3.518	-.029

The independent variable is CONGRxCREDI.

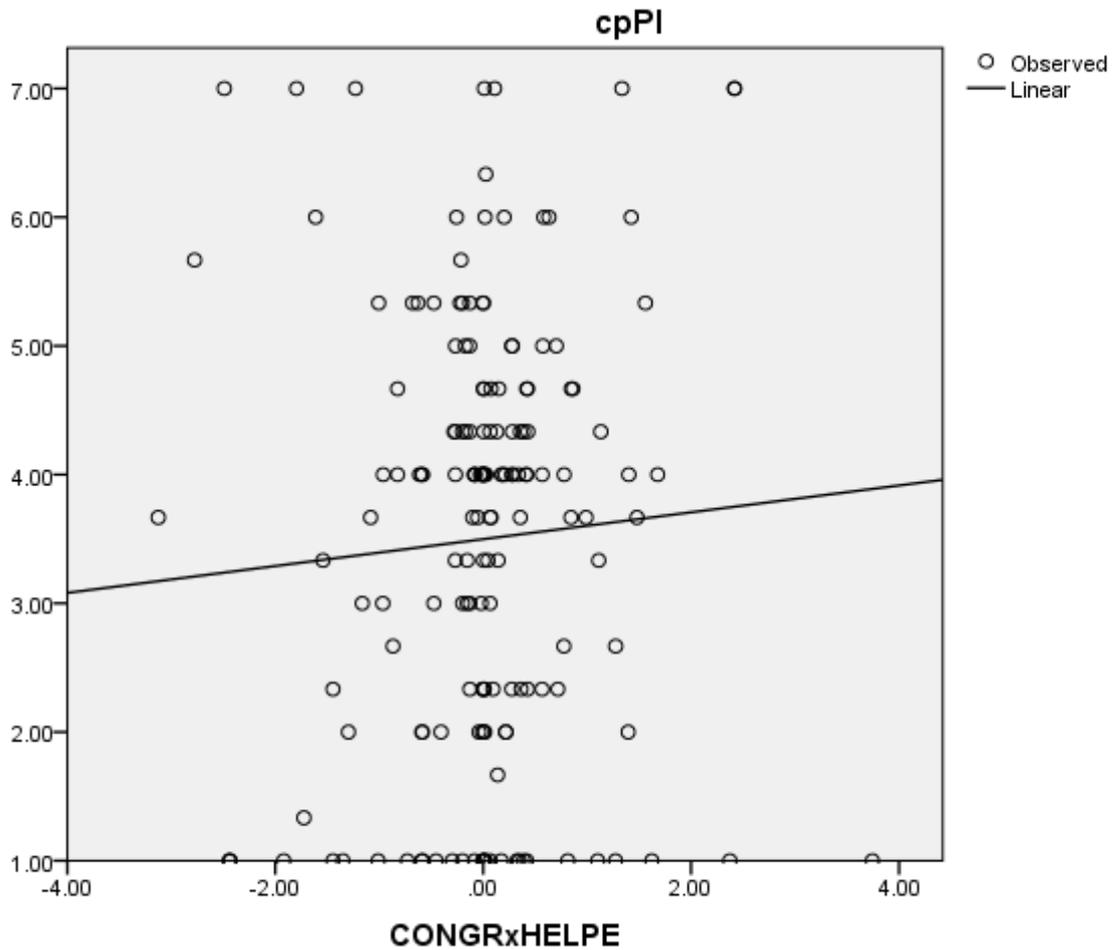


**CONGR X HELPBE -PI Model Summary and Parameter Estimates**

Dependent Variable: PI

Equation	Model Summary					Parameter Estimates	
	R Square	F	df1	df2	Sig.	Constant	b1
Linear	.003	.555	1	168	.457	3.498	.104

The independent variable is CONGRxHELPE.



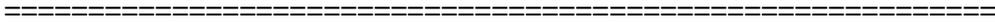
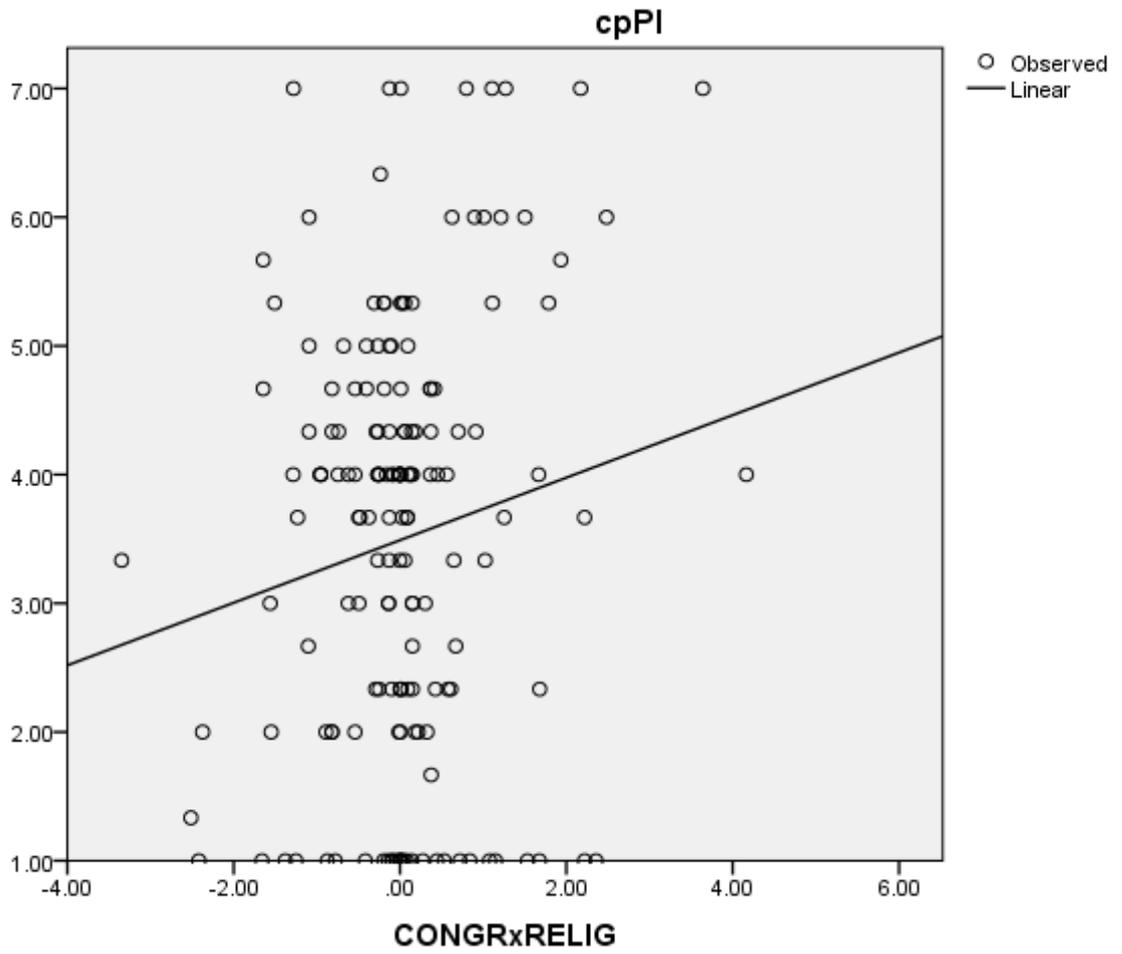
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**CONGR X RELIG -PI Model Summary and Parameter Estimates**

Dependent Variable: PI

Equation	Model Summary					Parameter Estimates	
	R Square	F	df1	df2	Sig.	Constant	b1
Linear	.020	3.508	1	168	.063	3.490	.243

The independent variable is CONGRxRELIG.



**ACM CONCEPTUAL MODEL FIT**

Model Fit Summary

CMIN

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	89	184.965	47	.000	3.935
Saturated model	136	.000	0		
Independence model	16	1397.673	120	.000	11.647

RMR, GFI

Model	RMR	GFI	AGFI	PGFI
Default model	.105	.946	.844	.327
Saturated model	.000	1.000		
Independence model	.275	.639	.591	.564

Baseline Comparisons

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.868	.662	.898	.724	.892
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

Parsimony-Adjusted Measures

Model	PRATIO	PNFI	PCFI
Default model	.392	.340	.349
Saturated model	.000	.000	.000
Independence model	1.000	.000	.000

NCP

Model	NCP	LO 90	HI 90
Default model	137.965	99.888	183.613
Saturated model	.000	.000	.000
Independence model	1277.673	1161.023	1401.741

FMIN

Model	FMIN	F0	LO 90	HI 90
Default model	.504	.376	.272	.500
Saturated model	.000	.000	.000	.000
Independence model	3.808	3.481	3.164	3.819

RMSEA

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.089	.076	.103	.000
Independence model	.170	.162	.178	.000

AIC

Model	AIC	BCC	BIC	CAIC
Default model	362.965	371.611	710.784	799.784
Saturated model	272.000	285.211	803.499	939.499

Model	AIC	BCC	BIC	CAIC
Independence model	1429.673	1431.227	1492.202	1508.202

ECVI

Model	ECVI	LO 90	HI 90	MECVI
Default model	.989	.885	1.113	1.013
Saturated model	.741	.741	.741	.777
Independence model	3.896	3.578	4.234	3.900

HOELTER

Model	HOELTER	HOELTER
	.05	.01
Default model	127	144
Independence model	39	42

**ACM REVISED MODEL FIT**

Model Fit Summary

CMIN

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	9	2.267	1	.132	2.267
Saturated model	10	.000	0		
Independence model	4	380.771	6	.000	63.462

RMR, GFI

Model	RMR	GFI	AGFI	PGFI
Default model	.026	.997	.969	.100
Saturated model	.000	1.000		
Independence model	.576	.619	.365	.372

Baseline Comparisons

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.994	.964	.997	.980	.997
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

Parsimony-Adjusted Measures

Model	PRATIO	PNFI	PCFI
Default model	.167	.166	.166
Saturated model	.000	.000	.000

Model	PRATIO	PNFI	PCFI
Independence model	1.000	.000	.000

NCP

Model	NCP	LO 90	HI 90
Default model	1.267	.000	9.927
Saturated model	.000	.000	.000
Independence model	374.771	314.489	442.462

FMIN

Model	FMIN	F0	LO 90	HI 90
Default model	.006	.003	.000	.027
Saturated model	.000	.000	.000	.000
Independence model	1.038	1.021	.857	1.206

RMSEA

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.059	.000	.164	.299
Independence model	.413	.378	.448	.000

AIC

Model	AIC	BCC	BIC	CAIC
Default model	20.267	20.516	55.440	64.440
Saturated model	20.000	20.276	59.081	69.081
Independence model	388.771	388.882	404.403	408.403

ECVI

Model	ECVI	LO 90	HI 90	MECVI
Default model	.055	.052	.079	.056
Saturated model	.054	.054	.054	.055
Independence model	1.059	.895	1.244	1.060

HOELTER

Model	HOELTER	HOELTER
	.05	.01
Default model	622	1074
Independence model	13	17

ACM REVISED MODEL Regression Weights: (Group number 1 - Default model)

	Estimate	S.E.	C.R.	P	Label
MOTIVE <--- pDA	.368	.048	7.683	***	
Aad <--- MOTIVE	.247	.037	6.608	***	
Aad <--- pDA	.219	.037	5.932	***	

---

		Estimate	S.E.	C.R.	P	Label
PI	<--- pDA	.376	.032	11.799	***	
PI	<--- Aad	.274	.042	6.550	***	

**ACM Mediation Analysis Output**

Run MATRIX procedure:

\*\*\*\*\* PROCESS Procedure for SPSS Release 2.13 \*\*\*\*\*

Written by Andrew F. Hayes, Ph.D. [www.afhayes.com](http://www.afhayes.com)  
 Documentation available in Hayes (2013). [www.guilford.com/p/hayes3](http://www.guilford.com/p/hayes3)

\*\*\*\*\*

Model = 6  
 Y = PI  
 X = DA  
 M1 = MOTIVE  
 M2 = Aad

Sample size  
 368

\*\*\*\*\*

Outcome: MOTIVE

Model Summary

R	R-sq	MSE	F	df1	df2	p
.33	.11	1.91	45.66	1.00	366.00	.00

Model

	coeff	se	t	p	LLCI	ULCI
constant	3.88	.16	24.17	.00	3.57	4.20
DA	.49	.07	6.76	.00	.34	.63

\*\*\*\*\*

Outcome: Aad

Model Summary

R	R-sq	MSE	F	df1	df2	p
.54	.29	.90	75.80	2.00	365.00	.00

Model

	coeff	se	t	p	LLCI	ULCI
constant	2.89	.18	16.23	.00	2.54	3.24
MOTIVE	.24	.04	6.66	.00	.17	.31
DA	.40	.05	7.55	.00	.29	.50

\*\*\*\*\*

Outcome: PI

Model Summary

R	R-sq	MSE	F	df1	df2	p
.69	.48	.65	110.82	3.00	364.00	.00

Model

---

	coeff	se	t	p	LLCI	ULCI
constant	2.14	.20	10.84	.00	1.76	2.53
MOTIVE	.07	.03	2.23	.03	.01	.14
pAaD	.20	.04	4.48	.00	.11	.29
DA	.59	.05	12.25	.00	.49	.68

\*\*\*\*\* TOTAL EFFECT MODEL \*\*\*\*\*

Outcome: PI

Model Summary

R	R-sq	MSE	F	df1	df2	p
.65	.43	.71	272.07	1.00	366.00	.00

Model

	coeff	se	t	p	LLCI	ULCI
constant	3.18	.10	32.55	.00	2.99	3.37
DA	.72	.04	16.49	.00	.64	.81

\*\*\*\*\* TOTAL, DIRECT, AND INDIRECT EFFECTS \*\*\*\*\*

Total effect of X on Y

Effect	SE	t	p	LLCI	ULCI
.72	.04	16.49	.00	.64	.81

Direct effect of X on Y

Effect	SE	t	p	LLCI	ULCI
.59	.05	12.25	.00	.49	.68

Indirect effect(s) of X on Y

Effect	Boot SE	BootLLCI	BootULCI
Total:	.14	.03	.20
Ind1:	.04	-.02	.11
Ind2:	.02	.01	.04
Ind3:	.08	.04	.14
(C1)	.01	-.05	.08
(C2)	-.04	-.13	.05
(C3)	-.06	-.10	-.02

Partially standardized indirect effect of X on Y

Effect	Boot SE	BootLLCI	BootULCI
Total:	.12	.03	.18
Ind1:	.03	-.01	.09
Ind2:	.02	.01	.04
Ind3:	.07	.04	.12

Completely standardized indirect effect of X on Y

Effect	Boot SE	BootLLCI	BootULCI
Total:	.12	.03	.18
Ind1:	.03	-.01	.09
Ind2:	.02	.01	.04
Ind3:	.07	.04	.12

---

Ratio of indirect to total effect of X on Y  
 Effect Boot SE BootLLCI BootULCI  
 Total: .19 .05 .11 .28  
 Ind1: .05 .05 -.02 .15  
 Ind2: .03 .01 .02 .05  
 Ind3: .11 .03 .06 .19

Ratio of indirect to direct effect of X on Y  
 Effect Boot SE BootLLCI BootULCI  
 Total: .23 .07 .12 .39  
 Ind1: .06 .06 -.03 .20  
 Ind2: .04 .01 .02 .07  
 Ind3: .13 .04 .07 .25

Indirect effect key  
 Ind1: DA -> MOTIVE -> PI  
 Ind2: DA -> MOTIVE -> pAaD -> PI  
 Ind3: DA -> pAaD -> PI

Specific indirect effect contrast definitions  
 (C1) Ind1 minus Ind2  
 (C2) Ind1 minus Ind3  
 (C3) Ind2 minus Ind3

\*\*\*\*\* ANALYSIS NOTES AND WARNINGS \*\*\*\*\*

Number of bootstrap samples for bias corrected bootstrap confidence intervals:  
 5000

Level of confidence for all confidence intervals in output:  
 95.00

----- END MATRIX -----

**CS Mediation Model Fit Summary**

CS Mediation Model Regression Weights: (Group number 1 - Default model)

		Estimate	S.E.	C.R.	P
cpMOTIV	<--- cpCONGR	.415	.049	8.482	***
ScpAad	<--- cpCONGR	.492	.056	8.782	***
ScpAad	<--- cpMOTIV	.118	.074	1.604	.109
PI	<--- cpCONGR	.468	.094	4.950	***
PI	<--- ScpAad	.383	.108	3.557	***
PI	<--- AIRTRAV	-.041	.066	-.625	.532
PI	<--- cpMOTIV	.225	.104	2.163	.031
PI	<--- GENDER	.086	.188	.456	.648

CMIN

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	15	8.636	6	.195	1.439
Saturated model	21	.000	0		
Independence model	6	279.596	15	.000	18.640

RMR, GFI

Model	RMR	GFI	AGFI	PGFI
Default model	.068	.984	.943	.281
Saturated model	.000	1.000		
Independence model	.572	.604	.445	.431

Baseline Comparisons

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.969	.923	.990	.975	.990
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

Parsimony-Adjusted Measures

Model	PRATIO	PNFI	PCFI
Default model	.400	.388	.396
Saturated model	.000	.000	.000
Independence model	1.000	.000	.000

NCP

Model	NCP	LO 90	HI 90
Default model	2.636	.000	14.658
Saturated model	.000	.000	.000
Independence model	264.596	213.997	322.629

FMIN

Model	FMIN	F0	LO 90	HI 90
Default model	.051	.016	.000	.087
Saturated model	.000	.000	.000	.000
Independence model	1.654	1.566	1.266	1.909

RMSEA

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.051	.000	.120	.422
Independence model	.323	.291	.357	.000

AIC

Model	AIC	BCC	BIC	CAIC
Default model	38.636	39.932	85.673	100.673
Saturated model	42.000	43.815	107.852	128.852
Independence model	291.596	292.114	310.410	316.410

ECVI

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Model	ECVI	LO 90	HI 90	MECVI
Default model	.229	.213	.300	.236
Saturated model	.249	.249	.249	.259
Independence model	1.725	1.426	2.069	1.728

HOELTER

Model	HOELTER	HOELTER
	.05	.01
Default model	247	330
Independence model	16	19

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**Fully Mediated-Moderated Model Fit Summary for Cause-Sponsorship Ad (AMOS 21 output)**

**CMIN**

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	67	65.033	38	.004	1.711
Saturated model	105	.000	0		
Independence model	14	654.014	91	.000	7.187

**RMR, GFI**

Model	RMR	GFI	AGFI	PGFI
Default model	.074	.952	.868	.345
Saturated model	.000	1.000		
Independence model	.429	.570	.504	.494

**Baseline Comparisons**

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.901	.762	.956	.885	.952
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

**Parsimony-Adjusted Measures**

Model	PRATIO	PNFI	PCFI
Default model	.418	.376	.398
Saturated model	.000	.000	.000
Independence model	1.000	.000	.000

**NCP**

Model	NCP	LO 90	HI 90
Default model	27.033	8.552	53.379
Saturated model	.000	.000	.000
Independence model	563.014	485.563	647.943

**FMIN**

Model	FMIN	F0	LO 90	HI 90
Default model	.385	.160	.051	.316
Saturated model	.000	.000	.000	.000
Independence model	3.870	3.331	2.873	3.834

**RMSEA**

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.065	.036	.091	.173
Independence model	.191	.178	.205	.000

**AIC**

Model	AIC	BCC	BIC	CAIC
Default model	199.033	212.085	409.131	476.131
Saturated model	210.000	230.455	539.259	644.259
Independence model	682.014	684.742	725.915	739.915

**ECVI**

Model	ECVI	LO 90	HI 90	MECVI
Default model	1.178	1.068	1.334	1.255
Saturated model	1.243	1.243	1.243	1.364
Independence model	4.036	3.577	4.538	4.052

HOELTER

Model	HOELTER	HOELTER
	.05	.01
Default model	139	159
Independence model	30	33

**Mediated-Moderated Model Fit Summary for Cause-Sponsorship Ad (AMOS 21 output) without Perceived CSR mediator**

Model Fit Summary

CMIN

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	66	65.839	39	.005	1.688
Saturated model	105	.000	0		
Independence model	14	654.014	91	.000	7.187

RMR, GFI

Model	RMR	GFI	AGFI	PGFI
Default model	.076	.952	.870	.353
Saturated model	.000	1.000		
Independence model	.429	.570	.504	.494

Baseline Comparisons

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.899	.765	.956	.889	.952
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

Parsimony-Adjusted Measures

Model	PRATIO	PNFI	PCFI
Default model	.429	.385	.408
Saturated model	.000	.000	.000
Independence model	1.000	.000	.000

NCP

Model	NCP	LO 90	HI 90
Default model	26.839	8.289	53.263
Saturated model	.000	.000	.000
Independence model	563.014	485.563	647.943

FMIN

Model	FMIN	F0	LO 90	HI 90
Default model	.390	.159	.049	.315
Saturated model	.000	.000	.000	.000
Independence model	3.870	3.331	2.873	3.834

RMSEA

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.064	.035	.090	.188
Independence model	.191	.178	.205	.000

AIC

Model	AIC	BCC	BIC	CAIC
Default model	197.839	210.696	404.802	470.802
Saturated model	210.000	230.455	539.259	644.259
Independence model	682.014	684.742	725.915	739.915

ECVI

Model	ECVI	LO 90	HI 90	MECVI
Default model	1.171	1.061	1.327	1.247
Saturated model	1.243	1.243	1.243	1.364
Independence model	4.036	3.577	4.538	4.052

HOELTER

Model	HOELTER	HOELTER
	.05	.01
Default model	141	161
Independence model	30	33

**Cause-Sponsorship -Purchase Intention Moderated and Mediation Analysis**

Run MATRIX procedure:

\*\*\*\*\* PROCESS Procedure for SPSS Release 2.13 \*\*\*\*\*

Written by Andrew F. Hayes, Ph.D. [www.afhayes.com](http://www.afhayes.com)  
 Documentation available in Hayes (2013). [www.guilford.com/p/hayes3](http://www.guilford.com/p/hayes3)

\*\*\*\*\*

Model = 5  
 Y = PI  
 X = CONGR  
 M = Aad  
 W = INVOL

Sample size  
 170

\*\*\*\*\*

Outcome: Aad

Model Summary

R	R-sq	MSE	F	df1	df2	p
.66079	.43664	.77386	130.21209	1.00000	168.00000	.00000

Model

	coeff	se	t	p	LLCI	ULCI
constant	2.77789	.20171	13.77159	.00000	2.37968	3.17611
cpCONGR	.54057	.04737	11.41105	.00000	.44705	.63409

\*\*\*\*\*

Outcome: PI

Model Summary

R	R-sq	MSE	F	df1	df2	p
.77009	.59303	1.22389	60.10948	4.00000	165.00000	.00000

Model

	coeff	se	t	p	LLCI	ULCI
constant	1.30284	.76589	1.70109	.09081	-.20936	2.81504
ScpAad	.29666	.10143	2.92460	.00393	.09638	.49693
cpCONGR	-.23426	.18414	-1.27218	.20510	-.59783	.12932
cpINVOL	-.30546	.18807	-1.62421	.10624	-.67680	.06587
int_1	.17310	.04041	4.28335	.00003	.09331	.25290

Interactions:

int\_1 cpCONGR X cpINVOL

\*\*\*\*\* DIRECT AND INDIRECT EFFECTS \*\*\*\*\*

Conditional direct effect(s) of X on Y at values of the moderator(s):

cpINVOL	Effect	SE	t	p	LLCI	ULCI
2.85127	.25931	.09499	2.72974	.00703	.07175	.44686
4.06618	.46961	.08055	5.82969	.00000	.31056	.62866
5.28108	.67991	.09368	7.25793	.00000	.49495	.86488

Indirect effect of X on Y

	Effect	Boot SE	BootLLCI	BootULCI
ScpAad	.16036	.05648	.05600	.27293

\*\*\*\*\* ANALYSIS NOTES AND WARNINGS \*\*\*\*\*

\*\*\*\*\*

Number of bootstrap samples for bias corrected bootstrap confidence intervals:

5000

Level of confidence for all confidence intervals in output:

95.00

----- END MATRIX -----

**ONE-WAY ANOVA FOR ATTITUDES TOWARDS CS, ACM 1%, ACM10% ADS**

**Table 1: Descriptive**

Attitude towards CS Ad

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
CS	170	4.9471	1.16856	.08962	4.7701	5.1240	1.00	7.00
ACM Low	185	4.3311	.96447	.07091	4.1912	4.4710	1.00	6.00
ACM High	183	5.3566	1.04348	.07714	5.2044	5.5088	1.00	7.00
Total	538	4.8745	1.14022	.04916	4.7780	4.9711	1.00	7.00

**Table 2: ANOVA**

Attitude towards CS Ad

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	98.052	2	49.026	43.707	.000
Within Groups	600.104	535	1.122		
Total	698.156	537			

**Table 3: Post Hoc Test Multiple Comparisons -Attitudes towards Ad format**

Dependent Variable: Attitude towards CS Ad

Tukey HSD

(I) Ad	(J) Ad	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
CS	ACM Low	.61598*	.11252	.000	.3515	.8804
	ACM High	-.40950*	.11282	.001	-.6746	-.1444
ACM Low	CS	-.61598*	.11252	.000	-.8804	-.3515
	ACM High	-1.02548*	.11042	.000	-1.2850	-.7660
ACM High	CS	.40950*	.11282	.001	.1444	.6746
	ACM Low	1.02548*	.11042	.000	.7660	1.2850

\*. The mean difference is significant at the 0.05 level.

**ONE-WAY ANOVA FOR PURCHASE INTENTION CS, ACM 1%, ACM10%**

**Table 1: Descriptive  
CS Ad Purchase Intention**

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
CS	170	3.5412	1.71352	.13142	3.2817	3.8006	1.00	7.00
ACM Low (1%)	185	3.9044	.77046	.05665	3.7926	4.0161	1.67	5.67
ACM High (10%)	183	5.3499	.90616	.06699	5.2178	5.4821	3.00	7.00
Total	538	4.2813	1.42031	.06123	4.1610	4.4016	1.00	7.00

**Table 2: ANOVA**

**CS Ad Purchase Intention**

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	328.393	2	164.196	116.369	.000
Within Groups	754.883	535	1.411		
Total	1083.276	537			

**Table 3: Post Hoc Test Multiple Comparisons: Multiple Comparisons**

**Dependent Variable: CS Ad Purchase Intention**

Tukey HSD

(I) Ad Format	(J) Ad Format	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
CS	ACM Low	-.36320*	.12620	.012	-.6598	-.0666
	ACM High	-1.80877*	.12653	.000	-2.1062	-1.5114
ACM Low	CS	.36320*	.12620	.012	.0666	.6598
	ACM High	-1.44557*	.12384	.000	-1.7366	-1.1545
ACM	CS	1.80877*	.12653	.000	1.5114	2.1062

High	ACM	1.44557*	.12384	.000	1.1545	1.7366
	Low					

\*. The mean difference is significant at the 0.05 level.

### Appendix 3: Examples of Online CRM Banner Adverts

Examples of ACM Banner Adverts on UK Charity/Cause Websites (Nov' 2014) _				
Charity/	Website	Commercial Partner	Service/ Product Ad type	Comments
Cancer Research UK	<a href="http://flowershop.cancerresearchuk.org/">http://flowershop.cancerresearchuk.org/</a>	Arena Flowers	Flowers	25% of every order is donated to Cancer Research UK
Age UK	<a href="http://www.ageuk.org.uk/products/insurance/motor-breakdown-cover/">http://www.ageuk.org.uk/products/insurance/motor-breakdown-cover/</a>	Ageas UK Enterprises Limited  Aria Insurance Services Limited.	Car, Home and Breakdown Insurance	Age UK Car, Home Insurance and Travel Insurance are provided by Ageas Insurance Limited. Age UK Motor Breakdown is provided by Aria Insurance Services Limited.
Christian Aid	<a href="http://www.christianaid.org.uk/give/other/sausage-deal.aspx">http://www.christianaid.org.uk/give/other/sausage-deal.aspx</a>	The Good Little Company Ltd (GLC) goodlittlecompany.com	Sausages	For every pack of everything it sells, the Good Little Company donates 7p to Christian Aid. This goes to help poor communities grow the food they need to get themselves out of poverty.
Age UK	<a href="http://www.ageuk.org.uk/products/holidays--travel/">http://www.ageuk.org.uk/products/holidays--travel/</a>	Silver Travel Advisor Travel Advisor,	Travel/Holiday	Donations not specified
Age UK	<a href="http://www.ageuk.org.uk/products/mobility-and-independence-at-home/stairlifts/">http://www.ageuk.org.uk/products/mobility-and-independence-at-home/stairlifts/</a>	Age UK Trading Limited  Handicare Accessibility Limited (HAL).	Wheelchairs; Lifts; Bathrooms etc.	Age UK Trade Limited and Age UK work in association with Handicare Accessibility Limited (HAL). The net profits of Age UK Trading Limited, generated from online advertising and stair lift, bathrooms etc. sales, go to the charity.

Examples of ACM Banner Adverts on UK Charity/Cause Websites (Nov' 2014) _				
Charity/	Website	Commercial Partner	Service/ Product Ad type	Comments
	<a href="http://www.ageuk.org.uk/products/mobility-and-independence-at-home/bathing/">http://www.ageuk.org.uk/products/mobility-and-independence-at-home/bathing/</a>			
British Heart Foundation	<a href="http://www.bhf.org.uk/shop/shop-with-our-partners-1.aspx">http://www.bhf.org.uk/shop/shop-with-our-partners-1.aspx</a>	Collins	Diaries	Collins special edition July 2013-July 2014 the diary features tips and advice on how to keep the heart healthy every day. 10% from every diary sold is donated
British Heart Foundation	<a href="http://www.bhf.org.uk/shop">http://www.bhf.org.uk/shop</a>	DFS	Summer furniture sales video ad on front-page	Donation amount not specified
The National Trust	<a href="http://www.nationaltrust.org.uk/shop/products-we-recommend/food-and-drink/laithwaites/">http://www.nationaltrust.org.uk/shop/products-we-recommend/food-and-drink/laithwaites/</a>	Lewthwaite's Wine	Wine	Lewthwaite's gives the National Trust 3% from the sale of every case of wine through the website
The Prince's Trust	<a href="http://www.princes-trust.org.uk/about_the_trust/headline_news/national_news_2014/george_home_collection.aspx">http://www.princes-trust.org.uk/about_the_trust/headline_news/national_news_2014/george_home_collection.aspx</a>	ASDA <a href="http://direct.asda.com/george/home/Princes-Trust/D24M06G01C10,default,t,sc.html">http://direct.asda.com/george/home/Princes-Trust/D24M06G01C10,default,t,sc.html</a>	Glassware	Collections are on sale in ASDA stores and online with 10 per cent of sales going to The Prince's Trust to help challenged young people get their lives on track.
Blue Cross	<a href="http://www.bluecross.org.uk/">http://www.bluecross.org.uk/</a>	<a href="http://giveacar.co.uk/">http://giveacar.co.uk/</a>	Used cars	Not specified