

## **Building brands through cause-related marketing**

Cross-cultural comparative study of Tanzania and Norway

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## Preface and Acknowledgements

This paper is our final step in completing our Master`s degree in Business Administration at the University of Agder. The topic of our thesis is the use of CRM in emerging and developing markets.

The process of writing this paper has given us the opportunity to test our knowledge and the skills we have acquired during the 5-year master program. It has been a challenging process, but we have gained a lot of knowledge about different research methods and how to conduct research.

Our motivation to write about this topic comes from our general interest in international management, marketing, branding, consumer behavior, and brand development in different markets. We find cause-related marketing an interesting marketing tool and thus wanted to examine how consumers respond to it, and our interest in international management made us want to compare different markets. The research concerning CRM as a marketing tool to build brands in different markets is limited which creates an opportunity for further research.

Our supervisor Sangeeta Singh who has a lot of knowledge about this field of studies suggested the research topic. Writing this thesis has been an educating and exciting process, and we are very thankful for the opportunity to write about this subject.

This thesis could not have been written without help from our supervisor Sangeeta Singh. She has patiently guided us throughout this entire research process. We appreciate the time and effort she has put in to guide us through this process.

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# Abstract

**Purpose** - This study aims to provide an understanding of how the use of cause-related marketing (CRM) as a branding tool can benefit a company when building brands in both emerging and developed markets. By looking at consumers' perception of brands that use CRM in Tanzania and Norway, this study aims to contribute to a greater understanding of how consumers' responses to CRM is affected by culture. Gaining a better understanding of the consumers' responses towards CRM in an emerging and a developed country can provide guidelines for marketers on how to use CRM in these markets. This is done by comparing two countries that represent two different markets - emerging and developed markets.

**Problem statement** - How can cause-related marketing (CRM) be used when building brands in different cultures in emerging and developed markets?

**Design/methodology/approach** - The five dimensions of Hofstede are used to identify cultural differences in the two countries which can impact consumers' attitudes towards CRM. Data are collected in two experiments that manipulate cause (under- versus overused) and brand (market leader versus follower) in raising donations from individuals. We use a 2x2x2 research design with two experimental groups for each independent variable.

**Findings** - We were able to identify differences in several variables when comparing the two countries, while in other variables we found no significant differences between the two. We also found that there were differences between the type of cause and the type of brand used in the campaign, even though the majority of the hypotheses related to the cause and brand type were rejected. Some hypotheses were rejected in one country while supported in another, thus emphasizing that there are differences between the two countries.

**Practical implications** - Brands can use CRM campaigns to create a competitive advantage. Moreover, understanding how consumers respond to CRM in different markets can be useful when brands are developing new marketing strategies or when they are entering new markets. The findings are especially important for those who operate in international markets or those who are considering entering new markets.

**Keywords** - Cause-related marketing, Branding, Consumer behavior, Tanzania, Norway.

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# 1.0 Introduction and background

## 1.1 What is Cause-related marketing?

Varadarajan & Menon (1988) defined Cause-Related Marketing (CRM) as “the process of formulating and implementing marketing activities that are characterized by contributing a specific amount to a designated nonprofit effort that, in turn, causes consumers to engage in revenue providing exchanges” (p. 60). This is a common definition that is frequently used in the existing literature concerning CRM. CRM represents a marketing activity that can enhance brand equity by improving the consumer’s attitudes and beliefs about the brand. The brand can also gain a competitive advantage and increase its market position (Kim, Kwak & Kim, 2010). In addition to this, it can also be a useful tool when entering new markets (Varadarajan & Menon, 1988; Singh & Duque, 2019). CRM is used by brands to influence consumer choices and help them in decision-making by assisting consumers to distinguish between responsible and non-responsible organizations (Bester & Jere, 2012).

During the last couple of decades, there has been an increased pressure from the public on brands to donate to nonprofit causes (Cui, Trent, Sullivan, & Matiru, 2003; Davidson, 1994). CRM is not a new concept as one can find examples of CRM campaigns as early as the 1880s. In 1983 the first official CRM campaign was developed for American Express, and the campaign was a massive success (Varadarajan & Menon, 1988). The success of the American Express campaign resulted in many other brands implementing CRM in their branding strategy later on (Lafferty, Lueth & McCafferty, 2016).

Considerable research concerning CRM has been undertaken due to its increased popularity. Consumer’s attitudes towards CRM, purchase intentions, consumer skepticism, brand perceptions, and the success and effectiveness of CRM are topics that have gained increased attention among scholars over the last decades. Despite this, there is little research concerning the relationship between culture and CRM (Vrontis, Thrassou, Christofi, Shams & Czinkota, 2020). A few studies have been conducted looking at CRM within the context of an emerging market or comparing an emerging market with a developed market (Singh, Kristensen & Villaseñor, 2009; Bester & Jere,

2012; Srivastava, 2020; Wei, Ang & Liou, 2020). Our study adds to the existing literature by contributing with a cross-cultural comparison of consumer's attitudes towards CRM in two countries, where one represents a developed market and the other an emerging market. The results can provide useful guidelines for marketers when designing their cause-related marketing campaigns in markets at different levels of development.

## 2.0 Theory and hypothesis development

### 2.1 Cause-Related Marketing

CRM has been a common branding instrument in the US for decades and a lot of research has been conducted in this market, but only a few studies have been developed in Asia and Europe (Moosmayer & Fuljahn, 2010). Early on, research in the CRM field focused primarily on the general responses that the consumers had towards CRM (e.g. Smith & Alcorn, 1991; Ross, Patterson, & Stutts, 1992; Webb & Mohr, 1998). The literature concerning national and cultural factors that are influencing the consumer's attitudes towards CRM campaigns is limited. The implications, effectiveness, varied consumer demographics, digital/online factors, and several other concerns and how they affect the consumer's attitudes towards CRM also bear significant questions (Ferle, Kuber & Edwards, 2013; Vrontis et al., 2020).

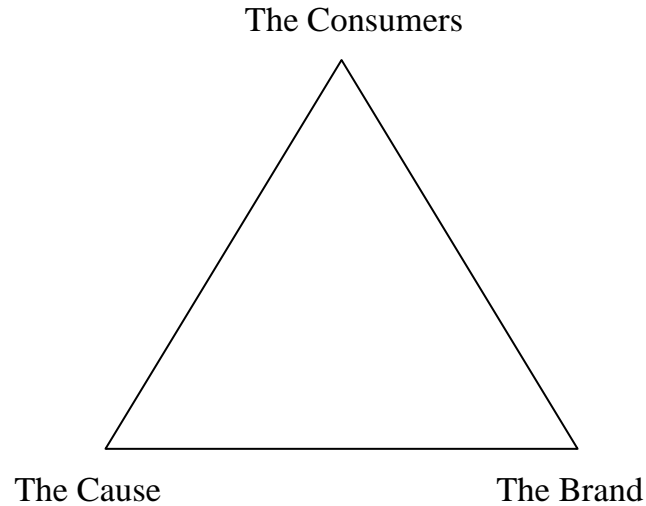
The literature concerning consumers' perception of CRM is somewhat conflicting in terms of whether CRM messages are better perceived by the consumers than non-CRM ones (Nan & Heo, 2007). Hamiln & Wilson (2004) found that a CRM message did not have positive effects on the consumer's attitudes towards the product and that their purchase intentions were unaffected. Lafferty & Goldsmith (2005) on the other hand, concluded with the opposite. Nan & Heo (2007) found that if an ad includes a CRM message, the consumers will respond better than if the ad did not include a CRM message. The study concluded that the positive response was targeted primarily towards the company, and not towards the ad itself or the brand. Brønn & Vrioni (2001) found that some of the positive effects related to CRM are that it is adding value to the brand, strengthening the relationship with the stakeholders, and decreasing consumer skepticism. Brønn & Vrioni (2001) found that consumers tend to buy from brands that engage in CRM when the price and

quality of two goods are identical. Studies have also found that when a brand was presented as local, instead of national, the positive impact of CRM turned out to be greater (Pracejus & Olsen, 2004). Brønn & Vrioni (2001) emphasizes that CRM can be an efficient tool to increase sales, build brand equity, enhance company image and motivate employees. Smith & Alcorn (1991) stated that engaging in CRM activities can have a positive impact on consumers' willingness to purchase a brand's product. Koschate-Fischer, Stefan & Hoyer (2012) stated that donations create benefits for consumers by helping the society which fulfills the consumer's philanthropic responsibility, which again will lead to a higher willingness to pay. Yet, CRM campaigns must be done properly, if not they can lead to more negative effects than positive. It is important to understand that CRM often affects reputation, and results related to changes in reputation are normally long-term and hard to measure (Brønn & Vrioni, 2001).

A CRM campaign that might not look like a success in the short term, might be successful in the long term. Because the results are hard to measure in the short term, CRM can be a difficult tool to use in terms of branding, yet it does not make it less effective (Brønn & Vrioni, 2001). While some studies concluded otherwise, the majority of the literature agrees that CRM campaigns do have positive effects on consumer's attitudes. Due to consumer's attention towards ethical and social issues, brands are now investing heavily in CRM (Krishna, 2011; Robinson, Irmak & Jayachandran, 2012; Grolleau, Ibanez & Lavoie, 2016). Ross, Patterson & Stutts (1992) found that companies engaging in CRM are perceived by the consumers as socially responsible.

CRM is beneficial for the brand, the cause, and the consumers (Farache, Perks, Wanderley & Sousa Filho, 2008). These three groups represent three important aspects concerning CRM, as these three are directly affected by the CRM campaign. These three aspects will be the main focus of this study, examining each of them and their relation to CRM individually. The most important aspect in this study will be the consumers and how culture affects their attitudes towards CRM.





*Figure 1: Important elements that can affect the CRM campaign*

## 2.2 The cause

The cause represents one of three important aspects to consider when developing a CRM campaign. A cause can also benefit from being a part of a CRM campaign, as they will receive donations from the campaign (Lafferty, Lueth & McCafferty, 2016). The cause will thus benefit from the turnover-related donation by engaging in the CRM campaign. In addition to this, it will benefit from having public exposure which makes the cause more known (Du, Hou, & Huang, 2008; Moosmayer & Fuljahn, 2010).

Whether the brand has selected the right cause for the CRM campaign can be measured through cause/brand fit and is considered a crucial element to succeed with the CRM campaign. The importance of fit between the cause and the brand has been extensively researched in the literature (e.g. Park, Jun & Shocker, 1996; Strahilevitz & Meyers, 1998; Polonsky & Macdonald, 2000; Pracejus & Olsen, 2004; Goh & Balaji, 2016; Mendini, Peter & Gibbert, 2018). A good fit can ensure that the consumer's willingness to pay increases (Goh & Balaji, 2016; Mendini, Peter & Gibbert, 2018). Strahilevitz & Meyers (1998) proposed that the fit between the brand and the cause can affect the success of CRM. Park, Jun & Shocker (1996) found that in general, when brands that are a part of branding alliances have a greater fit, they often experience greater success. A CRM campaign can help tie the attributes of the cause with the attributes of the brand, and vice versa. Choosing the right cause is therefore crucial (Polonsky & Macdonald, 2000). Yet, Pracejus

& Olsen (2004) emphasized that even though fit is necessary, it is not sufficient for success. Ellen, Webb & Mohr (2006) concluded that the fit between the brand and the cause is important because it can affect the consumer's evaluation of the sponsoring brand. Pracejus & Olsen (2004) also concluded that fit can affect the evaluations of the CRM campaign. Yet, it can also increase consumer skepticism towards the brand and its motives (Drumwright, 1996; Hoeffler & Keller, 2002; Barone, Norman & Miyazaki, 2007; Samu & Wymer, 2009). Nan & Heo (2007) concluded that consumers have positive attitudes towards CRM and that these attitudes were positive regardless of the fit of the brand and cause, meaning that the choice of cause is not an important factor in terms of receiving a positive response from the consumers. Still, they concluded that a higher cause and brand fit may provide a more substantial elevating effect on the consumers than if the fit is lower. This suggests that the level of positive response is affected by the cause and brand fit, and the cause should thus be determined with caution. They also found that the success of the CRM campaign can be heavily impacted by the fit. It is thus an important measure that should be reflected on before selecting a cause for a CRM campaign.

Cooperating with a cause can be favorable in terms of affecting the consumer's thoughts about a brand positively, leading to increased sales or higher willingness to pay. This is due to the reason that the favorable attributes that the consumers associate with the cause will be associated with the brand as well (Nan & Heo, 2007). Consumers have become increasingly aware that CRM campaigns are not altruistic which leads to an increase in consumer skepticism. Increased consumer skepticism can result in less successful CRM campaigns, as skepticism can have a negative effect on consumer's willingness to pay (Koschate-Fischer, Stefan & Hoyer, 2012; Mendini, Peter & Gibbert, 2018). To overcome this, Mendini, Peter & Gibbert (2018) mentioned the importance of choosing the right cause as having a good fit between the firm and the cause is crucial to reduce consumer skepticism.

In earlier research, there has been a lack of focus on the direct impact the cause can have on the consumer's perception of the brand. In terms of choosing the right cause, research shows that too many brands cooperating with the same actors can decrease the positive effects (Aaker, Fournier & Brasel, 2004; Ugglå & Åsberg, 2010). We will assume that the same relates to CRM, that too

many brands cooperating with the same cause will result in the cause being overused, and the positive effects decrease.

A cause that is used in many CRM campaigns, referred to as an overused cause in this study, may experience a decreased amount of support as a result of consumers becoming less interested in donating. Consumers can get the perception that the cause has already received a lot of donations and thus are less needy of their donation and attention. Resulting in a decrease in the consumers' purchase intentions, willingness to pay, and word of mouth (WOM). Based on this, we suggest that:

**H1: Consumers will not only be more willing to buy but also pay a higher price and talk more about a brand partnering with an underused cause.**

How consumers perceive a brand's motives for engaging in a CRM campaign is another aspect that we assume can be affected by the type of cause chosen for the campaign. Consumers can perceive the brand's motives in two ways: extrinsic and intrinsic. When the consumers believe the brand's motives are extrinsic, they believe the brand is attempting to only increase profits. If the consumers believe that the brand's motives are intrinsic, they believe that the brand is genuinely concerned about the cause and wants to help a social issue (Ellen, Mohr & Webb, 2000; Ellen, Webb & Mohr, 2006; Du, Bhattacharya & Sen, 2007; Mendini, Peter & Gibbert, 2018). As mentioned, too many brands cooperating with the same actors can decrease the positive effects (Aaker, Fournier & Brasel, 2004; Ugglå & Åsberg, 2010). If a brand is choosing an overused cause, consumers might believe that the brand is trying to increase their profits since they are choosing a popular cause that is frequently used by other brands in other CRM campaigns. Choosing an underused cause might result in the consumers believing that the brand is genuinely interested in helping the cause, and not just another brand exploiting a popular cause to increase sales. It is thus suggested that:

**H2: A brand partnering with an underused cause will be perceived as being motivated by a willingness to help rather than profitability**

Since we assume that including overused causes in CRM campaigns will decrease the positive effects, consumers might have better attitudes towards brands that are cooperating with an underused cause. In contrast to overused causes, underused causes may be looked at as something novel and innovative by the consumers and this can contribute to a better perception of the brand. Overused causes may not be as effective in a CRM campaign as they do not represent something novel and unique. This can have a negative effect on the consumer's perception of the brand. One can thus argue that choosing an underused cause might result in the consumers having a better perception of the brand as a brand that engages in a campaign with an underused cause may be perceived as unique and innovative compared to an overused cause. We thus suggest:

**H3: Consumers will have a better brand perception of a brand partnering with an underused cause.**

## 2.3 The brand

A brand can be defined as “A name, symbol, design, or some combination which identifies the product of a particular organization as having a substantial, differentiated advantage” (O’Malley, 1991, p. 107). The brand can use a CRM campaign to increase sales, differentiate from its competitors, and increase exposure (Strahilevitz, 2003). Brands that choose to engage in CRM campaigns primarily aim to improve consumer product evaluation (Moosmayer & Fuljahn, 2010).

The existing literature has been focusing on the consumer's general responses to CRM, including their perceptions and attitudes towards a brand engaging in such activities (Nan & Heo, 2007). Polonsky & Macdonald (2000) emphasized that one of the most valuable assets to create a competitive advantage and increase market share is the thoughts and opinions that the consumers have about the brand. Keller (1993) is describing this as ‘customer-based brand equity. CRM can be a useful tool to build customer-based brand equity through both the association of the firm with the cause, but also through sharing resources like cooperating on marketing. The literature is clear about how brand value is a huge asset for the firm, and that from this, firms can derive brand equity (Polonsky & Macdonald, 2000). Brand equity is derived from assets and liabilities that are linked to the brand. The name of the brand, for example, can have a positive or negative effect on the value perceived by the consumer when they purchase a product (Polonsky & Macdonald, 2000).

The knowledge about the brand affects the long-term success of future marketing programs for a brand, and a firm should therefore consider how a CRM campaign may affect the brand before joining a partnership with a cause (Polonsky & Macdonald, 2000). Some benefits the brand can gain by using CRM campaigns are greater brand- attitude and recall, increased brand recognition, increased brand awareness and enhancement of both the brand- and the corporate image (Polonsky & Macdonald, 2000). CRM campaigns are found to be effective when building brands as they affect consumers' perception of the brand, their loyalty, and purchase behavior (Demetriou, Papasolomou & Vrontis, 2010). Cause-related marketing has become an increasingly important tool when building brands, by linking social issues with the persona of the brand (Husted & Whitehouse, 2002). Several authors have concluded that CRM campaigns can have a positive effect on brand equity, especially when the brand equity is neutral in the first place (Strahilevitz, 2003; Lafferty, Lueth & McCafferty, 2016).

A successful brand will achieve a high market share, and a market leader will typically obtain twice the market share of the brand with the second largest market share (Doyle & Stern, 2006, p. 177). We assume that whether the brand is a market leader or a follower may also be an element that can impact the consumer`s perceptions of a brand, and thus how they respond to a CRM campaign. A market leader represents a brand that has the largest customer base in a specific market (Cambridge Business English Dictionary, n.d.a; The Economic Times, n.d.). A follower brand is on the other hand interested in retaining its current customer base and not losing its competitive position in the market to the market leader (Cambridge Business English Dictionary, n.d.b). There is a lack of research concerning the coherence between a brand's position in the market and the effect it has on CRM.

Brand loyalty means that the customers are reluctant to switch to a new brand. Loyalty is important to be able to retain existing customers (Aaker & McLoughlin, 2010, p. 177). If the customers perceive the product as having a high value, it often leads to increased brand loyalty (Rooney, 1995). Having loyal customers has been linked to having a high market share (Reichheld, 1993; Tepeci, 1999). We assume this is because to obtain a high market share a brand must obtain and retain its customers. Loyal customers that will continue to buy the brand's product are important

to maintain a strong position in the market. Since having loyal customers is such a crucial element in keeping the position as a market leader, we suggest that:

**H4: Market leaders will have more loyal customers than follower brands.**

Which type of brand, whether it is a market leader or a follower, may also be an element that can impact the consumer's perceptions of a brand's entrepreneurial orientation. A follower brand may to a higher degree need to innovate and come up with something novel to appeal to and attract consumers. Using CRM as a marketing technique to achieve this may be viewed as a novel strategy by consumers and can contribute to attracting new consumers. Consumers may be more curious and impressed when a follower brand engages in such activities compared to a market leader since market leaders will likely be more expected by the public to engage in such activities because of their public and financial position. Thus, market followers may be viewed as more entrepreneurial if they choose to engage in a CRM campaign due to the position they possess in the market. We suggest that:

**H5: A market follower will be perceived as being more entrepreneurial than a market leader**

A market leader already has a large customer base, thus it is not as important for them to obtain new customers to survive. A market leader may be more concerned with retaining their current customer base and fulfilling their current customer's needs. They might also to a higher degree want to give back to society and their loyal customers, instead of focusing on increasing profits, and can thus be perceived as more motivated to help a social cause. The follower brand can be perceived as more focused on obtaining and reaching new customers, increasing profits, and thus less motivated to help a social cause. We thus suggest that:

**H6: A market leader will be perceived as more motivated by a willingness to help than a market follower.**

A market leader has a larger customer base and this reflects that more consumers favor their product and want to buy it, either out of habit or because they are loyal to the brand. The consumer's

loyalty towards the brand can impact their purchase intentions as more consumers may be more willing to buy a product from a market leader than a follower brand due to their loyalty and familiarity with the brand. As a market leader also has a larger customer base that favors their products, this can have an impact on the brand's word of mouth. Market leaders often have a strong brand reputation, which can result in the company charging premium prices, and having increased buying intentions from their consumers (Brodie, Whittome & Brush, 2009). Yet, if a follower brand partners up with an underused cause these differences may narrow because too many brands cooperating with the same actors can decrease the positive effects (Aaker, Fournier & Brasel, 2004; Uggla & Åsberg, 2010), and thus partnering up with an underused cause can increase the positive effects hereby increase the consumer's willingness to-buy, pay a higher price and talk about the brand. We thus suggest that:

**H7: Consumers will be more willing to buy, pay a higher price and talk more about a market leader than a follower, but when a follower partners with an underused cause, these differences will narrow**

## 2.4 The consumers

Consumers' attitudes towards CRM and factors that affect their behavior towards it have gained considerable interest among scholars. This is because the perceptions the consumers have, and their responses are of great importance when evaluating the effectiveness of- and developing new CRM campaigns (Vrontis et al., 2020). Webb & Mohr (1998) concluded that the majority of the participants in their study were aware of CRM. They also found that one-third of their sample were positively affected by CRM which again led to positive effects on their purchase intentions. Webb, Green & Brashear (2000) later developed scales that could measure the individual differences in attitudes towards charitable organizations.

Consumers also tend to feel better about themselves due to the ethical significance of their decisions (Vrontis et al., 2020). CRM campaigns give the consumer better value proposals, greater satisfaction, and it also gives the consumer the capacity to project a personal identity that is associated with prosocial values (Bigné-Alcañiz, Currás-Pérez, Ruiz-Mafé & Sanz-Blas, 2010). Consumers who buy from brands that participate in CRM often care for social and cultural issues,

and engaging in CRM benefits the consumers by fulfilling their philanthropic responsibility (Jeong & Kim, 2020).

An increase in the use of CRM campaigns has led to a rise in consumer skepticism (Patel, Gadhavi & Shukla, 2017). Consumers being skeptical towards CRM campaigns can result in unfavorable reactions towards the CRM campaign and impact their purchase decision negatively (Manuel, Youn & Yoon, 2014). Consumers today require that brands act more socially responsible, but they are experiencing that CRM campaigns are not always altruistic which has led them to be skeptical towards it (Drumwright, 1996; Ellen, Mohr & Webb, 2000). Patel, Gadhavi & Shukla (2017) concluded that skepticism is not relevant to attitudes and purchase intention. Consumer skepticism primarily arises because the consumers are questioning the motives of the brands that are participating in CRM activities.

The validity of the CRM campaign is another factor that raises skepticism amongst consumers. The consumer's perception of the validity of the CRM campaign can depend on the donation amount. If the donations are high they are perceived as more authentic than donations that involve a small amount of money (Dahl & Lavack, 1995; Singh, Kristensen & Villasenor, 2009). Consumers that are questioning the validity of CRM can create doubts that result in fewer donations (Patel, Gadhavi & Shukla, 2017). When consumers experience a good fit between the brand and the cause it supports, the skepticism is reduced (Singh, Kristensen & Villasenor, 2009; Foreh & Grier, 2003). Contradictory, if there is a bad fit between the cause and the company, the skepticism increases (Foreh & Grier, 2003; Singh, Kristensen & Villasenor, 2009).

Knowledge is another factor that can contribute to reducing consumer skepticism. Existing literature has found that skepticism towards CRM is reduced when the knowledge is increasing (Webb & Mohr, 1998; Brønn & Vrioni, 2001). Improving consumer knowledge about CRM campaigns can lead to reduced skepticism and can be done through advertising (Singh, Kristensen & Villasenor, 2009). Consumers are in nature skeptical towards advertisement, and it is therefore important that brands do not use too little nor too much information when advertising. Using too much information in the campaign can lead to the impression of exploiting the cause, while a



limited amount of information can give consumers the impression that the company is hiding something (Brønn & Vrioni, 2001; Singh, Kristensen & Villasenor, 2009).

There has been considerable research concerning individual consumer aspects in terms of how they experience and respond to a CRM campaign (e.g. Webb & Mohr, 1998; Barone, Norman & Miyazaki, 2007; Patel, Gadhavi & Shukla, 2017). Despite this, the literature regarding CRM ignores the macro-level consumer aspects like cultural differences, leading us towards examining the role of culture in the success of CRM campaigns.

### *Culture*

Branding is often conducted in a worldwide landscape characterized by an increasingly global economy which means it is getting increasingly important to understand culture to succeed. Knowing how consumers consume in different environments is a critical element for firms to succeed with their operations (Aaker, Benet-Martinez & Garolera, 2001; Castro & Sáiz, 2020). Firms using branding programs are considering whether or not they should standardize or customize when adapting to different cultures and markets (Roth, 1995; Holt, Quelch & Taylor, 2004; Keller & Lehmann, 2006; Castro & Sáiz, 2020). Consumers have different preferences, and some prefer brands with strong local connections and others prefer global firms due to the brand superiority over local brands (Shimp & Sharma, 1987; Holt, Quelch & Taylor, 2004; Castro & Sáiz, 2020).

It is expected that the global media and advertising is framing the consumers into one global consumer culture, but the way consumers think is reflected by the framework of their own culture, and therefore there are no global attitudes towards brands (Bae, 2017). Cultural values can be defined as collective mental programs that work as broad guidelines for acceptable behavior and actions in a particular situation. They are characterized as powerful forces that are shaping our motivations, lifestyles, and product choices which leads to an understanding of culture and the individual consumer (Pollay, 1986; Feather, 1995; Bae, 2017). Advertising is reflecting the values of society and is linked to the underlying culture. How consumers perceive and evaluate a CRM campaign depends on their culture, as individuals that are socialized in different cultures appeal to a CRM campaign in different ways. Differences in perceptions and evaluation of a CRM campaign

may be related to differences in culture (Bae, 2017). To understand the role of culture in CRM campaigns the dimensional model of Hofstede is being applied. This model enables us to receive an understanding of the context between CRM and culture, and also how cultural differences may impact the success of a CRM campaign.

#### 2.4.1 The Hofstede Model

The dimensional model developed by Hofstede has been applied to various areas within the underlying theories of consumer behavior as well as global branding and advertising. Differences in personality, identity, the concepts of self, perception, and categorization are being explained in this model. These differences can in turn be used to explain variations regarding branding strategy and communications. Culture influences global advertising strategy and is, therefore, an important aspect to consider when examining consumer responses to CRM campaigns. Consumer`s cultural values help define the personality of consumers, and by using cultural models we can explain how the culture`s characteristics should impact the global advertising strategy (Mooij & Hofstede, 2010).

The model developed by Hofstede distinguishes culture on five different dimensions. These are; power distance, individualism/collectivism, masculinity/femininity, uncertainty avoidance, and short-term/long-term orientation.

##### *Power distance*

Power distance is defined by Mooij & Hofstede (2010) as “the extent to which less powerful members of a society accept and expect that power is distributed unequally” (p. 88). Hofstede states that when the power distance is huge within cultures it is an indication that everyone has their rightful place in the social hierarchy. This means that in cultures where there is a large power distance, the social status must be clear for others to gain proper respect. The distribution of income amongst consumers in a large power distance culture is very uneven and corruption is frequent (Mooij & Hofstede, 2010; Hofstede, 2011). In other words, large power distance cultures tend to be more hierarchical than cultures where the power distance is low. In low power distance cultures, equality is valued as important, and knowledge and power are perceived as sources of power (Singh, 2006).

### *Individualism/collectivism*

The next dimension in the dimensional model by Hofstede is individualism/collectivism. In an individualistic culture, consumers are primarily looking after themselves and their families. They also assume that their values are valid for the entire world (Mooij & Hofstede, 2010; Hofstede, 2011). Consumers are more concerned about their self-interest and prefer to act as individuals where they are being awarded a lot of freedom of choice. There is a high importance on being encouraged on personal goals and achievements in an individualistic society (Singh, 2006). Collectivism does on the other hand involve consumers that are belonging to in-groups that look after each other in exchange for their loyalty. Their identity is based on the social system that they belong to (Mooij & Hofstede, 2010; Hofstede, 2011). In such societies, it is expected that consumers are looking after the benefits of the social group and conform to the norms of this group (Singh, 2006). If we study the sales process, consumers that are a part of an individualistic culture want to get to the point faster rather than building relationships and trust among parties, where the latter is more common in collectivistic cultures. Looking at advertising, individualistic cultures require persuasion while in collectivistic cultures creating trust among parties will be beneficial (Mooij & Hofstede, 2010).

### *Masculinity/femininity*

In Hofstede's third dimension he distinguishes between masculinity and femininity. The dominant values for femininity are caregiving, nurturance, and cooperation. In a masculine society, the dominant values refer to high earnings, recognition, achievement, challenge, and success (Singh, 2006). The role differentiation is a central aspect in this dimension. They are often small in societies that are characterized as feminine, while in masculine societies the role differentiation is large. Greater emphasis is placed on performance and achievement in masculine societies and it is important that the achievement is demonstrated (Mooij & Hofstede, 2010). Masculine societies are characterized by work before family and there is a maximum emotional and social role differentiation between consumers (Hofstede, 2011). Such societies are also seen as more curious about new products (Singh, 2006).

### *Uncertainty avoidance*

To what extent consumers avoid situations characterized by uncertainty and ambiguity can be described as uncertainty avoidance. In cultures where there is high uncertainty avoidance consumers are less open to change and innovation, and there is a need for rules to structure life (Mooij & Hofstede, 2010). The uncertainty of the future tends to increase stress and anxiety amongst consumers and there is a low level of trust towards new ideas. Historically tested patterns of behavior are preferred in this culture. Consumers within strong uncertainty avoidance cultures tend to base their decisions and behavior on the experiences of others. Consumers that are in low uncertainty cultures are more open to change and accept the uncertainty that the future is characterized by. Such cultures are taking on risks quite easily and are more tolerant towards different behavior and opinions as consumers do not feel threatened by it (Singh, 2006).

### *Long-term-oriented/short-term-oriented*

The final dimension of Hofstede's model discusses the long-term versus the short-term orientation which can be described as to what extent the society has a future-oriented or a short-term perspective. A short-term-oriented perspective involves having respect for the traditions and stability while the long-term-oriented perspective implies investment for the future (Mooij & Hofstede, 2010). Societies that are long-term-oriented are more open to learning from other countries, while short-term-oriented societies are proud of their own country and state that there are universal guidelines concerning what is good and evil (Hofstede, 2011).

Few studies have been conducted to examine national and cultural factors that are influencing the consumer's attitudes towards CRM programs (Ferle, Kuber & Edwards, 2013). In countries where CRM is less established, consumers are less positive towards this concept. Why the consumers' attitudes are the way they are can be explained by their lack of knowledge of what CRM is (Lavack and Kropp, 2003; Singh, Kristensen & Villasenor, 2009).

#### 2.4.2 Cultural differences: Tanzania and Norway

Adapting to cultural differences can imply that brands must change their strategy to succeed in a different market. The attitudes consumers have towards CRM may be different due to cultural differences and this may impact their purchase decision, thoughts, and perceptions about the brand.

Comparing two different markets: Tanzania and Norway, representing an emerging and a developed market respectively, contribute to a greater understanding of the importance of culture when building brands through CRM.

Nordfjærn, Jørgensen & Rundmo (2012) found differences in culture in both Tanzania and Norway. Visual culture measures symbolic exchange related to visual stimuli like pictures. Oral culture is related to the cultural orientation towards sound and speech. Written culture is related to how consumers respond to written information. Tanzanians were found to have higher levels of oral culture, visual culture, and written culture. To apply the product life cycle concept in terms of how implemented CRM is in the two countries, we suggest that CRM is in the introductory stage in Tanzania, and the growth stage in Norway.

The majority of studies related to CRM are conducted in the US, and some in Europe and Asia, but there is limited research conducted in Africa (Moosmayer & Fuljahn, 2010). The economy in Africa is one of the fastest growing in the world which makes Tanzania an interesting country for brands to enter (Jayne, Chamberlin & Benfica, 2018). Understanding how CRM is being utilized in Tanzania, and how Tanzanian consumers respond to CRM can give insight into consumer behavior and into what is needed for brands to succeed with CRM in this market.

There is to our knowledge not conducted any research on consumer attitudes towards CRM in Tanzania, but there have been conducted studies in other African countries, especially South Africa (Tustin & Pienaar, 2005; Corbishley & Mason, 2011; Bester & Jere, 2012). Corbishley & Mason (2011) found that 58% of the respondents in South Africa did not get involved in CRM because of lack of time. Compared to the international data, South Africa scored lower. They concluded that this might be because consumers in first-world countries are more aware of time pressure than consumers in emerging economies. This might also relate to Tanzania as an emerging economy (Deloitte, 2016; OECD, 2020). Corbishley & Mason (2011) also found that the majority of the respondents viewed CRM as timesaving, as they could support a cause through a purchase instead of making an active contribution (Jamrisko & Flint, 2020). Although these results are found in another African country, also representing an emerging market, we can not conclude that these results will be the same in Tanzania

There is not much research concerning how CRM is being utilized in Norway (Brønn and Vrioni, 2001; Singh, Kristensen & Villasenor, 2009). Yet, as opposed to Tanzania, the existing literature does consist of studies on CRM in Norway. CRM has a short history in Norway and due to its history of government support of non-profit organizations and the definition of social responsibility, it has been argued that Norwegians will be skeptical of claims made by firms and non-profit organizations. It is also argued that Norwegians' skepticism towards CRM also derives from its newness (Brønn & Vrioni, 2000). Apéria, Brønn & Schultz (2004) found that Norwegians do not have positive nor negative feelings towards whether a firm is participating in CRM, but they do prefer the company to be socially responsible.

Previous research shows that Norwegians barely know what CRM is, and compared to consumers in the UK and the US, they were not as likely to switch to brands that support a cause (Brønn and Vrioni, 2001; Singh, Kristensen & Villasenor, 2009). A study conducted in Norway by Brønn & Vrioni (2000) showed that 79% of the respondents did not know of any CRM campaigns which signalize the unawareness and the lack of knowledge the Norwegians have concerning CRM. It also showed that Norwegians did not appear as very skeptical nor very supportive towards such campaigns. They did not believe that brands necessarily lied about their claims, but they were found to be skeptical since they believed that the brands might exaggerate. The lack of awareness among Norwegians creates an opportunity for firms to aid in building awareness, understanding, and support of CRM at an early stage. Businesses focusing their attention on CRM can benefit from it as the Norwegians' behavior and purchase decisions are heavily influenced by an organization's social responsibility (Brønn & Vrioni, 2000). Lavack & Kropp (2003) stated that personal values, both internal and external values, are directly correlated with consumer attitudes. They also found that Norwegians rated significantly lower on internal and external values compared to other countries they studied in Asia and North America.

In Norway, companies are not allowed to disclose information about the exact amount they will donate if they engage in a CRM campaign. The Consumers' Council has constraints on this part because they believe disclosing this information may influence consumers to buy more of the company's products (Singh, Kristensen & Villasenor, 2009). Large donations are perceived as

more authentic (Dahl & Lavack, 1995; Singh, Kristensen & Villasenor, 2009), and transparency is an important factor to reduce skepticism which can result in the Norwegian consumers being more skeptical towards CRM campaigns.

Norway represents an interesting country to research due to the development of the welfare system of the Nordic countries. In a welfare state, it is common that the state interferes more or less in all aspects of life, but particularly they interfere in economic life and provide an extensive safety net and a range of benefits (Brønn & Vrioni, 2001). In Norway, the government is supplying substantial financial support to non-profit organizations. Norwegian consumers are familiar with government support, and this may impact their interest in engaging in a CRM campaign (Brønn & Vrioni, 2000).

The majority of the literature acknowledges that CRM impacts consumers' perceptions (Smith & Alcorn, 1991; Brønn & Vrioni, 2001; Lafferty & Goldsmith, 2005; Nan & Heo, 2007; Kim, Kwak & Kim, 2010; Koschate-Fischer, Stefan & Hoyer, 2012). There is a lack of research concerning the relationship between culture and CRM, but it is suggested that differences in perceptions and evaluation of a CRM campaign may be related to differences in culture (Bae, 2017). Regulations in Norway can potentially decrease the transparency of the campaign, making the consumers more skeptical, which can result in lower brand perception towards brands that engage in a CRM campaign. One can also assume that being a welfare state like Norway will result in them having a high level of trust and expectations towards the state, and that the market will not be a key area of provision, thus having less positive attitudes towards brands participating in CRM campaigns. Because of this, we suggest that:

**H8: Consumers' brand perception of a brand using CRM is lower in Norway compared to Tanzania.**

As it is common in a welfare state that the state interferes in all aspects of life, consumers may not feel the obligation to engage in CRM as they consider this a responsibility that lies on the welfare state. Thus, being a welfare state may impact the Norwegians' purchase intentions negatively. Also, the regulations in Norway can potentially decrease the transparency of the campaign, and make

the consumers more skeptical, resulting in lower purchase intentions. In Tanzania, CRM and advertisement are less common compared to Norway and CRM represents something new and unique, the brands also have the option to be more transparent with their donation size, which can lead to higher approval and less skepticism. We therefore suggest:

**H9: The purchase intentions towards a brand participating in a CRM campaign will be higher in Tanzania**

Since Norwegian consumers' expectations, loyalty, and trust lies in the welfare state we can expect that it can impact their willingness to pay as they may see supporting charities as a responsibility that lies within the welfare state and not on the individuals in the society. We therefore suggest:

**H10: The willingness to pay will be lower for consumers from Norway when a brand participates in a CRM campaign.**

As CRM campaigns are more common in Norway compared to Tanzania it can be argued that Norwegians will be more skeptical towards it. In Tanzania, CRM represents something new and unique which can lead to higher approval and less skepticism, and therefore one can argue that the skepticism is lower compared to Norway. Also, since brands in Norway are not allowed to disclose information about donation size, and transparency is an important factor to reduce skepticism, the Norwegian consumers might be more skeptical towards CRM campaigns. We therefore suggest:

**H11: The Tanzanian`s perception of the motives of a brand participating in a CRM campaign will be better than in Norway.**

Hofstede's cultural dimensions theory is helpful to examine the cultural differences between Norway and Tanzania. Figure 2 shows how the two countries score from 1-100 on the five different dimensions from the Hofstede model. These scores indicate differences and similarities between the countries and can be helpful to understand consumer's attitudes towards CRM campaigns.



### *Individualism/collectivism*

Norway scores higher on individualism compared to Tanzania. This reflects that Norwegians prefer to act as individuals where they are being awarded a lot of freedom of choice, decision-making, and personal initiative. They act more out of self-interest compared to Tanzanians and are encouraged to follow personal goals and achievements. Tanzanians prefer to a higher degree to act as members of a social group compared to Norwegians. Tanzania is also characterized as a collectivistic society where it is expected that members conform to the norms and look after the benefits of the social group (Singh, 2006). In a business context, this involves that Norwegians tend to want to get to the point faster while consumers from Tanzania are more concerned with building relationships and trust among parties (Hofstede insights, 2021). It has also been argued that consumers from an individualistic society may be seen as more innovative since they are more likely to initiate new behavior that might be different from the norm. Consumers from collectivistic societies, on the other hand, conform to the norms and have a more expected behavior (Singh, 2006). Tanzanians are more concerned with building trust and relationships, conform to the norms, look after the benefits of the social group and have a more expected behavior than Norwegians which can imply that they are more loyal towards a brand that participates in CRM. As Norwegians are more concerned about their self-interest this may affect their loyalty towards a brand participating in a CRM campaign. Norway is also a welfare state which can have a negative impact on the Norwegian consumers' loyalty as their expectations, loyalty and trust lies in the welfare state. We, therefore, suggest that:

**H12: Consumers from Tanzania are more loyal to a brand that participates in a CRM campaign.**

### *Power Distance*

Norway scores lower on power distance compared to Tanzania. This indicates that Tanzanian culture has a larger power distance and the importance of social status to gain proper respect is valued as important. Unequally distributed power is more expected and accepted in Tanzania, and the social status must be clear to be respected (Mooij & Hofstede, 2010). This indicates that Tanzania tends to be more hierarchical compared to Norway where knowledge and respect are perceived as sources of power. Power distance is closely related to individualism and collectivism.

Norway has an individualistic culture with a low power distance compared to Tanzania which is a more collectivistic culture with a larger power distance (Singh, 2006). In Norway, where knowledge and respect are perceived as sources of power, the consumers might want to show off their knowledge about a brand or a CRM campaign. This would lead to consumers talking more about the brand which increases the WOM. Yet, Tanzanians are more concerned about ensuring benefits for the whole group rather than only looking after their own interests. They are also more concerned about building relationships and trust which may also result in a higher word of mouth. This is because talking about the CRM campaign can help build relationships and simultaneously they can look after the interest of others. We therefore suggest:

**H13: Word of mouth marketing will be higher in Tanzania than in Norway.**

#### *Masculinity/femininity*

Tanzania is characterized as having a more masculine culture than Norway. Norway scores only 8/100 on this dimension which implies that they have a more feminine culture and see caring for others, cooperation, and quality of life as more valuable than achievement and success. Tanzania has a higher score on masculinity and is more concerned with achievement and success than Norwegian. They place a higher emphasis on wealth and are characterized as more curious about new products than Norwegians are. They also have a greater need to demonstrate their achievements (Mooij & Hofstede, 2010; Singh, 2006). In Tanzania, the masculine values focus on high earnings, recognition, achievement, challenge, and success (Singh, 2006). Greater emphasis is placed on performance and achievement in Tanzania and the achievement must be demonstrated (Mooij & Hofstede, 2010). One could argue that Tanzanians that are more curious about new products are also curious about brands that engage in CRM since CRM is a relatively new concept. They also find it important to get approval from owning a product, and owning a product from a brand that engages in CRM can be perceived as owning something new and innovative, and thus give its owner social approval. We, therefore, suggest that:

**H14: Tanzanian consumers will have a higher perceived approval when buying from a brand that engages in CRM compared to Norwegians.**

### *Uncertainty avoidance*

Tanzania and Norway score equally on uncertainty avoidance with a score of 50/100. This means that their cultures are similar in terms of their openness to change and innovation (Mooij & Hofstede, 2010). Both Norway and Tanzania have cultures with a mid-level of uncertainty avoidance. They feel neither uncomfortable with uncertainty or cope well with the high level of uncertainty that the future is being associated with. They do not feel very threatened about the future, but some skepticism is present. Since both countries are in the middle range of the uncertainty avoidance index, neither take on risk very easily, instead, they wait for others to try out new ideas. Norwegian and Tanzanian consumers are not less or more open to change, but somewhere in between (Singh, 2006). The countries' score on uncertainty avoidance reflects that there are no cultural differences between the two countries on this dimension according to Hofstede.

### *Long term-/short term orientation*

On the final dimension, long-term versus short-term orientation, both countries score quite low which indicates that they are leading towards a short-term orientation where respect for traditions and stability is valued as important. They are proud of their country, less open to learning from other societies and more concerned with their own traditions (Mooij & Hofstede, 2010). The respect for traditions and stability may be an indicator that the consumers in both countries are skeptical towards innovation and entrepreneurship. Since Tanzania scores slightly lower on this dimension, and thus have a more short-term-oriented culture, they are even more concerned with their own traditions and view societal change with a higher level of suspicion than Norwegians. Because of this, one can argue that Tanzanians will perceive a brand that participates in CRM as more entrepreneurial, simply because CRM is not as common in Tanzania, and might thus be related to something innovative that contributes to changes to the society. We thus suggest that:

**H15: Tanzanians will perceive a brand as more entrepreneurial when engaging in a CRM campaign than Norwegians**

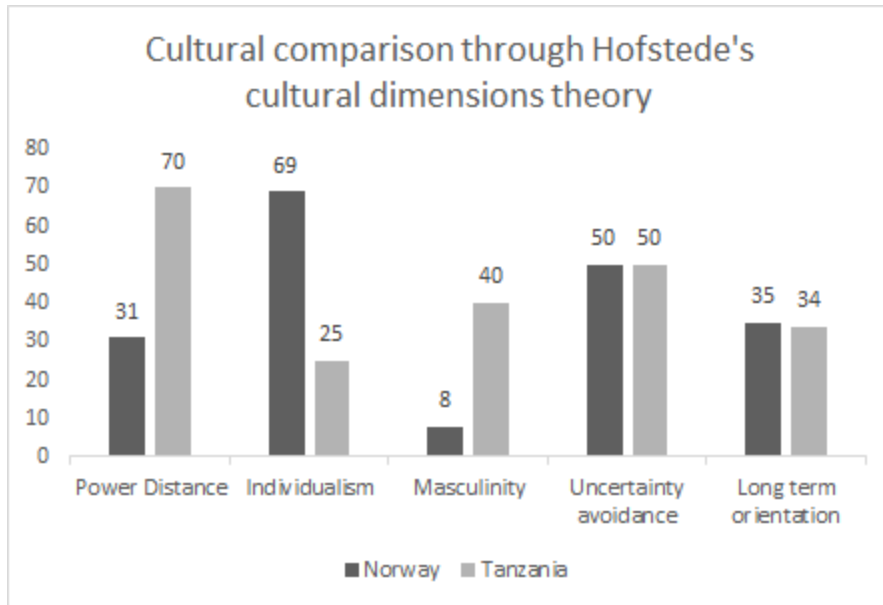


Figure 2: Adapted from "Country comparison" by Hofstede Insights. n.d.

### 3.0 Methodology

Research can be described as something that is being collected with the purpose of contributing to science. It includes systematic collection, interpretation, and evaluation of data, and it aims to provide new knowledge (Çaparlar & Dönmez, 2016).

#### 3.1 Research design

The term research design refers to the strategy used to gain an understanding of a given topic and involves a comprehensive planning process that is used to collect and analyze data. It refers to plans that guide decisions concerning when and how data should be collected. The research design also demonstrates what data to gather from whom, how to collect this data, and how the data should be analyzed. In other words, the general meaning of research design is to specify the research purpose and explain the plan on how the research question will be answered. It is the plan for the study's methodology and includes mainly three levels which are; posing a question for examination, collecting the data necessary to answer the question, and presenting the answer to the research question (Abutabenjeh & Jaradat, 2018).

### *Research method*

Quantitative research was chosen as the method for this study. This research method enables quantified data and large samples that can be considered as a representation of the population. It is a research method that focuses on objectivity and is an appropriate method to use when collecting quantifiable measures from samples of the population. It is a method that seeks to obtain accurate and reliable measurements which allow for statistical analysis (Queirós, Faria & Almeida, 2017). This study received answers to questions regarding how CRM is being utilized in two different markets, how consumers respond to this marketing activity, and if there are differences in culture that may affect the effectiveness of a CRM campaign. We also explored if the characteristics of the brand and the cause affect how consumers respond to CRM. Receiving reliable and valid answers to these questions required a sufficient number of respondents which made quantitative data collection and analysis the preferred research method. By using this method we were able to reach out to a broader population. It also enabled statistical analysis which made it easy to compare the differences between the two countries. In addition to this, it represents an effective method to test our hypotheses and to receive an answer to the research question.

This study has an experimental design, which is a design that focuses on manipulating the independent variables and then evaluating how these independent variables affect specific dependent variables. An experimental design was chosen as it is a preferred method to use for identifying these effects, and as our study is based on a comparison of two different countries it represents the most suitable method to use (Wacker, 1988).

### 3.2 Data collection

Our study is based on cross-cultural comparison and requires data collection in two countries, one in a developed market and the other in an emerging market. We used a pre-existing data set for the emerging market which laid down the foundation for replication in the developed market. The data collection was conducted online through convenience sampling because of corona restrictions.

For the data collection, we used a series of experiments that manipulated the cause type on underused versus overused causes in raising donations from individuals. The brand's status in the market was also manipulated where a well-established leader and a follower brand were used. The

consumer type, represented by two different countries and cultures were also used. This represents a 2x2x2 research design with two experimental groups for each independent variable. The two countries, the two causes, and the two brands represented the three factors. The cause type also included a control group.

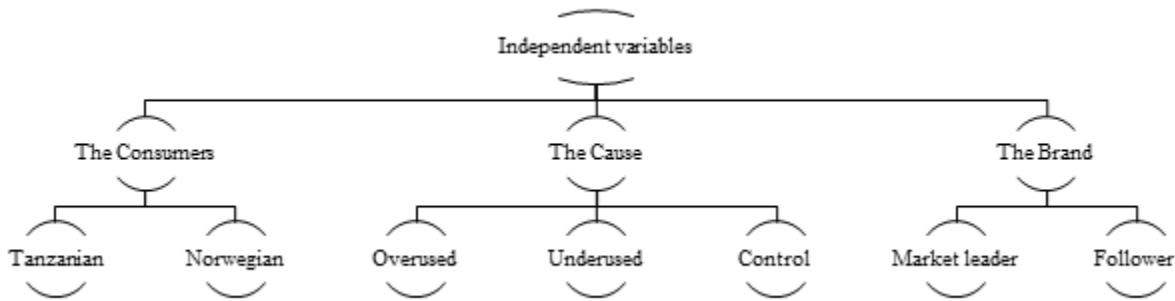


Figure 3: Research design and independent variables.

### 3.2.1 Tanzania

The first country chosen for this study was Tanzania, an east African country, for primarily three reasons. Firstly, the majority of CRM studies have been conducted in the United States and the few studies that have ventured outside of the U.S are limited to Europe or Asia. The lack of research in Africa made Tanzania a representative country for gaining additional insight not just into general consumer behavior but specifically related to consumer responses to CRM campaigns in Africa. Second, African economies are one of the fastest-growing economies with rapid urbanization and a burgeoning middle class that makes Tanzania a good representative of an emerging market. Third, Tanzania has a large population that is fluent in English, making it easy to collect data.

#### *Product choice*

Bottled water was chosen as the product for the experiment because it is gender-neutral and frequently purchased by many. The 500 ml bottle was selected for the experiment as it is the most popular. Kilimanjaro & Uhai are the two brands that represent the market leader and the follower respectively. The price of a 500 ml bottle was 500 Tanzanian shillings (approximately US 25 cents) out of which 50 shillings were donated to the cause.

### *Causes*

Providing supplies either to a local orphanage (overused cause) or a school (underused cause) were the two causes that were used as treatments in Tanzania. The two causes that were chosen for the experiment were presented without affiliation to a non-profit organization to reduce potential bias because of attitudes that may exist towards a non-profit organization.

### *Population and sample*

Respondents from Tanzania were undergraduate students from a variety of degree programs at the main university in Tanzania. The university is composed of students from all over the country hence they have a diverse range of characteristics and backgrounds. This was to ensure the most valid representation of the Tanzanian population possible. A total of 107 respondents from Tanzania answered the questionnaire, and after balancing the responses we ended up using 68 of them in our analysis.

### 3.2.2 Norway

The second country chosen for this study was Norway. Norway was chosen because there was a limited amount of research to find concerning how CRM is being utilized in this market. The second reason behind choosing Norway was that it is a good representative of a developed country which enables for a comparison of two different markets, an emerging and a developed market. Collecting data in Norway was also convenient because we are located in Norway and familiar with the language and the market.

### *Product choice*

To develop a sufficient comparison between Norway and Tanzania, the product chosen for the experiment in Norway follows the same criteria as in Tanzania. Milk was chosen as the product for the experiment because it is gender-neutral and frequently purchased by many. It, therefore, represents a product suitable for this experiment. The 1l carton of milk was selected for the experiment as it was the most popular. Tine & Q-Meieriene are the two brands representing the market leader and the follower respectively. The price of a 1l carton of milk was approximately 21 NOK (approximately 2,44 USD) out of which 3 NOK was being donated to the cause.

### *Causes*

Cyber-bullying among young people, and providing better access to education among people in underdeveloped countries were the two causes that were used as treatments in Norway. The reason behind the selection of these two causes is that one of them represents an underused cause, while the other represents an overused cause. Having a cause that represents both an overused and an underused cause can give insights on whether the type of cause will affect how consumers respond to a CRM campaign. The two causes that were chosen for the experiment were presented without affiliation to a non-profit organization to reduce potential bias because of existing attitudes towards a non-profit organization.

Cyber-bullying is a term that has gained increased attention during the twenty-first century and has become a public health concern due to the increased usage of networked computers and mobile phones among the younger generations. People that are bullying each other through phone calls, text messages, pictures, and videos on social media have become an increasing issue (Ferrara, Ianniello, Villani & Corsello, 2018). The increased attention concerning this issue made it an interesting cause to use in a CRM campaign. It represents an underused cause which makes it a good cause to examine the effect the type of cause has on consumer's responses toward a CRM campaign.

The second cause used in the CRM campaign is providing better access to education among people in underdeveloped countries. Redd Barna, Unicef, Leger uten grenser, and Plan Norge are organizations that support this type of cause and provide assistance to underdeveloped countries. These cause-types are common and frequently used in Norway. Providing better access to education among people in underdeveloped countries thus represented an overused cause. Analyzing the effects of an overused vs. an underused cause will contribute to a greater understanding of the effect the cause type has on consumer's responses to CRM campaigns.

### *Population and sample*

The experiments in Norway were distributed through social media platforms by convenience sampling. Due to the corona situation, it was difficult to distribute the surveys in the same way as in Tanzania, and we therefore chose to distribute them through social media as it represented a safe and convenient method. The surveys were shared by different people at different age groups



and geographical locations. This was done to ensure that a broad group of people answered the survey to ensure the most valid representation of the Norwegian population as possible. Both men and women at all different age groups represented the population of our study. We received a total of 132 responses through our surveys, and after balancing the responses we ended up using 73 of the responses in our analysis.

### 3.3 Measures

The same survey that was used in Tanzania was used in Norway to ensure a valid analysis when comparing the two different countries. The questionnaires used in Norway are a translated version of the questionnaires used in Tanzania. We developed six different questionnaires for our examination in Norway. Three questionnaires were developed for each brand where two of them represented two different causes - overused and underused, and the last one represented the control version without any donation to a cause. The questionnaires including a cause had 68 questions, while the questionnaires that did not include a cause had 61 questions. The majority of the questions were based on our dependent variables, but certain measures of the respondents' socio-demographic variables were also included - their age, gender, and income. The survey took approximately 10 minutes to finish.

#### *Dependent variables*

The questions were based on 8 different dependent variables; brand perception, loyalty, approval, entrepreneurial, motives, purchase intentions, willingness to pay more (WTP), and word of mouth (WOM). The different dependent variables, what they measure, and the type of scale that is used is presented in table 1 below.

Brand perception, loyalty, approval, and WOM are variables that were measured on a 7-point likert type scale. Brand perception consisted of nine questions, WOM consisted of six questions while loyalty and approval consisted of four questions each. The brand perception was measuring the consumer's perception of elements such as the brand's quality, performance, functionality, consistency. Loyalty was measuring how loyal the consumers were towards the brand and their commitment to buying from the brand. The variable approval was measuring how owning a product from the brand would improve the way the consumers are perceived by others, if the

product helped them feel accepted and gave them social approval. Word of mouth (WOM) was measuring if the consumers would mention and talk positively about the brand.

Entrepreneurial, purchase intention, and willingness to pay more are variables measured on a semantic differential 7-point scale. The variable entrepreneurial consisted of thirteen questions while purchase intentions and willingness to pay more consisted of three questions each. Entrepreneurial is a variable that measures the consumer's perception of the brand's activities related to making new products, how they handle competition, and their risk-taking abilities. The variable purchase intentions were measuring how likely it is that the consumers were going to purchase the product. The variable willingness to pay more (WTP) was measuring whether the consumers were willing to pay more for a product if the brand is participating in a CRM campaign.

Motives are measured on a semantic differential 5-point scale and consist of three questions. Motives is a variable that measures whether the consumers feel like the brand's intentions when engaging in a CRM campaign are intrinsic or extrinsic.

The dependent variables in our study can be divided into two categories which are perceptual and behavioral. The consumer's purchase intentions, WOM, and WTP represent the behavioral variables. The perceptual variables are perceived approval, entrepreneurial orientation, motives, and brand perception. Some questions were reverse coded to make sure the answers were consistent.

**Table 1**

Items	Scale
<b>Brand perception (strongly disagree/strongly agree)</b> The reliability of (Tine/Q) is very high (Tine/Q) is consistent in the quality it offers The performance of (Tine/Q) is very high The quality of (Tine/Q) is very high The functionality of (Tine/Q) is very high (Tine/Q) has consistent quality (Tine/Q) performs consistently (Tine/Q) has an acceptable standard of quality (Tine/Q) is well made	7-point likert scale
<b>Loyalty (strongly disagree/strongly agree)</b> (Tine/Q) would be my first choice I consider myself to be loyal to (Tine/Q) I will not buy other brands if (Tine/Q) is available at the store I am committed to buy (Tine/Q)	7-point likert scale
<b>Approval (strongly disagree/strongly agree)</b> (Tine/Q) improves the way I am perceived by others (Tine/Q) would make a good impression on other people (Tine/Q) would give its owner social approval (Tine/Q) helps me feel accepted	7-point likert scale
<b>Entrepreneurial</b> (Tine/Q) strongly emphasizes marketing the present products/ (Tine/Q) strongly emphasizes R.&D (Tine/Q) has a lot of new products/services/ (Tine/Q) has no new products/services (Tine/Q) has significant changes in its products/ (Tine/Q) has small changes in its products (Tine/Q) normally reacts upon initiatives taken by its competitors/ (Tine/Q) normally initiates changes upon which its competitors react (Tine/Q) is seldom the first one to introduce new products, services, methods of production/ (Tine/Q) is very often the first to introduce new products, services, methods of production (Tine/Q) tries to avoid overt competition, but rather takes on a "live and-let-live"- position/ (Tine/Q) takes on a very competitive oriented "beat-the-competitor"- position (Tine/Q) has a strong tendency toward projects with low risk/ (Tine/Q) has strong tendency towards getting involved in high-risk projects The business environment of (Tine/Q) is such that fearless and powerful measures are needed to obtain the company's objectives/ the business environment of (Tine/Q) is such that it is better to explore it carefully and gradually in order to achieve the company's objectives (Tine/Q) normally take up a fearless, aggressive position, in order to maximize the chance of being able to exploit possible opportunities/ (Tine/Q) normally takes up a cautious "wait-and-see" position in order to minimize the hazard of making costly erroneous decisions	Semantic Differential 7-point scale
<b>Entrepreneurial (strongly disagree/strongly agree)</b> (Tine/Q) is a risk taker (Tine/Q) is innovative (Tine/Q) is proactive (Tine/Q) is entrepreneurial	7-point likert scale
<b>Motives</b> Self-interest/ interest in society Desire to increase sales/ desire to raise money for cause Desire to improve company's image/ desire to help school support	Semantic Differential 5-point scale
<b>Purchase intention</b> How likely are you to purchase a carton of (Tine/Q) milk	Semantic Differential 7-point scale
<b>Willingness to pay more</b> How likely are you to pay more for a carton of (Tine/Q) if it undertakes a social activity	Semantic Differential 7-point scale
<b>WOM (strongly disagree/strongly agree)</b> I would mention (Tine/Q) milk to others frequently I would tell more people about (Tine/Q) milk than I would about other brands of milk I would seldom miss an opportunity to tell others about (Tine/Q) When I tell others about (Tine/Q), I would talk about (Tine/Q) milk in great detail I would have only good things to say about (Tine/Q) milk I would be proud to tell other that I use (Tine/Q) milk	7-point likert scale

*Table 1: Variables, measures and scale type*

### *Independent variables*

The independent variables consisted of cause type, brand type and country. The cause type included an overused and an underused cause in each country. The brand type consisted of a market leader brand and a follower brand in each country. The two countries consisted of Norway and Tanzania, which represents a developed and an emerging market respectively.

### *Control Group*

We chose to include a control group in the study to isolate the effect of the independent variables to better establish a cause-and-effect relationship. We developed one questionnaire for each brand where we excluded the donation to the cause. In experiments, it is crucial to have a control group to draw valid inferences about causal hypotheses. If an experiment is not designed in a way that alternative causal effects can be excluded, there are no valid inferences (Schwichow, Croker, Zimmerman, Höffler & Härtig, 2016).

## 3.4 Analysis

The data collected in the experiments were analyzed using multiple analysis of variance in SPSS. Multiple analysis of variance, also referred to as MANOVA, is the extension of the univariate analysis of variance called ANOVA. MANOVA takes into account multiple continuous dependent variables and bundles them together into a weighted linear combination. This is what distinguishes MANOVA from ANOVA, as ANOVA only examines for statistical differences on one continuous dependent variable by an independent grouping variable. MANOVA is therefore said to extend the analysis of ANOVA and test whether or not the independent grouping variable can explain a statistically significant variance in the dependent variable (Statistic Solutions, 2021).

Singh (2006) used comparable methods as we do in our study. Her study “Cultural differences in, and influences on, consumers' propensity to adopt innovations” have several similarities with our study, and thus provided us with guidelines and inspiration on what methods and analysis tools to incorporate in our study.

Some responses were removed due to several missing answers. The answers to the missing questions in some of the surveys were replaced with the value 9. Also, some responses were

removed to be able to create a balanced file with equal amounts of responses from each country and each cause. We ended up using a total of 141 responses.

## 4.0 Data analysis and results

<b>Country</b>			<b>N=</b>
Norway	Cause	Control	17
		Underused	28
		Overused	28
	Brand	Follower brand	35
		Leader brand	38
Tanzania	Cause	Control	17
		Overused	28
		Underused	23
	Brand	Leader brand	33
		Follower brand	35

*Table 2: Number of respondents*

A MANOVA analysis was conducted at a significance level of  $\alpha=.05$ , and the confidence intervals were 95.0%.

First, we looked at all the dependent variables in a Multivariate test, to test the measures for their reliability. An alpha of less than .05 means that we can reject the null hypothesis. Findings of a P-value of under .05 indicate that there is a significant difference between the variables, and the lower the p-value is, the stronger the evidence is against the null hypothesis (Minitab, n.a.)

In Tanzania, the p-value of the brands was .012, and we can thus conclude that there is a significant difference between the two brands. In terms of the treatment, which represents the different causes, the P-value is .000 meaning that there are also found to be significant differences between the two causes; overused and underused causes in Tanzania.

Looking at the same values in Norway, our analysis found the P-value to be .000 for the treatment, which represents the two causes. This indicates that there are significant differences between the

overused and the underused cause. In terms of the brands, the P-value was found to be .017. This indicates that there is a significant difference between the two brands in Norway.

## 4.1 Tanzania

### *The effect of the cause*

After discovering that there are significant differences within the countries in terms of the two brands and the two causes, we can use the estimated marginal means to describe the differences.

The P-values in Tanzania for the treatment (cause) are presented in table 3 below. The analysis indicates that there is a significant difference between the overused and the underused cause on the variables entrepreneurial perception and WOM. The other variables are above  $\alpha=.05$  meaning that there are no significant differences between the two causes on these variables. These findings illustrate that there are no significant differences between the two causes in terms of the willingness to buy or willingness to pay, thus, *H1* is not supported on these variables. Also, the consumers' motives and brand perception are not significant, which leads to rejecting *H2* and *H3* in Tanzania.

Using the estimated marginal means to describe the differences between the two causes on the variables that were shown to be statistically significant, we found that: In terms of the means of the WOM, the overused cause had a mean of  $\mu=5.515$ , while the underused had a mean of  $\mu=5.087$ . This indicates that a brand that is partnering with an overused cause will be talked more about than a brand that is partnering with an underused cause. This suggests that *H1* is rejected in Tanzania. The control group scores lower on this variable, suggesting that the word of mouth is higher for a brand that engages in a CRM campaign. On the variable entrepreneurial, the overused cause had a mean of  $\mu=4.694$ , while the underused cause had a mean of  $\mu=4.440$ . This indicates that the consumers perceive the brand to be more entrepreneurial when it is partnering with an overused cause compared to an underused cause.

<b>Dependent variable</b>	<b>P-value</b>	<b>F-value</b>	<b>Mean Control</b>	<b>Mean overused</b>	<b>Mean underused</b>
Brand perception	.399	.931	5.168	5.688	5.669
Loyalty	.620	.482	5.898	5.092	5.360
Approval	.440	.833	4.792	5.362	5.124
Entrepreneurial	.000	151.744	9.000	4.694	4.440
Motives	.878	.130	4.090	3.928	3.977
Purchase intentions	.223	1.536	6.301	6.146	5.274
WTP	.870	.139	5.468	5.192	5.290
WOM	.008	5.163	4.025	5.515	5.087

Table 3: P-values, F-values and means of the effect of the cause in Tanzania

### *The effect of the brand*

The P-values in Tanzania for the different brands are presented in table 4 below. The analysis indicates that there is a significant difference between the overused and the underused cause on the variables approval and entrepreneurial. The other variables have a P-value above  $\alpha=.05$  which indicates that there are no significant differences between the market leader and the follower brand on these variables. This suggests that there are no significant differences between the two brands on the variables loyalty or motives which leads to *H4* and *H6* to be rejected in Tanzania. We also found no significant differences between the two brands on the variables purchase intentions, willingness to pay or word of mouth, indicating that a market leader that is partnering up with an underused cause does not have the highest mean, meaning that *H7* is rejected in Tanzania.

Using the estimated marginal means to describe the differences between the market leader and follower on the variables that were shown to be statistically significant, we found that: When measuring the means of the consumer's approval, we found that the market leader had a mean of  $\mu=5.500$ , while the follower had a mean of  $\mu=4.686$ . These findings indicate that the consumers were found to experience a higher level of social approval by owning a product from the market leader, than from the follower brand. When measuring the consumer's perception of how entrepreneurial the brand is, we found that the mean of the market leader is  $\mu=6.362$  while the mean of the follower brand is  $\mu=5.727$ . This suggests that the consumers perceive the market leader to be more entrepreneurial than the follower brand. As these findings are the opposite of what *H5* suggested, we reject *H5* in Tanzania.

<b>Dependent variable</b>	<b>P-value</b>	<b>F-value</b>	<b>Mean Leader</b>	<b>Mean Follower</b>
Brand perception	.084	3.091	5.800	5.217
Loyalty	.659	.197	5.303	5.597
Approval	.025	5.246	5.500	4.686
Entrepreneurial	.006	7.993	6.362	5.727
Motives	.122	2.454	4.200	3.797
Purchase intentions	.610	.263	6.040	5.774
WTP	.235	1.438	5.569	5.065
WOM	.992	.000	4.874	4.878

Table 4: P-values, F-values and means of the effect of the brand in Tanzania

In our analysis in Tanzania when comparing the two brands, our results show that the leader brand has higher means on all significant variables.

## 4.2 Norway

### *The effect of the cause*

The P-values in Norway for the treatment (cause) are presented in table 5 below. The analysis indicates that there is a significant difference between the overused and the underused cause on the variables brand perception, loyalty, entrepreneurial perception, motives, and WOM. The other variables are above  $\alpha=.05$  which indicates that there are no significant differences between the two causes on these variables. Since we found no significant differences between the two causes on the variables purchase intentions or willingness to pay *HI* is not supported on these variables in Norway.

Using the estimated marginal means to describe the differences between the two causes on the variables that were shown to be statistically significant, we found that: When measuring the consumers WOM the overused cause had a mean of  $\mu=3.247$ , while the underused cause had a mean of  $\mu=2.960$ . This indicates that a brand partnering with an overused cause will have more loyal customers, and *HI* is rejected in Norway. In terms of WOM, the control group scores higher than both the overused and the underused cause, which implies that engaging in CRM will not increase WOM in Norway. Analyzing the means of the motives, we found that the overused cause had a mean of  $\mu=2.749$ , while the underused cause had a mean of  $\mu=2.174$ . These results indicate that the consumers perceive the motives of the brand as better when the CRM campaign includes



an overused cause, and since  $H2$  are suggesting the opposite, we reject  $H2$  in Norway. The consumers' brand perception of the overused cause had a mean of  $\mu=5.603$ , while the brand perception of the underused cause had a mean of  $\mu=5.705$ . This suggests that the consumers have a higher brand perception of a brand if it is partnering up with an underused cause, thus  $H3$  is supported in Norway. The brand perception for the control group is  $\mu=3.321$ , which indicates that consumers have a better brand perception of a brand that engages in a CRM campaign than a brand that does not. When measuring the consumer's loyalty we found that the overused cause had a mean of  $\mu=3.649$ , while the underused cause had a mean of  $\mu=3.178$ . This indicates that a brand partnering with an overused cause will have more loyal customers. Yet, the loyalty is higher for the control group. This indicates that the consumer's loyalty is higher if the brand does not engage in a CRM campaign. On the variable entrepreneurial, the overused cause had a mean of  $\mu=4.115$ , while the underused cause had a mean of  $\mu=3.931$ . This indicates that a brand partnering with an overused cause will be perceived as more entrepreneurial.

<b>Dependent variable</b>	<b>P-value</b>	<b>F-value</b>	<b>Mean Control</b>	<b>Mean overused</b>	<b>Mean underused</b>
Brand perception	.000	24.442	3.321	5.603	5.705
Loyalty	.046	3.221	4.452	3.649	3.178
Approval	.061	2.920	3.975	3.319	2.940
Entrepreneurial	.000	346.486	9.000	4.115	3.931
Motives	.000	9.899	3.555	2.749	2.174
Purchase intentions	.233	1.487	4.074	5.054	4.541
WTP	.362	1.031	3.098	3.759	3.966
WOM	.029	3.752	4.104	3.247	2.960

*Table 5: P-values, F-values and means of the effect of the cause in Norway*

### *The effect of the brand*

The P-values in Norway for the two brands are presented in table 6 below. The analysis indicates that there is a significant difference between the two brands on the consumers' brand perception, their loyalty, the consumer's purchase intentions, and word of mouth. The other variables are above  $\alpha=.05$  meaning that there are no significant differences between the two brands on these variables. This means that there are no significant differences between the two brands on the variables entrepreneurial or motives, thus  $H5$  and  $H6$  are rejected in Norway.

Using the estimated marginal means to describe the differences between the two brands, on the variables that were shown to be statistically significant, we found that: The consumers' brand perception of the follower brand had a mean of  $\mu=4.371$ , while the market leader had a mean of  $\mu=5.382$ . Indicating that the consumers have a higher brand perception of the market leader. When measuring the consumer's loyalty we found that the market leader had a mean of  $\mu=4.424$ , while the follower brand had a mean of  $\mu=3.095$ . This indicates that the market leader has more loyal customers than the follower brand, which results in *H4* being supported in Norway. The consumers' purchase intentions were found to be higher for the market leader with a mean of  $\mu=5.403$ , while the follower brand had a mean of  $\mu=3.710$ . The final variable that was shown to be statistically significant was word of mouth. This variable was found to have a mean of  $\mu=2.935$  for the follower brand, and a mean of  $\mu=3.939$  for the market leader, which shows that the market leader has a higher level of word of mouth than the follower brand. In terms of *H7*, both the purchase intentions and the word of mouth variables are significant, but the willingness to pay variable does not hold. Our findings also suggest that a leader that is partnering up with an underused cause does not have the highest mean, meaning that *H7* is partially supported.

<b>Dependent variable</b>	<b>P-value</b>	<b>F-value</b>	<b>Mean Leader</b>	<b>Mean Follower</b>
Brand perception	.001	12.239	5.382	4.371
Loyalty	.001	11.505	4.424	3.095
Approval	.208	1.616	3.624	3.198
Entrepreneurial	.428	.635	5.617	5.747
Motives	.416	.671	2.925	2.726
Purchase intentions	.000	14.018	5.403	3.710
WTP	.128	2.372	3.976	3.239
WOM	.003	9.268	3.939	2.935

*Table 6: P-values, F-values and means of the effect of the brand in Norway*

Our analysis in Norway shows that when comparing a market leader with a follower brand, the market leader has significantly higher means compared to the follower brand on all statistically significant variables.

### 4.3 Comparing Tanzania and Norway

Our findings of the P-values when comparing Tanzania and Norway are presented in table 7 below. Our findings suggest that all variables, excluding brand perception, have a P-value below  $\alpha=.05$  which indicates that there is a statistically significant difference between the two countries.

Brand perception with a P-value of .913 is above .05, we can thus conclude that there is no significant difference between Norway and Tanzania on the variable brand perception. This means that we can not state that Norwegian consumers have a better perception of the brands that participate in CRM than Tanzanian consumers. Looking at the means, we do see that Tanzania has a mean of  $\mu=5.678$ , while Norway has a mean of  $\mu=5.654$ . The brand perception in Tanzania is slightly higher, but as earlier stated, the findings are not statistically significant and we can thus not conclude that Tanzanian consumers have higher perceptions of brands that engage in CRM campaigns than Norwegians. This means that  $H8$  is rejected.

<b>Dependent variable</b>	<b>P-value</b>	<b>F-value</b>	<b>Mean Tanzania</b>	<b>Mean Norway</b>
Brand perception	.913	.012	5.678	5.654
Loyalty	.000	14.924	5.226	3.413
Approval	.000	52.748	5.243	3.129
Entrepreneurial	.003	9.524	4.567	4.023
Motives	.000	55.825	3.953	2.461
Purchase intentions	.031	4.812	5.710	4.797
WTP	.001	12.942	5.241	3.862
WOM	.000	50.786	5.301	3.104

*Table 7: P-values, F-values and means of the differences between Tanzania and Norway*

In terms of the consumers' purchase intentions, Tanzanian consumers have a mean of  $\mu=5.710$ , while Norwegians have a mean of  $\mu=4.797$ . This indicates that Tanzanian consumers have higher purchase intentions than Norwegian consumers towards a brand that participates in CRM, and thus are more likely to purchase a product from that brand than Norwegian consumers. These findings support  $H9$ . On the variable Willingness to pay (WTP) Tanzanians have a mean of  $\mu=5.241$ , while Norwegians have a mean of  $\mu=3.862$ . Our findings suggest that Tanzanian consumers are more willing to pay a higher price for a product from a brand that engages in CRM, than Norwegian consumers. This implies that  $H10$  is supported. In terms of motives, our findings show that Norwegian consumers have a mean of  $\mu=2.461$ , while Tanzanian consumers have a mean of

$\mu=3.953$ . This indicates that Norwegian consumers are more skeptical of the brand's intentions than consumers in Tanzania which means that *H11* is supported. This reflects that the Tanzanian consumers to a higher degree believe that the brand's interests are intrinsic while the Norwegian consumers have stronger beliefs that the brand's interests are extrinsic. In terms of loyalty, our findings suggest that Tanzanian consumers have higher brand loyalty than Norwegian consumers. The mean in Norway is  $\mu=3.413$ , while Tanzania has a mean of  $\mu=5.226$ . This means that *H12* is supported. Tanzanian consumers score higher on the variable word of mouth (WOM), with a mean of  $\mu=5.301$ , compared to Norwegian consumers with a mean of  $\mu=3.104$ . This indicates that Tanzanian consumers are more likely to talk about the brand that engages in CRM than Norwegian consumers which means our findings support *H13*. Our analysis suggests that Tanzanian consumers feel a higher level of social approval and acceptance by owning a product from a brand that engages in CRM than Norwegians. This variable has a mean of  $\mu=5.243$  in Tanzania, while in Norway the mean is  $\mu=3.129$  which means that *H14* is supported. In terms of the variable entrepreneurial, our results suggest that Tanzanians perceive the brands as more entrepreneurial when they engage in a CRM campaign than Norwegian consumers, with a mean of  $\mu=4.567$  and  $\mu=4.023$  respectively. These findings lead to *H15* being supported.

Our analysis of comparing Tanzania and Norway shows that Tanzania has significantly higher means than Norway on all statistically significant variables.

## 5.0 Discussion and conclusion

The goal of this thesis was to determine if there are differences between consumers from Tanzania and Norway regarding how they respond to CRM. Understanding the differences in consumer behavior in the two markets will be useful to develop successful CRM campaigns. We were able to identify differences in the majority of the variables when comparing the two countries. We also found that there were differences between the type of cause and the type of brand used in the campaign. Even though the majority of the hypotheses related to the cause and brand type were rejected, they still represent useful findings. Some hypotheses were rejected in one country while supported in another, thus emphasizing that there are significant differences between the two countries.

### *Differences in type of cause*

The hypotheses related to the type of cause favor the use of underused causes in CRM campaigns. This assumption derives from the literature which concludes that too many brands cooperating with the same actors can decrease the positive effects (Aaker, Fournier & Brasel, 2004; Uggla & Åsberg, 2010), and we thus assume that the same relates to CRM.

*H1* suggested that consumers will not only be more willing to buy but also pay a higher price and talk more about a brand partnering with an underused cause. Consumers can get the perception that the cause has already received a lot of donations and thus are less needy of their donation and attention. This can impact the consumer's purchase intentions, willingness to pay a higher price, and word of mouth negatively. Yet, in Tanzania, findings from our analysis suggest that the consumers' purchase intentions or willingness to pay are not statistically different whether a brand uses an overused cause or an underused cause in their CRM campaign. WOM was found to be statistically significant, but our findings suggest that the consumers talk more about a brand partnering with an overused cause, meaning *H1* is not supported in Tanzania. In Norway, we found no significant differences between the two causes on the variables purchase intentions or willingness to pay, thus *H1* is not supported on these variables. We also found that a brand partnering with an overused cause will have more loyal customers, also rejecting this part of the hypothesis in Norway. These findings can be explained by consumers not perceiving the type of cause as a determining factor when choosing to buy from a brand that engages in a CRM campaign. By engaging in a CRM campaign they will experience a feeling of helping others regardless of the type of cause that is being presented in the campaign. Consumers might also talk more about a brand engaging in a CRM campaign that includes an overused cause since it is more popular. Another explanation is that the products used in this study are utilitarian products that provide cognitively oriented benefits and are therefore less arousing than hedonic products (Woods, 1960; Hirschman, 1980). Even though the literature is conflicting in terms of how the type of product affects consumer behavior (Strahilevitz, 2003; Subrahmanyam, 2004; Roy, 2010; Molero & Montaner, 2016), the use of utilitarian products in this study may affect how the consumers responded to the campaigns, and thus affect our findings. Individual differences in terms of consumption and preferences regarding the cause can also explain these results.

*H2* suggested that a brand partnering with an underused cause will be perceived as being motivated by a willingness to help rather than profitability. Our findings suggest that *H2* is not supported in Tanzania or Norway. In Tanzania, the results were insignificant, and the findings in Norway suggest that when a CRM campaign includes an overused cause, the consumers believe that the brand is more interested in supporting and helping the cause. An explanation for this finding can be that overused causes are often more popular causes that consumers might have positive attitudes towards and are more familiar with. As long as the consumers have positive associations with the cause, using an overused cause can have a positive impact on their choice to donate. Knowledge and respect are perceived as sources of power in Norway. This may lead to consumers wanting to demonstrate their knowledge about the cause which increases the positive WOM and has a positive effect on the consumer's perception of the cause and the brand's motives.

*H3* suggested that consumers will have a higher brand perception of a brand partnering with an underused cause. Choosing an underused cause might result in the consumers having better attitudes towards the brand as they help a cause that is not as popular. Yet, our analysis indicates that there are no significant differences between the two causes on this variable in Tanzania, meaning that we did not find support for *H3* in Tanzania. In Norway, our analysis indicates that a brand cooperating with an underused cause is better perceived by the consumers, and the brand perception is higher, supporting *H3* and our initial arguments.

The literature is somewhat conflicting in terms of whether CRM messages are better perceived by the consumers than non-CRM ones (Nan & Heo, 2007). Comparing our findings with the control group; a brand that engages in a CRM campaign has higher word of mouth in Tanzania, and consumers in Norway have a better perception of the brand. These findings support the majority of the existing literature which suggests that CRM has a positive effect on consumers (Smith & Alcorn, 1991; Brønn & Vrioni, 2001; Nan & Heo, 2007; Koschate-Fischer, Stefan & Hoyer, 2012). Yet, our results in Norway show that engaging in CRM will decrease word of mouth and the consumers loyalty. Thus, our findings are also conflicting in terms of the positive effect CRM has on the consumers. The conflicting results can be explained by individual differences amongst

consumers. Including moderating variables could potentially explain these findings and why they are conflicting.

#### *Differences in type of brand*

Having loyal customers is a crucial element in keeping a position as a market leader. *H4* suggested that market leaders will have more loyal customers than follower brands. Our analysis supports this hypothesis in Norway, as consumers are more loyal towards the market leader Tine than towards the follower Q-Melk. Their loyalty towards the market leader may be reflected by that they are more familiar with the leader than the follower brand. Yet, in Tanzania, there are no significant differences between the market leader Kilimanjaro and the follower brand Uhai on the variable loyalty. This may be explained by the fact that Tanzania is a collectivistic society and therefore regardless of the type of brand the important factor is to help and contribute to the benefits of the whole group. Their loyalty does not lie within a specific brand, but towards contributing to the overall good for the social group.

*H5* suggested that a follower brand will be perceived as more entrepreneurial than a market leader. A follower brand may to a higher degree need to innovate and come up with something novel to attract customers. Yet, our findings do not support this claim, as the consumers perceive the market leader to be more entrepreneurial than the follower brand in Tanzania. In Norway, this hypothesis was found to be not significant, thus *H5* is rejected in both countries. The market leader may be perceived as more entrepreneurial in Tanzania because the consumers generally have better attitudes towards the leader brand, likely because the market leader has a larger customer group that favors their products. Also, a market leader may be perceived as more entrepreneurial since being entrepreneurial is important to obtain and retain customers and thus a large market share.

*H6* suggested that a market leader will be perceived as more motivated by a willingness to help than a market follower. Often, a market leader will obtain twice the market share of the brand that comes second (Doyle & Stern, 2006, p. 177). Since a market leader already has a large customer base they might not be as motivated to gain new customers as a follower brand. A market leader may be perceived as more concerned with retaining their current customers and fulfilling their needs, and can thus be perceived as more motivated to help others. The follower brand can be

perceived as more focused on obtaining and retaining new customers, thus less motivated to help. Our findings do not support this hypothesis, as we found no significant differences in the perceived motives for participating in CRM campaigns in Norway or Tanzania. These findings indicate that the consumers are not affected by the brand type, whether it is a market leader or a follower, in regards to the perceived motives of the brand. They believe the follower brand has as good motives as the leader brand when engaging in CRM. These findings can also be explained by the type of product used in the campaign, and by individual differences amongst consumers. We did not include moderating variables related to personality or other individual differences, but including moderating variables could potentially explain these findings and why they were insignificant.

*H7* suggested that consumers will be more willing to buy, pay a higher price and talk more about a market leader than a follower, but when a follower brand partners with an underused cause, these differences will narrow. A market leader has a larger customer base and a strong brand equity which can result in brands experiencing increased buying intentions and word of mouth from their customers (Brodie, Whittome & Brush, 2009). Yet, if a follower brand partners up with an underused cause these differences may narrow because too many brands cooperating with the same actors can decrease the positive effects (Aaker, Fournier & Brasel, 2004; Ugglå & Åsberg, 2010). Our findings show that in Tanzania, purchase intentions, willingness to pay, and word of mouth were not significant. This shows that consumers in Tanzania do not favor the market leader over the follower brand, our findings also show that the second part of the hypothesis does not hold either, meaning that if a leader brand is partnering up with an underused cause these differences will not narrow. In Norway, both the purchase intentions and the word of mouth variables are significant, but the willingness to pay variable does not hold. Our findings also show that a leader that is partnering up with an underused cause will not narrow these differences. Meaning that *H7* is partially supported in Norway. Explanations for why this hypothesis did not hold can again be the type of product used, and individual differences. Including moderating variables could potentially explain these findings.

On the variables that were shown to be significant, it is clear that when brands engage in a CRM campaign, the consumers favor the market leader over the follower brand in both countries. This can be explained by the market leader having a larger customer base and a better market position.



### *Differences between Norway and Tanzania*

Lavack and Kropp (2003) found that consumers in countries where CRM is less established are generally less positive towards CRM. Our findings suggest the opposite; consumers in Tanzania where CRM is less established have more positive attitudes towards brands that engage in CRM than Norwegian consumers across all significant variables. This suggests that Tanzania, which represents an emerging market, has better attitudes towards CRM than Norway which represents a developed market.

*H8* suggested that consumer's perception of a brand using CRM is lower in Norway compared to Tanzania. We did not succeed in isolating differences in brand perception between the two countries. Both Tanzania and Norway show relatively high means on the brand perception variable, which indicates that both countries have positive perceptions towards brands that are engaging in CRM campaigns. Our initial arguments for the hypothesis such as Norway being a welfare state, and CRM being relatively new in Tanzania might not necessarily cause positive or negative influences on the brand perception.

*H9* suggested that the purchase intentions towards a brand participating in a CRM campaign will be higher in Tanzania. Our findings support this hypothesis, and Tanzanian consumers are thus more likely to purchase a product from a brand that participates in CRM than Norwegian consumers. This can be explained by Norway being a welfare state, which might impact the Norwegians' purchase intentions negatively, as they rely on the government to support these social issues. In Tanzania, where CRM and advertisement are less common compared to Norway, CRM represents something new and unique which can lead to higher approval and less skepticism. In Norway, CRM and advertisement are more common and consumers are not thinking of this as something innovative, novel, and unique which may impact their purchase intentions negatively.

*H10* suggested that the willingness to pay will be lower for consumers from Norway when a brand participates in a CRM campaign. Our findings support this hypothesis, which can be explained by the Norwegian consumers' expectations, loyalty and trust lie in the welfare state, we can thus expect that it can impact their willingness to pay as they may see supporting charities as a

responsibility that lies within the welfare state and not on the individuals in the society. In Tanzania, a CRM campaign may be perceived as something novel which may also lead to increased willingness to pay among consumers. Our findings support these arguments as the findings suggest that Tanzanian consumers are more willing to pay a higher price for a product from a brand that engages in CRM, than Norwegian consumers.

*H11* suggested that Tanzanians' perception of the motives of a brand participating in a CRM campaign will be better than Norwegians. Too much information is shown to increase skepticism, as it can lead to the impression of exploiting the cause or charity (Brønn & Vrioni, 2001). As CRM campaigns are more commonly known in Norway compared to Tanzania it can be argued that Norwegians will be more skeptical towards CRM campaigns, since they hold more information. Also, the Norwegian market is more evolved hence the consumers might perceive CRM as a marketing gimmick. Tanzanian consumers might view CRM campaigns as something new and unique which reduces skepticism, thus the skepticism is lower compared to Norway. Our findings support these claims. Norwegian consumers are more skeptical of the brand's intentions. And while Tanzanian consumers to a higher degree believe that the brand's interests are intrinsic, the Norwegian consumers have stronger beliefs that the brand's interests are extrinsic.

*H12* suggested that consumers from Tanzania are more loyal to a brand that participates in a CRM campaign. Our findings support this hypothesis, and this can be explained by Tanzania having a more collectivistic culture and are thus more concerned with building trust, conform to the norms, look after the benefits of the social group and have a more expected behavior than Norwegians. It can thus be argued that they are more loyal towards a brand. Norway being a welfare state can also have a negative impact on the Norwegian consumers' loyalty as their expectations, loyalty and trust lie on the welfare state. Tanzanian consumers might view CRM campaigns as something new and unique which reduces skepticism, thus the skepticism is lower compared to Norway.

*H13* suggested that word-of-mouth marketing will be higher in Tanzania than in Norway. Our analysis supports this hypothesis, which means that Tanzanian consumers are more likely to talk about a brand that engages in CRM than Norwegian consumers. This can be explained by Tanzania having a more hierarchical structure compared to Norway and is a more collectivistic culture with

a larger power distance (Singh, 2006). A collectivistic society is concerned with ensuring benefits for the whole group they find themselves in rather than only looking after their own interests. They are also more concerned with building relationships and trust and this may also result in a higher word of mouth.

*H14* suggests that Tanzanian consumers will have a higher perceived social approval when buying from a brand that engages in CRM compared to Norwegians, and our analysis supports this claim. In Tanzania there is a more masculine culture with more focus on high earnings, recognition, achievement, challenge, and success, it is also important that this is demonstrated. Tanzanians also place a higher emphasis on wealth and are more curious about new products. One could argue that Tanzanians that are more curious about new products are also curious about brands that engage in CRM since CRM is a relatively new concept. Compared to Norwegians, they find it important to get approval from owning a product. Owning a product from a brand that engages in CRM can be perceived as owning something new and innovative, and thus give its owner social approval which can explain our findings.

*H15* suggested that Tanzanians will perceive a brand as more entrepreneurial when engaging in a CRM campaign than Norwegians. This hypothesis is also supported by our analysis, and these results can be explained by the fact that Tanzania has a more short term oriented culture, which means they value traditions, are proud of their own country, and are compared to societies that are long-term oriented - less open to learn from other societies (Mooij & Hofstede, 2010). The respect for traditions and stability may result in them being less used to innovations and entrepreneurship. Also, CRM is not as common in Tanzania, and might thus be related to something innovative that contributes to changes to society. Both the short-term-oriented culture and the fact that CRM is newer in Tanzania might lead Tanzanian consumers towards viewing brands that engage in CRM as more entrepreneurial.

To summarize the findings from our study, we do find partial support for the hypotheses we proposed.

We suggested that there are differences in how consumers respond to CRM whether the campaign includes an overused or an underused cause. Most of the hypotheses concerning the use of an overused vs. an underused cause in a CRM campaign did not hold. The only significant difference we found regarding these hypotheses was that in Norway, a brand cooperating with an underused cause is better perceived by the consumers. Also, most of the hypotheses concerning the differences in how consumers respond to CRM, whether the brand is a market leader or a follower, did not hold. We found that the market leader in Norway has higher loyalty, purchase intentions, and word of mouth amongst their customers than the follower brand. A reason why the majority of the hypotheses regarding the cause and brand did not hold could be that we miss moderator variables. The majority of the hypotheses concerning cross-cultural differences hold which accentuates the fact that culture plays an important role in how consumers respond to CRM campaigns. This is in line with the main purpose of our study which was to examine culture concerning CRM and examine the impact it has on the consumer's responses towards CRM. These findings also emphasize the importance of understanding how culture affects consumer behavior when developing CRM campaigns in different markets. The findings also provide guidelines on how to develop CRM campaigns and marketing strategies in emerging and developed markets to successfully build brand equity.

## 5.1 Implications for marketers

The findings of this study led to the following implications on how to use cause-related marketing (CRM) when building brands in emerging and developed markets. The findings in this study validate our initial argument that culture plays an important role in consumer behavior related to CRM. These findings have strong implications for marketers by providing guidelines on how to successfully incorporate CRM in their marketing strategy. The findings are especially useful for those who operate in international markets or those who are considering entering new markets. Emerging markets where CRM is relatively new have better responses towards CRM campaigns than developed markets. These findings suggest that when entering new markets, using CRM represents a more beneficial marketing tool to use in markets that have similar culture to Tanzania rather than Norway. In Norway, our analysis indicates that a brand cooperating with an underused cause is better perceived by the consumers, thus can partnering with an underused cause be

beneficial in Norway to be better perceived by consumers. This may also be the case in other developed markets that hold similar attributes in terms of the culture as Norway.

Collectivistic cultures are more loyal towards a brand that participates in a CRM campaign than individualistic cultures, using CRM in collectivistic cultures can thus be favorable if the goal is to increase loyalty. Collectivistic cultures also to a higher degree look after the benefits of the social group and are more concerned with building relationships, and this should be reflected in the CRM campaign. In collectivistic cultures, communication should focus on building relationships and the chosen cause should provide benefits for the social group. Individualistic cultures care more about their self-interest and want to get to the point faster. Thus, the communication should focus more on persuasion, and the chosen cause should to a higher level affect the individual directly.

If the goal is to increase word-of-mouth marketing, focusing on high power distance cultures can be useful. High power distance cultures show a higher level of word-of-mouth marketing than low power distance cultures, which can be beneficial when building brand equity. High power distance cultures are used to a hierarchical form of communication, and they often accept what they are told by others. When communicating the CRM message, using authorities or people with a high social status would be recommended. In low power distance cultures, knowledge is perceived as a source of power, thus the communication is recommended to focus on using experts and a clear informative message.

Consumers in more masculine cultures will have a higher perceived approval from buying from a brand that engages in CRM compared to consumers in feminine cultures. If marketers incorporate CRM in the strategy in more masculine cultures they may increase the perceived approval among their consumers, which can positively affect the brand equity. Important values for femininity are caregiving and nurturance. They also care for the opinion of others and social norms. It is recommended that the communication should focus on using relevant people, and the cause should focus on helping others.

Cultures with high uncertainty avoidance are greatly concerned with risk and have a low level of trust towards new ideas. The communication and the cause should not focus on something new,

but rather a well-known and commonly accepted problem that does not initiate change. Cultures with low uncertainty avoidance are more open to change and innovation and the communication and cause should be reflected by this.

Consumers in more short-term-oriented cultures will perceive a brand as more entrepreneurial when engaging in a CRM campaign than consumers in long term oriented cultures. Thus, engaging in CRM in short term oriented cultures may be beneficial when increasing the perceived entrepreneurial orientation of the firm, which can positively affect the brand equity. Short-term-oriented cultures are primarily concerned with the traditions they have in their society. It is thus recommended that the communication should focus on using cultural elements that represent traditions, and the cause should not involve any social change. Long-term-oriented cultures imply investment for the future and are more open to change. The communication should provide information on how the campaign helps the issue change for the better, and the chosen cause should help change the social issue.

## 5.2 Contributions

Research concerning the effect of the cause and the brand concerning CRM is limited. The same applies to how cross-cultural differences affect consumers' responses towards CRM. Our study closes this gap by contributing with a cross-cultural comparison of Norway and Tanzania, a developed and an emerging market, by examining the effect different cultures, types of causes and brands have on the consumer's perception of brands engaging in CRM.

Hofstede's theory of dimensions of cultural differences has been used to explain the cultural differences between Norway and Tanzania. The five dimensions were used to explain and predict why consumers in Norway and Tanzania had different perceptions of CRM. The findings on the consumers' responses to CRM in the two countries offer marketers directions for developing marketing strategies and CRM campaigns when building brands in emerging and developed markets.

### 5.3 Limitations and further research

Our study has limitations that lay the foundation for further research. We experienced several participants who only answered parts of the surveys, which can affect the findings. Since the surveys were shared on social media, we had a convenience sample and not a random sample. This was because of the available time and budget. Our study did not use moderator variables in the analysis, which can help explain the links between the dependent and independent variables. When conducting the analysis we could have examined interaction effects, but due to being new to data analysis and SPSS, and thus a lack of knowledge, we could not manage a more in-depth and complex analysis. Future studies could focus on acquiring more samples with no unanswered questions, include moderator variables, examine interaction effects, and use random sampling instead of convenience to reduce potential bias.

Hofstede's dimensional model was developed in a work-related context, and can thus not necessarily be used in a consumer behavior context without the possibility of faults. Hofstede's model is a frequently used tool in cross-cultural studies, and it can potentially be used as a basis when developing a model more suitable for cross-cultural comparisons of consumer behavior.

Our research is based on data from Tanzania and Norway, which can affect the generalizability of our findings concerning other emerging and developed markets. Similar studies in other emerging and developed markets will prove if these findings are limited to Norway and Tanzania, or if they can apply to other emerging and developed markets as well.

Some of the findings are in some ways conflicting with the literature. If more time could have been allocated to this experiment it may have led to more responses and the outcomes may have been different and more aligned with the literature.

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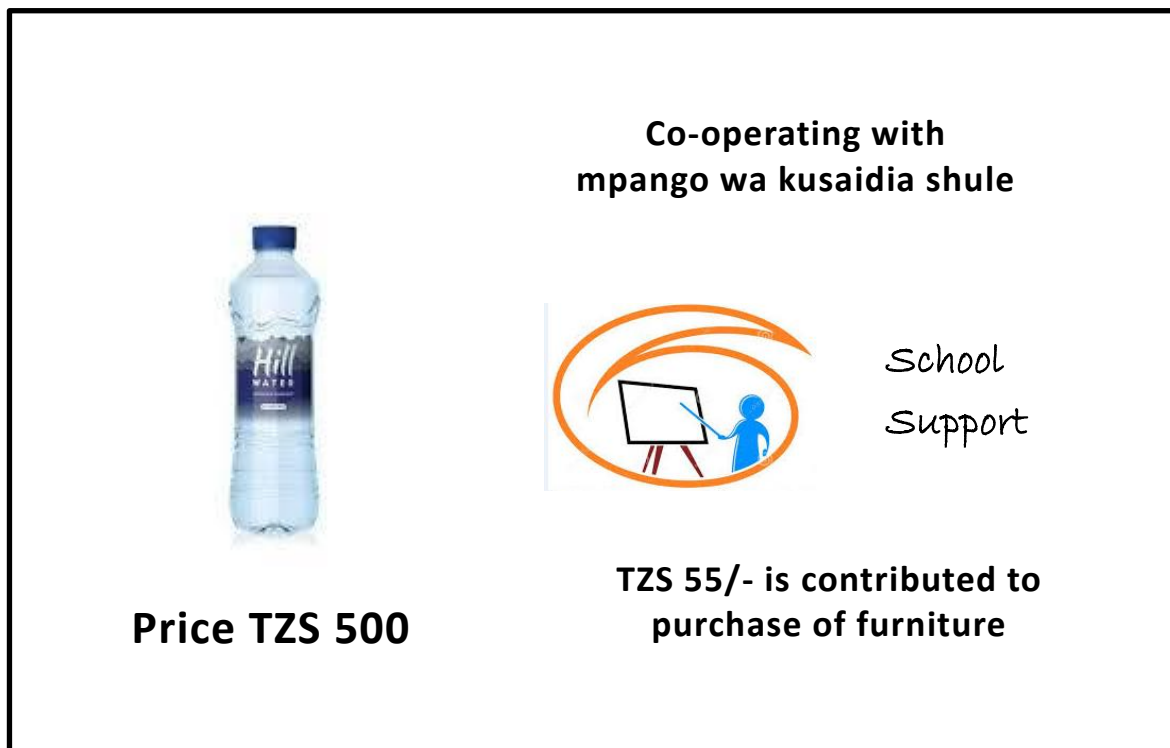
# Appendix

## Appendix 1: Original Questionnaire in English

### Questionnaire Tanzania

This survey is part of a research project undertaken at the University of Dar es Salaam. We ask you to read and answer several questions and statements about a product in the market. We want your immediate reaction to the questions and ask you to answer ALL of the questions to the best of your ability. It will take approximately 10 minutes to answer the questions and all of your responses are completely confidential.

Drinking water is among the basic product that you would buy each day. Hill drinking water is available in D'Salaam and other nearby regions. Hill is participating in a campaign where they donate TZS 55 for every bottle purchased. The advertisement for the campaign looks like this. Please read the campaign and answer the questions following it.



The advertisement is enclosed in a black rectangular border. On the left side, there is a clear plastic bottle of Hill Water with a blue cap and a label that reads 'Hill WATER'. Below the bottle, the text 'Price TZS 500' is written in bold black font. To the right of the bottle, the text 'Co-operating with mpango wa kusaidia shule' is written in bold black font. Below this text is an icon of a person in a blue shirt pointing at a whiteboard on a stand, with three orange curved lines above it. To the right of the icon, the words 'School Support' are written in a handwritten-style font. Below the icon and text, the text 'TZS 55/- is contributed to purchase of furniture' is written in bold black font.

**We are interested in your opinion of Hill drinking water brand. Please read the statements below and indicate how strongly you disagree or agree with it on a scale of 1 to 7.**

		Strongly disagree					Strongly agree	
Q1	The reliability of Hill is very high	1	2	3	4	5	6	7
Q2	Hill is consistent in the quality it offers	1	2	3	4	5	6	7
Q3	The performance of Hill is very high	1	2	3	4	5	6	7
Q4	The quality of Hill is very high	1	2	3	4	5	6	7
Q5	The functionality of Hill is very high	1	2	3	4	5	6	7
Q6	Hill has consistent quality	1	2	3	4	5	6	7
Q7	Hill performs consistently	1	2	3	4	5	6	7
Q8	Hill has an acceptable standard of quality	1	2	3	4	5	6	7
Q9	Hill is well made	1	2	3	4	5	6	7
Q10	Hill would be my first choice	1	2	3	4	5	6	7
Q11	I consider myself to be loyal to Hill	1	2	3	4	5	6	7
Q12	I will not buy other brands if Hill is available at the store	1	2	3	4	5	6	7
Q13	I am committed to buying Hill	1	2	3	4	5	6	7
Q14	Hill is an environmentally safe brand	1	2	3	4	5	6	7
Q15	Hill is an environmentally responsible brand	1	2	3	4	5	6	7
Q16	Hill is a sustainable brand	1	2	3	4	5	6	7
Q17	Hill is a healthy brand	1	2	3	4	5	6	7
Q18	Hill improves the way I am perceived by others	1	2	3	4	5	6	7
Q19	Hill would make a good impression on other people	1	2	3	4	5	6	7
Q20	Hill would give its owner social approval	1	2	3	4	5	6	7
Q21	Hill helps me feel accepted	1	2	3	4	5	6	7

**We are interested in your perception of the Hill brand's activities. Please read the statement below carefully and indicate your response to the best of your ability. Note, there is no right or wrong answer. This is merely your perception of the brand.**

Q22	Hill strongly emphasizes marketing the present products	1	2	3	4	5	6	7	Hill strongly emphasizes R&D
Q23	Hill has a lot of new products/services	1	2	3	4	5	6	7	Hill has no new products/services.
Q24	Hill has significant changes in its products	1	2	3	4	5	6	7	Hill has small changes in its products
Q25	Hill normally reacts upon initiatives taken by its competitors.	1	2	3	4	5	6	7	Hill normally initiates changes upon which its competitors react
Q26	Hill is seldom the first one to introduce new products, services, methods of production	1	2	3	4	5	6	7	Hill is very often the first to introduce new products, services, methods of production

Q27	Hill tries to avoid overt competition, but rather takes on a "live and-let-live"-position	1	2	3	4	5	6	7	Hill takes on a very competitive oriented "beat-the-competitor"-position
Q28	Hill has a strong tendency toward projects with low risk	1	2	3	4	5	6	7	Hill has strong tendency toward getting involved in high-risk projects
Q29	The business environment of Hill is such that fearless and powerful measures are needed to obtain the company's objectives	1	2	3	4	5	6	7	The business environment of Hill is such that it is better to explore it carefully and gradually in order to achieve the company's objectives
Q30	Hill normally take up a fearless, aggressive position, in order to maximize the chance of being able to exploit possible opportunities	1	2	3	4	5	6	7	Hill normally takes up a cautious "wait-and-see" position in order to minimize the hazard of making costly erroneous decisions.

**Please indicate your perception about Hill drinking water**

		Strongly disagree					Strongly agree				
Q31	Hill drinking water is a risk taker	1	2	3	4	5	6	7	8	9	10
Q32	Hill drinking water is innovative	1	2	3	4	5	6	7	8	9	10
Q33	Hill drinking water is proactive	1	2	3	4	5	6	7	8	9	10
Q34	Hill drinking water is entrepreneurial	1	2	3	4	5	6	7	8	9	10

**We want you to indicate your perception of the suitability of Hill's association with school support**

Q35	Bad fit between Hill and school support	1	2	3	4	5	Good fit between Hill and school support
Q36	Not at all logical for Hill	1	2	3	4	5	Logical for Hill
Q37	Not at all appropriate for Hill	1	2	3	4	5	Very appropriate for Hill

**When it comes to making this campaign, do you think Hill is motivated by**

Q38	Self-interest	1	2	3	4	5	Interest in society
Q39	Desire to increase sales	1	2	3	4	5	Desire to raise money for cause
Q40	Desire to improve company's image	1	2	3	4	5	Desire to help school support

		Totally disagree					Totally agree				
Q41	TZS 500 is the price I would expect to pay for a bottle of water	1	2	3	4	5	6	7	8	9	10
Q42	I think it is a fair price to pay for a bottle of water	1	2	3	4	5	6	7	8	9	10
Q43	I think it was easy to understand the price information from the campaign I read at the beginning of the survey	1	2	3	4	5	6	7	8	9	10

**How likely are you to purchase Hill drinking water?**

Q44	Very unlikely	1	2	3	4	5	6	7	Very likely
Q45	Improbable	1	2	3	4	5	6	7	Probable
Q46	Impossible	1	2	3	4	5	6	7	Possible

**How likely are you to pay more for a bottle of Hill water if it undertakes a social activity?**

Q47	Very unlikely	1	2	3	4	5	6	7	Very likely
Q48	Improbable	1	2	3	4	5	6	7	Probable
Q49	Impossible	1	2	3	4	5	6	7	Possible

**If you were talking about Hill drinking water**

		Strongly disagree			Strongly agree			
Q50	I would mention Hill drinking water to others frequently	1	2	3	4	5	6	7
Q51	I would tell more people about Hill drinking water than I would about other brands of water	1	2	3	4	5	6	7
Q52	I would seldom miss an opportunity to tell others about Hill	1	2	3	4	5	6	7
Q53	When I tell others about Hill, I would talk about the Hill drinking water in great detail	1	2	3	4	5	6	7
Q54	I would have only good things to say about Hill drinking water	1	2	3	4	5	6	7
Q55	I would be proud to tell others that I use Hill drinking water	1	2	3	4	5	6	7

**We are interested in some of your personal behavior as a consumer. Please indicate your choice on a scale from 1 to 5.**

		Strongly disagree			Strongly agree	
Q56	I am very attracted to rare objects	1	2	3	4	5
Q57	I tend to be a fashion leader rather than a fashion follower	1	2	3	4	5
Q58	I am likely to buy a product if it is scarce	1	2	3	4	5
Q59	I enjoy to have things that other do not have	1	2	3	4	5
Q60	I like to try new products and services before other do	1	2	3	4	5
Q61	I love to help others	1	2	3	4	5
Q62	I have a good word for everyone	1	2	3	4	5
Q63	I am concerned about others	1	2	3	4	5
Q64	I make people feel welcome	1	2	3	4	5
Q65	I anticipate the need of others	1	2	3	4	5

Q66. Please assign a 1 to the most important aspect to support and 3 to the least important of the following

\_\_\_ Conservation of the natural resources, wildlife, and environment

\_\_\_ improving the quality of life of people in rural areas

\_\_\_ Prevention and treatment of diseases like cancer and AIDS

Q67. Age

Under 25

Over 25

Q68. Gender

Male

Female

Q69. Income

GVT sponsorship

Private sponsorship

Working

Both GVT & PVT Sponsor


**Thank you for your time!**

## Appendix 2: Translated Questionnaire in Norwegian

### Spørreundersøkelser

Denne undersøkelsen er en del av et forskningsprosjekt vi gjennomfører på grunnlag av utarbeidelsen av vår masteroppgave. Undersøkelsen innebærer at du leser og svarer på spørsmål og utsagn om et produkt i Norge. Svar på alle spørsmålene slik at kvaliteten på undersøkelsen er best mulig. Det vil ta ca. 10 minutter på å svare på spørsmålene. Alle svarene er anonyme.

Melk er et produkt som de fleste av oss kjøper på ukentlig basis. (Tine melk / Q melk) er tilgjengelig i de fleste butikker i Norge og deltar nå i en kampanje der de donerer kr 3,- for hver melk kjøpt av forbrukere til støtte for (bekjempelse av nettmobbing blant unge mennesker / gir bedre tilgang til utdanning for mennesker i underutviklede land). Annonsen for kampanjen ser slik ut. Les kampanjen og svar på spørsmålene etter dette.

<p><b>Tine-meierier gir støtte til å gi bedre tilgang for utdanning for barn i underutviklede land</b></p> <div style="display: flex; justify-content: space-around;"> <div style="text-align: center;">  <p>Pris lettmelk: 21 Kroner</p> </div> <div style="text-align: center;">  <p>3 Kroner gis i støtte til å gi bedre tilgang til utdanning for barn i underutviklede land</p> </div> </div>	<p><b>Q-meieriene gir støtte til å gi bedre tilgang for utdanning for barn i underutviklede land</b></p> <div style="display: flex; justify-content: space-around;"> <div style="text-align: center;">  <p>Pris lettmelk: 21 Kroner</p> </div> <div style="text-align: center;">  <p>3 Kroner gis i støtte til å gi bedre tilgang til utdanning for barn i underutviklede land</p> </div> </div>
<p><b>Q-meieriene inngår samarbeid for å bekjempe nettmobbing blant de unge</b></p> <div style="display: flex; justify-content: space-around;"> <div style="text-align: center;">  <p>Pris lettmelk: 21 Kroner</p> </div> <div style="text-align: center;">  <p>3 Kroner går til å bekjempe nettmobbing blant unge</p> </div> </div>	<p><b>Tine-meierier inngår samarbeid for å bekjempe nettmobbing blant de unge</b></p> <div style="display: flex; justify-content: space-around;"> <div style="text-align: center;">  <p>Pris lettmelk: 21 Kroner</p> </div> <div style="text-align: center;">  <p>3 Kroner går til å bekjempe nettmobbing blant de unge</p> </div> </div>

Vi er interessert i din mening om merkevaren (Tine melk / Q-melk). Les utsagnene nedenfor og angi hvor sterkt du er uenig eller enig på en skala fra 1 til 7.

		Veldig uenig			Veldig enig			
		1	2	3	4	5	6	7
Q1	Påliteligheten til (Tine / Q) er veldig høy							

Q2	(Tine / Q) er konsistent i kvaliteten den tilbyr	1	2	3	4	5	6	7
Q3	Ytelsen til (Tine / Q) er veldig høy	1	2	3	4	5	6	7
Q4	Kvaliteten på (Tine / Q) er veldig høy	1	2	3	4	5	6	7
Q5	Funksjonaliteten til (Tine / Q) er veldig høy	1	2	3	4	5	6	7
Q6	(Tine / Q) har jevn kvalitet	1	2	3	4	5	6	7
Q7	(Tine / Q) presterer jevnt	1	2	3	4	5	6	7
Q8	(Tine / Q) har en akseptabel kvalitetsstandard	1	2	3	4	5	6	7
Q9	(Tine / Q) er bra laget	1	2	3	4	5	6	7
Q10	(Tine / Q) ville vært mitt førstevalg	1	2	3	4	5	6	7
Q11	Jeg anser meg for å være lojal mot (Tine / Q)	1	2	3	4	5	6	7
Q12	Jeg vil ikke kjøpe andre merker hvis (Tine / Q) er tilgjengelig i butikken	1	2	3	4	5	6	7
Q13	Jeg er forpliktet til å kjøpe (Tine / Q)	1	2	3	4	5	6	7
Q14	(Tine / Q) er et miljøvennlig merke	1	2	3	4	5	6	7
Q15	(Tine / Q) er et miljøansvarlig merke	1	2	3	4	5	6	7
Q16	(Tine / Q) er et bærekraftig merke	1	2	3	4	5	6	7
Q17	(Tine / Q) er et sunt merke	1	2	3	4	5	6	7
Q18	(Tine / Q) forbedrer måten jeg blir oppfattet av andre	1	2	3	4	5	6	7
Q19	(Tine / Q) vil gjøre et godt inntrykk på andre mennesker	1	2	3	4	5	6	7
Q20	(Tine / Q) vil gi eieren sosial godkjenning	1	2	3	4	5	6	7
Q21	(Tine / Q) hjelper meg til å føle meg akseptert	1	2	3	4	5	6	7

Vi er interessert i din oppfatning av aktivitetene til merkevaren (Tine / Q). Les utsagnet nedenfor nøye og angi svaret ditt etter beste evne. Merk at det ikke er noe riktig eller galt svar. Dette er bare din oppfatning av merkevaren.

Q22	(Tine / Q) vektlegger sterkt markedsføring av de nåværende produktene	1	2	3	4	5	6	7	(Tine / Q) vektlegger sterkt forskning og utvikling
Q23	(Tine / Q) har mange nye produkter / tjenester	1	2	3	4	5	6	7	(Tine / Q) har ingen nye produkter / tjenester.



Q24	(Tine / Q) har betydelige endringer i produktene	1	2	3	4	5	6	7	(Tine / Q) har små endringer i produktene
Q25	(Tine / Q) reagerer normalt på tiltak tatt av konkurrentene.	1	2	3	4	5	6	7	(Tine / Q) setter normalt i gang endringer som konkurrentene reagerer på
Q26	(Tine / Q) er sjelden den første som introduserer nye produkter, tjenester og produksjonsmetoder	1	2	3	4	5	6	7	(Tine / Q) er ofte den første som introduserer nye produkter, tjenester og produksjonsmetoder
Q27	(Tine / Q) prøver å unngå åpen konkurranse, men tar heller en "live-and-let-live" -posisjon	1	2	3	4	5	6	7	(Tine / Q) inntar en meget konkurransedyktig "slå-konkurrent" -posisjon
Q28	(Tine / Q) har en sterk tendens til å bli involvert i prosjekter med lav risiko	1	2	3	4	5	6	7	(Tine / Q) har en sterk tendens til å bli involvert i høyrisiko-prosjekter
Q29	Forretningsmiljøet til (Tine / Q) er slik at fryktløs og kraftige tiltak er nødvendig for å oppnå selskapets mål	1	2	3	4	5	6	7	Forretningsmiljøet til (Tine / Q) er slik at det er bedre å utforske det nøye og gradvis for å oppnå selskapets mål
Q30	(Tine / Q) tar normalt en fryktløs, aggressiv stilling for å maksimere sjansen for å kunne utnytte mulige muligheter	1	2	3	4	5	6	7	(Tine / Q) inntar normalt en forsiktig "vent-og-se-stilling" for å minimere faren for å ta kostbare feilaktige avgjørelser.

#### Vennligst oppgi din oppfatning av (Tine / Q) melk

		Veldig uenig				Veldig enig			
		1	2	3	4	5	6	7	
Q31	(Tine / Q) melk er en risikotaker								
Q32	(Tine / Q) melk er innovativ								
Q33	(Tine / Q) melk er proaktiv								
Q34	(Tine/Q) melk er nyskapende								

Vi vil at du skal oppgi din oppfatning av egnetheten til (Tine / Q) meieriers tilknytning til å (bekjempelse av nettmobbing blant unge mennesker / gir bedre tilgang til utdanning for mennesker i underutviklede land).

Q35	Dårlig passform mellom (Tine / Q) og (nettmobbing / bedre tilgang for utdanning)	1	2	3	4	5	God passform mellom (Tine / Q) og (nettmobbing / bedre tilgang for utdanning)
Q36	Ikke i det hele tatt logisk for (Tine / Q)	1	2	3	4	5	Logisk for (Tine/Q)

Q37	Ikke i det hele tatt passende for (Tine / Q)	1	2	3	4	5	Veldig passende for (Tine / Q)
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**Når det kommer til det å lage denne kampanjen, tror du (Tine / Q) er motivert av**

Q38	Egeninteresse	1	2	3	4	5	Interesse for samfunnet
Q39	Ønske om å øke salget	1	2	3	4	5	Ønske om å skaffe penger til sak
Q40	Ønske om å forbedre selskapets ansikt utad	1	2	3	4	5	Ønske om å hjelpe (bekjempelse av nettmobbing blant unge mennesker / gi bedre tilgang til utdanning for mennesker i underutviklede land).

		Helt uenig			Helt enig	
Q41	21 NOK er prisen jeg forventer å betale for en kartong melk	1	2	3	4	5
Q42	Jeg synes det er en rimelig pris å betale for en kartong melk	1	2	3	4	5
Q43	Jeg synes det var lett å forstå prisinformasjonen fra kampanjen jeg leste i begynnelsen av undersøkelsen	1	2	3	4	5

**Hvor sannsynlig er det at du kjøper (Tine / Q) melk?**

Q44	Veldig usannsynlig	1	2	3	4	5	6	7	Svært sannsynlig
Q45	Usannsynlig	1	2	3	4	5	6	7	Sannsynlig
Q46	Umulig	1	2	3	4	5	6	7	Mulig

**Hvor sannsynlig er det at du betaler mer for en kartong (Tine / Q) melk hvis den utfører en sosial aktivitet?**

Q47	Veldig usannsynlig	1	2	3	4	5	6	7	Svært sannsynlig
Q48	Usannsynlig	1	2	3	4	5	6	7	Sannsynlig
Q49	Umulig	1	2	3	4	5	6	7	Mulig

**Hvis du snakket om (Tine / Q) melk**

		Veldig uenig				Veldig enig		
Q50	Jeg vil ofte nevne (Tine / Q) melk til andre	1	2	3	4	5	6	7
Q51	Jeg vil fortelle flere mennesker om (Tine / Q) melk enn om andre merker av melk	1	2	3	4	5	6	7

Q52	Jeg vil sjeldent utelatt en mulighet til å fortelle andre om (Tine / Q) melk	1	2	3	4	5	6	7
Q53	Når jeg forteller andre om (Tine / Q) vil jeg snakke om (Tine / Q) melk i detalj	1	2	3	4	5	6	7
Q54	Jeg vil bare ha gode ting å si om (Tine / Q) melk	1	2	3	4	5	6	7
Q55	Jeg vil være stolt av å fortelle andre at jeg bruker (Tine / Q) melk	1	2	3	4	5	6	7

Vi er interessert i din personlige oppførsel som forbruker. Oppgi ditt valg på en skala fra 1 til 5.

		Veldig uenig			Veldig enig	
Q56	Jeg er veldig tiltrukket av sjeldne gjenstander	1	2	3	4	5
Q57	Jeg pleier å være møte leder i stedet for møte etterfølger	1	2	3	4	5
Q58	Jeg liker å ha ting som andre ikke har	1	2	3	4	5
Q59	Jeg liker å prøve nye produkter og tjenester før andre gjør det	1	2	3	4	5
Q60	Jeg elsker å hjelpe andre	1	2	3	4	5
Q61	Jeg har et godt ord å si om alle	1	2	3	4	5
Q62	Jeg er bryr meg om andre	1	2	3	4	5
Q63	Jeg får folk til å føle seg velkomne	1	2	3	4	5
Q64	Jeg klarer å forutse andres behov	1	2	3	4	5

Q65. Gi en 1 til det viktigste aspektet du vil støtte, og 3 til det minst viktige av følgende

\_\_\_\_\_ Bevaring av naturressursene, dyrelivet og miljøet

\_\_\_\_\_ Forbedring av livskvaliteten til mennesker

\_\_\_\_\_ Forebygging og behandling av sykdommer som kreft og aids

**Q66. Alder**

Under 25: \_\_\_\_\_

Over 25: \_\_\_\_\_

**Q67. Kjønn**

Mann: \_\_\_\_\_

Kvinne: \_\_\_\_\_

**Q68. Inntekt**

0kr – 299 000kr

300 000kr – 399 000kr

400 000kr – 499 000kr

500 000kr – 599 000kr

600 000kr +

**Takk for tiden din!**

### Spørreundersøkelse uten kampanje

Denne undersøkelsen er en del av et forskningsprosjekt vi gjennomfører på grunnlag av utarbeidelsen av vår masteroppgave. Undersøkelsen innebærer at du leser og svarer på spørsmål og utsagn om et produkt i Norge. Svar på alle spørsmålene slik at kvaliteten på undersøkelsen er best mulig. Det vil ta ca. 10 minutter på å svare på spørsmålene. Alle svarene er anonyme.



**Pris lettmelk: 21 Kroner**



**Pris lettmelk: 21 Kroner**

Vi er interessert i din mening om merkevaren (Tine melk / Q-melk). Les utsagnene nedenfor og angi hvor sterkt du er uenig eller enig på en skala fra 1 til 7.

		Veldig uenig				Veldig enig		
Q1	Påliteligheten til (Tine / Q) er veldig høy	1	2	3	4	5	6	7
Q2	(Tine / Q) er konsistent i kvaliteten den tilbyr	1	2	3	4	5	6	7
Q3	Ytelsen til (Tine / Q) er veldig høy	1	2	3	4	5	6	7
Q4	Kvaliteten på (Tine / Q) er veldig høy	1	2	3	4	5	6	7
Q5	Funksjonaliteten til (Tine / Q) er veldig høy	1	2	3	4	5	6	7

Q6	(Tine / Q) har jevn kvalitet	1	2	3	4	5	6	7
Q7	(Tine / Q) presterer jevnt	1	2	3	4	5	6	7
Q8	(Tine / Q) har en akseptabel kvalitetsstandard	1	2	3	4	5	6	7
Q9	(Tine / Q) er bra laget	1	2	3	4	5	6	7
Q10	(Tine / Q) ville vært mitt førstevalg	1	2	3	4	5	6	7
Q11	Jeg anser meg for å være lojal mot (Tine / Q)	1	2	3	4	5	6	7
Q12	Jeg vil ikke kjøpe andre merker hvis (Tine / Q) er tilgjengelig i butikken	1	2	3	4	5	6	7
Q13	Jeg er forpliktet til å kjøpe (Tine / Q)	1	2	3	4	5	6	7
Q14	(Tine / Q) er et miljøvennlig merke	1	2	3	4	5	6	7
Q15	(Tine / Q) er et miljøansvarlig merke	1	2	3	4	5	6	7
Q16	(Tine / Q) er et bærekraftig merke	1	2	3	4	5	6	7
Q17	(Tine / Q) er et sunt merke	1	2	3	4	5	6	7
Q18	(Tine / Q) forbedrer måten jeg blir oppfattet av andre	1	2	3	4	5	6	7
Q19	(Tine / Q) vil gjøre et godt inntrykk på andre mennesker	1	2	3	4	5	6	7
Q20	(Tine / Q) vil gi eieren sosial godkjenning	1	2	3	4	5	6	7
Q21	(Tine / Q) hjelper meg til å føle meg akseptert	1	2	3	4	5	6	7

Vi er interessert i din oppfatning av aktivitetene til merkevaren (Tine / Q). Les utsagnet nedenfor nøye og angi svaret ditt etter beste evne. Merk at det ikke er noe riktig eller galt svar. Dette er bare din oppfatning av merkevaren.

Q22	(Tine / Q) vektlegger sterkt markedsføring av de nåværende produktene	1	2	3	4	5	6	7	(Tine / Q) vektlegger sterkt forskning og utvikling
Q23	(Tine / Q) har mange nye produkter / tjenester	1	2	3	4	5	6	7	(Tine / Q) har ingen nye produkter / tjenester.
Q24	(Tine / Q) har betydelige endringer i produktene	1	2	3	4	5	6	7	(Tine / Q) har små endringer i produktene
Q25	(Tine / Q) reagerer normalt på tiltak tatt av konkurrentene.	1	2	3	4	5	6	7	(Tine / Q) setter normalt i gang endringer som konkurrentene reagerer på
Q26	(Tine / Q) er sjelden den første som introduserer nye produkter, tjenester og produksjonsmetoder	1	2	3	4	5	6	7	(Tine / Q) er ofte den første som introduserer nye produkter,

												tjenester og produksjonsmetoder
Q27	(Tine / Q) prøver å unngå åpen konkurranse, men tar heller en "live-and-let-live" -posisjon	1	2	3	4	5	6	7				(Tine / Q) inntar en meget konkurransedyktig "slå-konkurrent" -posisjon
Q28	(Tine / Q) har en sterk tendens til å bli involvert i prosjekter med lav risiko	1	2	3	4	5	6	7				(Tine / Q) har en sterk tendens til å bli involvert i høyrisiko-prosjekter
Q29	Forretningsmiljøet til (Tine / Q) er slik at fryktløs og kraftige tiltak er nødvendig for å oppnå selskapets mål	1	2	3	4	5	6	7				Forretningsmiljøet til (Tine / Q) er slik at det er bedre å utforske det nøye og gradvis for å oppnå selskapets mål
Q30	(Tine / Q) tar normalt en fryktløs, aggressiv stilling for å maksimere sjansen for å kunne utnytte mulige muligheter	1	2	3	4	5	6	7				(Tine / Q) inntar normalt en forsiktig "vent-og-se-stilling" for å minimere faren for å ta kostbare feilaktige avgjørelser.

#### Vennligst oppgi din oppfatning av (Tine / Q) melk

		Veldig uenig			Veldig enig			
Q31	(Tine / Q) melk er en risikotaker	1	2	3	4	5	6	7
Q32	(Tine / Q) melk er innovativ	1	2	3	4	5	6	7
Q33	(Tine / Q) melk er proaktiv	1	2	3	4	5	6	7
Q34	(Tine/Q) melk er nyskapende	1	2	3	4	5	6	7

		Helt uenig			Helt enig	
Q35	21 NOK er prisen jeg forventer å betale for en kartong melk	1	2	3	4	5
Q36	Jeg synes det er en rimelig pris å betale for en kartong melk	1	2	3	4	5

#### Hvor sannsynlig er det at du kjøper (Tine / Q) melk?

Q37	Veldig usannsynlig	1	2	3	4	5	6	7	Svært sannsynlig
Q38	Usannsynlig	1	2	3	4	5	6	7	Sannsynlig
Q39	Umulig	1	2	3	4	5	6	7	Mulig

Hvor sannsynlig er det at du betaler mer for en kartong (Tine / Q) melk hvis den utfører en sosial aktivitet?

Q40	Veldig usannsynlig	1	2	3	4	5	6	7	Svært sannsynlig
Q41	Usannsynlig	1	2	3	4	5	6	7	Sannsynlig
Q42	Umulig	1	2	3	4	5	6	7	Mulig

Hvis du snakket om (Tine / Q) melk

		Veldig uenig				Veldig enig		
Q43	Jeg vil ofte nevne (Tine / Q) melk til andre	1	2	3	4	5	6	7
Q44	Jeg vil fortelle flere mennesker om (Tine / Q) melk enn om andre merker av melk	1	2	3	4	5	6	7
Q45	Jeg vil sjeldent utelatt en mulighet til å fortelle andre om (Tine / Q) melk	1	2	3	4	5	6	7
Q46	Når jeg forteller andre om (Tine / Q) vil jeg snakke om (Tine / Q) melk i detalj	1	2	3	4	5	6	7
Q47	Jeg vil bare ha gode ting å si om (Tine / Q) melk	1	2	3	4	5	6	7
Q48	Jeg vil være stolt av å fortelle andre at jeg bruker (Tine / Q) melk	1	2	3	4	5	6	7

Vi er interessert i din personlige oppførsel som forbruker. Oppgi ditt valg på en skala fra 1 til 5.

		Veldig uenig			Veldig enig	
Q49	Jeg er veldig tiltrukket av sjeldne gjenstander	1	2	3	4	5
Q50	Jeg pleier å være møte leder i stedet for møte etterfølger	1	2	3	4	5
Q51	Jeg liker å ha ting som andre ikke har	1	2	3	4	5
Q52	Jeg liker å prøve nye produkter og tjenester før andre gjør det	1	2	3	4	5
Q53	Jeg elsker å hjelpe andre	1	2	3	4	5
Q54	Jeg har et godt ord å si om alle	1	2	3	4	5
Q55	Jeg er bryr meg om andre	1	2	3	4	5
Q56	Jeg får folk til å føle seg velkomne	1	2	3	4	5
Q57	Jeg klarer å forutse andres behov	1	2	3	4	5

Q58. Gi en 1 til det viktigste aspektet du vil støtte, og 3 til det minst viktige av følgende

\_\_\_\_\_ Bevaring av naturressursene, dyrelivet og miljøet

\_\_\_\_\_ Forbedring av livskvaliteten til mennesker

\_\_\_\_\_ Forebygging og behandling av sykdommer som kreft og aids

**Q59. Alder**

Under 25: \_\_\_\_\_

Over 25: \_\_\_\_\_

**Q60. Kjønn**

Mann: \_\_\_\_\_

Kvinne: \_\_\_\_\_

**Q61. Inntekt**

0kr – 299 000kr

300 000kr – 399 000kr

400 000kr – 499 000kr

500 000kr – 599 000kr

600 000kr +

**Takk for tiden din!**



## Appendix 3: Discussion paper

### **Discussion Paper: International**

**Camilla Voreland**

#### **Presentation of Master thesis**

The theme of the master thesis is Cause-related marketing (CRM). The thesis aims to provide a greater understanding on how cultural differences may impact the effectiveness of a CRM campaign and how consumers respond to this marketing activity. Tanzania and Norway are the two countries chosen for the study as it enables for a cross-cultural comparison between an emerging and a developed market.

#### *Cause-related marketing*

There has been undertaken considerable research concerning CRM in the last decades due to its increased popularity. The consumer's attitudes towards CRM, purchase intentions, consumer skepticism, brand perception, and the success and effectiveness of CRM represents topics that have gained increased attention among scholars (Vrontis, Thrassou, Christofi, Shams & Czinkota, 2020). CRM has been a common marketing activity in the US for decades and a lot of research has been conducted in this market. Despite this, there is little research to find concerning how CRM is being utilized in Asia, Europe, and Afrika (Moosmayer & Fuljahn, 2010). By looking at two different markets our study adds to the existing literature by contributing with a cross-cultural comparison between Norway and Tanzania.

Varadarajan & Menon (1988) defined Cause-Related Marketing (CRM) as “the process of formulating and implementing marketing activities that are characterised by contributing a specific amount to a designated nonprofit effort that, in turn, causes customers to engage in revenue providing exchanges” (p. 60). CRM is a marketing activity used to enhance brand equity and can lead to improved attitudes and beliefs towards the companies that are being sponsored. CRM can also help a brand towards gaining a competitive advantage and increase its position in the market (Kim, Kwak & Kim, 2010).

### *The cause and the brand*

In our thesis we discussed how the type of cause can have an impact on a CRM campaign and also looked at the cause/brand fit. The relationship between the cause and the brand can affect how the consumers perceive a brand participating in a CRM campaign and thus have an effect on the successfulness of the campaign. When developing a CRM campaign, the cause represents one of the three important aspects to consider as it is a crucial element to succeed with the CRM campaign. A good fit between the cause and the brand can increase consumers' willingness to pay (Lafferty, Lueth & McCafferty, 2016; Mendini, Peter & Gibbert, 2018; Goh & Balaji, 2016). In our study we conducted an experiment where we looked at both an overused cause and an underused cause to see if there were any differences regarding consumers' perceptions of the brand when using two different types of causes. We also investigated if there were any cultural differences between Norway and Tanzania when it comes to how they respond to causes that they are being exposed to.

The existing literature argues that the consumer's perception of a brand is an important aspect to consider due to the reason that a brand can gain a competitive advantage and increase its market shares through positive thoughts and opinions from consumers (Polonsky & Macdonald, 2000). In our experiment we also chose to look at two different brands, a market leader, and a follower brand. This was done to see if the type of brand has an effect on the consumers' perception of a CRM campaign. By studying different countries, it also allows one to see if there are any cultural differences that may affect how they perceive a brand engaging in a CRM campaign.

### *Culture and CRM*

When it comes to culture and CRM the research is limited. In our study Hofstede's cultural dimensions theory was used to explain differences between Norway and Tanzania when it comes to how they respond to a CRM campaign. The model developed by Hofstede has been applied to various areas within the underlying theories of consumer behavior as well as global branding and advertising. The model distinguishes culture on five different dimensions which are power distance, individualism/collectivism, masculinity/femininity, uncertainty avoidance, and short-term/long-term orientation (Mooij & Hofstede, 2010). These five dimensions are being discussed in their relation to CRM in Norway and Tanzania. Our study contributes to a greater understanding

on how CRM is affected by culture in both emerging and developed markets and offers directions for marketers when developing marketing strategies in both developed and emerging markets.

### **CRM and how it relates to international forces and trends**

In our thesis we looked at two different markets and examined if there are any cultural differences that may impact how they perceive a CRM campaign. By looking at two different countries our study highly relates to the term international which is defined as something that involves two or more nations (Dictionary, 2021).

#### *Innovation*

Looking at how CRM relates to international forces and trends there is no doubt that technological changes and innovation represents two forces that have an impact on CRM. Technology and innovation have led to major changes in the business environment and consumers are nowadays finding new and innovative ideas to interact with brands and their products. As a result of innovations in the technology the way consumers search, interpret, receive, and react to any information has changed. Consumers are now expecting customized services which leads to brands needing to implement new strategies in order to compete in the globally competitive market we see today (Singh, 2017). This has led to brands constantly looking to innovation as it can lead to a competitive advantage and represents the core element of competitiveness (Christofi, Leonidou, Vrontis, Kitchen & Papasolomou, 2015).

Research shows that CSR practices such as CRM is a business tool that underpins competitive advantage (Du, Bhattacharya & Sen, 2007). As mentioned, CRM is a common marketing activity in the US, but little research has been conducted in markets such as Afrika, Asia, and Europe. In Tanzania, where advertising and campaigns are not as familiar as in Norway, it represents something novel and unique, and consumers may experience the brand as innovative which can have a positive impact on the competitiveness of brands. The need for brands to innovate due to the competitive environment brands find themselves in can be done through CRM. Many markets look at this marketing activity as something unique and novel and brands can as a result of this use this marketing activity to increase their competitiveness.

### *Technology and Word of Mouth*

The technology has changed the way people interact with each other and can have an impact on the successfulness of a CRM campaign. Consumers talking positively about a brand in the business world we find ourselves in today is crucial in order to succeed with marketing strategies and gain a competitive advantage. Word of mouth is a phenomenon that has gained increased attention among businesses as it has shown to have an influence on consumers' purchase intentions (Kundu & Rajan, 2017). Research has also illustrated the importance of WOM when it comes to CRM as it can give brands a competitive advantage without the backlash concerning consumer skepticism. WOM can have positive effects on consumers behavior and influence the consumers opinions, diffusions, and sales performance. Choosing the right cause for the campaign can enhance positive WOM which again can impact the successfulness of a CRM campaign (Vrontis, Christofi, Leonidou & Thrassou, 2018). In Norway where advertisement is more common than in Tanzania one could expect the Norwegians to talk more about a brand engaging in CRM as they have more knowledge about it which can enhance positive WOM. Tanzanians are, according to Hofstede, concerned about building relationships and trust which also may result in a higher degree of WOM (Singh, 2006). Our findings showed that WOM marketing is higher in Tanzania than Norway. In Tanzania especially, where WOM is more utilized, it is important to follow up on this trend as it can give the brand a competitive advantage.

### *Covid 19*

The brands need to innovate, technological changes and WOM are not the only trends and forces that have an impact on CRM. The eruption of the global social issue COVID-19 has caused emotional, personal, economic, and cultural pain (He & Harris, 2020). As a result of these social issues many brands highlighted their engagement in various COVID-19 CSR activities when advertising (Ad Age, 2020). Many brands saw COVID-19 as an opportunity to gain profits from the crisis and seek short-term gains (He & Harris, 2020). Despite this opportunistic behavior from brands investing in CSR activities such as CRM, reports show that consumers are tired of being exploited with COVID-19 messages from brands (Mitto, 2020).

The existing literature of CRM shows that consumers have become increasingly aware that CRM campaigns are not altruistic which leads to increased consumer skepticism. They are questioning

the company's motives of engaging in a CRM campaign which can result in a negative effect on the consumer's willingness to pay (Mendini, Peter & Gibbert, 2018; Koschate-Fischer, Stefan & Hoyer, 2012). The literature states the importance of a good fit between the brand and the social cause as it plays a significant role when it comes to gaining positive brand evaluations and to avoid suspiciousness among consumers regarding the brands motives behind engaging in a CRM campaign (Pracejus & Olsen, 2004). In relation to the COVID-19 consumers may get negative brand perceptions when a brand is not able to offer direct help to the social issue, as for example developing a vaccine, but uses CSR claims about the issues instead. This illustrates how COVID-19 pandemic may have a negative influence when it comes to CRM campaigns (Yang & Mundel, 2021). When there is a bad fit between the brand and the social cause it may lead to negative consumer beliefs, attitudes, and purchase intentions among the consumers (Becker-Olsen, Cudmore & Hill, 2006).

In our study we investigated the consumers perceptions when it comes to the type of cause, overused or underused, and the type of brand, market leader and follower, to see if there are any differences regarding the consumers perception between the two countries on the different factors. In Norway we found that consumers believed that when a brand partners up with an overused cause they perceive the brand as motivated to help others rather than profitability. The findings in Tanzania shows that when too many brands cooperate with the same actors it can lead to positive effects decreasing. According to these findings one can argue that a CRM campaign including COVID-19, representing an overused cause, will be better perceived by Norwegians than Tanzanians.

## **Conclusion**

During the last decades there are several international forces and trends that have shaped the business environment we see today. The competition between brands has never been greater and it creates a need for brands to innovate in order to gain a competitive advantage and obtain their market position. The need for innovation comes from the technological changes that have occurred in the last decades which has changed the way people communicate and interact with each other. CRM represents an innovative marketing strategy in many societies today and firms should take advantage of this in these markets.

WOM marketing is also a trend in the business environment today that has a big influence on the brands competitiveness and the successfulness of a CRM campaign. How a consumer perceives a brand may be impacted through WOM which again can have an effect on consumers attitudes towards a CRM campaign. Brands should focus their attention on creating positive WOM among consumers as it can have a positive impact on the success of a CRM campaign. If there is a bad fit between the brand and the cause it can create negative WOM and affect a brands reputation which again can impact the campaign negatively.

One of the major trends that impacts CRM today is COVID-19. Many consumers are skeptical towards CRM campaigns in general, and the brand`s opportunistic behavior of implementing this social issue into their CSR strategies may not be as effective as it may lead the consumers to be more skeptical towards CRM. This can lead to negative associations about the brand and decrease the positive effects for the brand engaging in such activities.

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## **Discussion paper: International**

**Hedda Kikut**

### **Presentation of the thesis**

Research concerning the effect that the cause and the brand have on cause-related marketing (CRM) is limited. Also concerning cross-cultural differences regarding CRM and how it is being utilized in Norway and Tanzania, there is a lack of research. This study closes this gap by contributing with a cross-cultural comparison of Norway and Tanzania, and by examining the effect that the cause (overused and underused) and the brands (market leader and follower) have on CRM. Hofstede's theory of dimensions of cultural differences are used to explain the cultural differences between Norway and Tanzania. The five dimensions were used to explain and predict why consumers in Norway and Tanzania had different perceptions of CRM. The findings on the consumers' responses to CRM in the two countries offer marketers directions for developing marketing strategies and CRM campaigns when operating in emerging and developed markets.

### *Cause-related marketing*

Our thesis defines and explains what cause-related marketing is. Varadarajan & Menon (1988) defined Cause-Related Marketing (CRM) as "the process of formulating and implementing marketing activities that are characterized by contributing a specific amount to a designated nonprofit effort that, in turn, causes customers to engage in revenue providing exchanges" (p. 60). Further, it goes through the literature on cause-related marketing and explains different views on the topic.

### *The cause*

We also discuss the effect of the cause, and the literature surrounding it. There has been a lack of focus on the direct impact of the cause of choice and the effect the cause can have when building brand equity. In terms of choosing the right cause, we do see that too many brands cooperating with the same actors can decrease the positive effects (Aaker, Fournier & Brasel, 2004; Uggla & Åsberg, 2010). We will thus expect that the same relates to CRM, as too many brands cooperating with the same cause will result in the cause being overused, and the positive effects decrease.

### *The brand*

Later we define and discuss the literature in regards to the brand. A brand can be defined as “A name, symbol, design, or some combination which identifies the product of a particular organization as having a substantial, differentiated advantage” (O’Malley, 1991, p. 107). Using a CRM campaign can increase brand usage, and donations to a nonprofit organization were a critical element in achieving this (Lafferty, Lueth & McCafferty, 2016). Several authors have concluded that CRM campaigns can have a positive effect on brand equity, especially when the brand equity is neutral in the first place (Lafferty, Lueth & McCafferty, 2016; Strahilevitz, 2003). We also look at the brand characteristics, as whether the brand is a market leader or a follower may impact the consumer’s perceptions of a brand. There is a lack of research concerning the coherence between a brand's position in the market and the effect it has on CRM.

### *The culture of the consumers*

A big part of our thesis is to understand and discuss the effect of culture. Knowing how consumers consume in different environments is a critical element for firms to succeed with their operations (Aaker, Benet-Martinez & Garolera, 2001; Castro & Sáiz, 2020). We also compare Norway and Tanzania in terms of their culture using the Hofstede model, where we found that power distance, masculinity and short term orientation were higher in Tanzania, while individualism was higher in Norway.

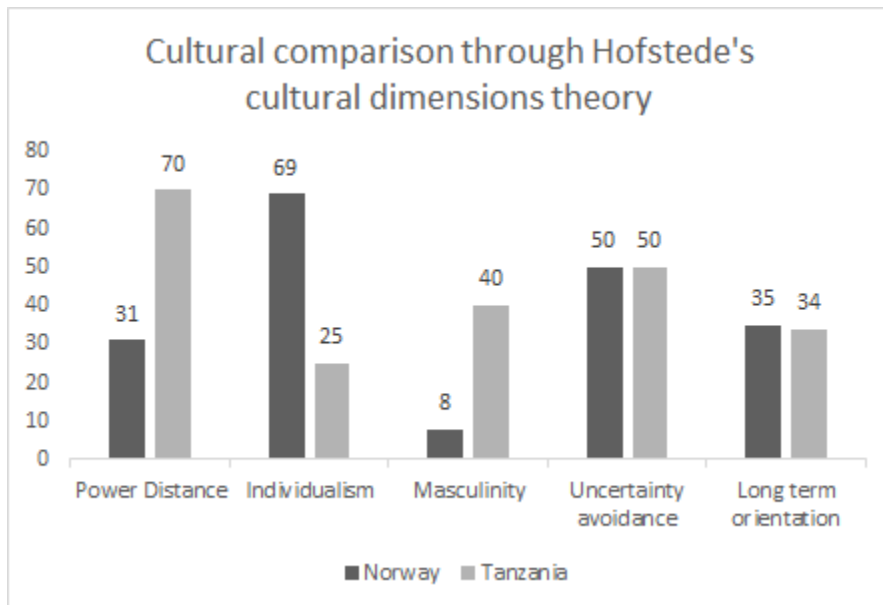


Figure 1. Adapted from “Country comparison” by Hofstede Insights. n.d.

## **The concept “International” and its relation to the thesis**

International can be defined as; when something is involving more than one country (Cambridge dictionary, n.d.). Our thesis is highly related to the concept of “international”. This is because our thesis is looking at two different countries/markets. Globalization is causing the world to become more united, the distances are becoming shorter (Aliber, Robery & Reid, 1993, p. 184). This creates huge opportunities for internationalization. Internationalization can be defined as “the process by which a company enters a foreign market” (Rugman & Collinson, 2005, p. 42). Increased globalization can result in huge internationalization opportunities for companies to enter new markets. One element that is important to consider when entering new markets is culture, which is one of the most important topics in our thesis.

Companies that are successful in one market, may not be able to succeed in another. This means that if a company has intentions of entering new international markets, understanding the culture in this market and also how to operate in this market is crucial. As mentioned, our thesis is researching how consumers in Norway compare to consumers in Tanzania, we look at differences in attitudes towards brands. Understanding how to build a brand in a new and different market is crucial to succeed, and our research will provide guidelines on how to develop successful cause-related marketing campaigns in these two types of markets; emerging and developed markets.

### *Globalization and marketing*

International trends and forces will likely be particularly important to consider because of the increased globalization, and the increased use of the internet. International trends will reach global markets faster than they did in earlier years. Trends are particularly important in terms of marketing, and also when trying to understand consumer behavior, as international trends can affect how the consumers respond to CRM campaigns. Understanding trends can be useful to increase the effectiveness of marketing campaigns. In our thesis, we look at cause-related marketing campaigns, and international trends are important to consider when developing these campaigns. In terms of the internet, an example of important trends to consider is the emergence of new internet platforms. Some platforms grow in scale rapidly and end up having a wide range

of users. These popular internet platforms can be used to better reach new and existing customers on an international level.

### *Choice of cause*

Another way that marketers that create cause-related marketing campaigns have to consider international trends is through the choice of the cause or non-profit organization (NPO). In our thesis, we emphasize that choosing the right cause is crucial for success (Polonsky & Macdonald, 2000). Choosing a cause that creates benefits for customers by helping the society will fulfill the customer's philanthropic responsibility, which again will lead to a higher willingness to pay (Koschate-Fischer, Stefan & Hoyer, 2012). The causes that are perceived by the customers as most beneficial can be affected by international trends and forces. War, natural disasters, and famine are examples of international causes that may be used in a cause-related marketing campaign. The campaign can be used to increase sales, build brand equity and increase exposure (Brønn & Vrioni, 2001; Strahilevitz, 2003). It can also help the cause or non-profit organization by providing donations and increased exposure (Du, Hou, & Huang, 2008; Moosmayer & Fuljahn, 2010; Lafferty, Lueth & McCafferty, 2016). As mentioned, it can also be beneficial for the customer by helping the society which fulfills their philanthropic responsibility (Koschate-Fischer, Stefan & Hoyer, 2012).

### *Culture*

The importance of understanding the market has already been discussed. It is also important to understand that different markets and cultures can respond differently to international trends and forces. This is complex, and understanding how different cultures or markets respond to these trends and forces requires deep and comprehensive knowledge about the market/culture.

### *Brands*

One of our focus areas in our thesis is the brand, and how consumers respond to different brands. Our focus areas are the market leader and follower, but we also discuss how a brand being global and local may affect the consumer's perceptions of the brand. International brands have to operate in different cultures, which makes the environment more complex.

### *Ethics and Corporate social responsibility (CSR)*

Another emerging international trend is that consumers today are getting increasingly more socially conscious which challenges the businesses to do the same (Laroche, 2017). It has become important for consumers that businesses act socially responsible (Vrontis et al., 2020). Corporate social responsibility (CSR) represents a competitive advantage in today's international environment. This is because consumers often feel better about their purchase decisions when they buy a product that contributes to a socioeconomic cause (Laroche, 2017; Choi, Chang, Li & Jang, 2016). Due to how the consumer's preferences have changed concerning this aspect, we see that businesses are investing more in CRM than earlier (Krishna, 2011; Robinson, Irmak & Jayachandran, 2012; Grolleau, Ibanez & Lavoie, 2016). Ross, Patterson, and Stutts (1992) found that consumers perceive companies that engage in CRM as socially responsible. This makes CRM a popular branding tool as it can contribute to establishing emotional connections with the brand's consumers (Meyer, 1999; Hoeffler & Keller, 2002; Vrontis et al., 2020).

### *Covid-19*

In terms of international trends, the covid-19 pandemic may have impacted marketing trends and how consumers respond to advertisements (Don't Panic, 2021). A study by Kantar found that ads that were empathic did not contribute to economic gain and increased profits. They also found that ads that had tangible goals received better responses from the consumers, and were thus more successful. The advertisements that included the coronavirus had to provide practical help to receive good responses from the consumers (Poole, n.d.).

### *Born globals*

We do see an international trend with an increasing number of born global firms, which are firms that early on after their founding expand to international markets through internationalization (Knight & Cavusgil, 2004). Born global firms have to find the balance between adapting to the individual culture, while simultaneously finding the balance of standardization. Too much standardization can result in unsuccessful entries on new markets, while too much adaptation can reduce the profitability and expansion rate to new markets. Our thesis also discusses how CRM can be a useful tool when entering new markets.

## **Findings**

We found partial support for the hypotheses we proposed in our study. To summarize the findings; we suggested that there are differences in how consumers respond to CRM whether the campaign includes an overused or an underused cause, but the majority of the hypotheses did not hold regarding this. The only significant difference we found regarding these hypotheses was that in Norway, the consumers have a better brand perception of a brand cooperating with an underused cause. In regards to the hypotheses concerning the differences in terms of the brand, comparing an underused with an overused brand and how the consumers respond to this, most hypotheses did not hold. In Norway, the market leader was found to have higher purchase intentions, loyalty, and word of mouth amongst their customers than the follower brand. Why the majority of the hypotheses regarding the cause and brand did not hold could be explained by the fact that we miss moderator variables.

The main purpose of our study was to examine culture concerning CRM and examine the impact it has on the consumer's responses towards CRM. Almost all of the hypotheses concerning the cross-cultural differences do hold, which accentuates how important culture is, and how much it affects how consumers respond to CRM campaigns. These findings also emphasize the importance of understanding how culture affects consumer behavior when developing CRM campaigns in different markets, and provide guidelines on how to develop CRM campaigns and marketing strategies in emerging and developed markets to successfully build brand equity.

The consumers overall have a higher brand perception of the market leader. And tend to favour the overused cause. When comparing with the control group the effect of CRM, the results vary. This is in line with the literature where the positive effects of CRM are conflicting.

We found the most significant differences in the different variables when comparing differences between the two countries. This indicates that when brands operate in international markets or are entering new markets, it is likely that the culture in the new market will have a big impact on the consumers in these markets. While the type of brand or the type of cause used will not be as important.

## Conclusion

When building brands in emerging- and developed markets through cause-related marketing it is important to recognize and consider international trends and forces. This is important because marketers have to understand the consumers to be able to reach their audience in the best way possible. Consumers are to a high degree affected by international trends and forces. Examples are; increased globalization, increased focus on corporate social responsibility, and the emergence of Covid-19. Our findings suggest that the different cultures in different international markets have the most significant effects on the consumer's responses to CRM. Which underlines the importance of understanding the culture before entering new markets. There are differences between different cultures and markets, these differences are important to understand. It should also be noted that consumers in different markets can react differently to international trends and forces, which is also important to consider.

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