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When Does the Consumer Feel the Authenticity in Cause Related Marketing?

Jong-Ho Yoon¹ and Gwi-Gon Kim²

¹Associate Professor, Department of Automotive Mechanical Engineering, University of GUMI

²Corresponding Author, Professor, Department of Business Administration, Kumoh National Institute of Technology

ABSTRACT

This study aimed to present an empirical analysis of consumer attitude toward cause-related marketing, with the authenticity of the public beneficial activities of the corporation perceived by consumers. **First**, the research topic was considered based on four frameworks of the CRM factors that influenced consumer attitude, which were the donation level, regulatory focus, buying motive (Hedonic vs. Utilitarian), and fit of corporate-CRM. The impact of these CRM frameworks on the perceived authenticity of CRM was examined. **Second**, the moderating effect of altruism between the CRM frameworks and the perception of authenticity of CRM was examined. **Third**, it was verified whether the impact of the CRM frameworks on the attitude toward CRM was mediated by the perceived authenticity of CRM, and whether the impact of the perception of authenticity of CRM on the attitude toward CRM could be moderated by the involvement in the CRM. In order to test the hypotheses, the results of 1,025 questionnaires including 32 types of experimental stimuli were used in the final analysis, and as expected, all of the research results were accepted. As shown by the research results, as the direct marketing components like the CRM frameworks ultimately affect the consumer attitude toward the corporation in question, if the CRM is not deemed authentic by consumers, it will not produce the intended effects. Accordingly, there is a need for marketing officers of corporations to plan their CRM activities that display consistency so that they may be viewed as authentic.

Keywords: CRM, CSR, Regulatory Focus, Authenticity, Utilitarian, Hedonic.

1. INTRODUCTION

Today, corporations are endeavoring to fulfill their corporate social responsibility (CSR) as an unconventional strategy to survive in the fiercely competitive market, and this has become an important element in sustainable management (Mohr & Webb, 2005). In other words, corporations undertake activities to contribute to

society, under the slogan of “sustainable management” and “mutual prosperity”, as a means to promote public interests. They also make an effort to attain social and economic accomplishments, and this is referred to as CSR activities (Mohr & Webb, 2005). So, why has CSR become an important issue today? This is because the CSR activities not only allow corporations to fulfill their responsibility to create social value, but also have a positive impact on the sense of unity between consumers and themselves, the purchase intentions of consumers, and customer loyalty among other factors (Brown & Dacin, 1997).

CSR involves activities through which a corporate fulfill its responsibilities to society, and such activities have a positive impact on consumers’ attitudes toward the corporation, sense of unity with the corporation, purchase intentions and customer loyalty (Brown & Dacin, 1997). In order to enhance the effectiveness of their CSR activities, corporations also carry out cause-related marketing (CRM) campaigns, which involve donating part of the proceeds for charity or public beneficial activities (Varadarajan & Menon, 1988). CRM typically instills a positive image of the corporation and its brands in consumers, and enhances brand awareness and customer loyalty, thereby boosting sales and ultimately leading to an increase in revenue (Lafferty, Goldsmith & Hult, 2004). It also helps portray the corporation in a positive light, as being socially responsible, and this promotes purchases of its products (Bloom, Hoeffler, Keller & Basurto Meza, 2012). However, donations beyond a certain level can arouse suspicions regarding product quality, and in such cases, an unfavorable view of the corporation may develop among consumers (Holmes & Kilbane, 1993). This means that it is only when the CRM campaigns of a corporation are perceived as authentic, with pure intentions, by consumers that they can result in the intended outcome. One of the intended outcomes of CRM activities is the formation of a positive attitude toward the corporation concerned. Thus, it can be concluded that CRM activities ultimately have an impact on the final purchase intention by instilling a positive attitude toward the corporation and its brands.

In order to examine the psychological mechanisms behind the processes during which consumer reactions are ultimately formed, this study was conducted, taking into consideration four matters as follows: *First*, cause-related advertising related to public beneficial activities were examined from four CRM frameworks, which were donation level, regulatory focus, buying motive, and fit of corporate-CRM. *Second*, authenticity of CRM was taken as the key concept of the psychological mechanisms, and it was predicted that the level of consumer trust in the corporation and its brands was affected by consumer perception of the authenticity of its CRM activities. *Third*, it was predicted that when a CRM activity was viewed as highly authentic, a positive attitude would form toward the said activity. *Fourth*, a moderating effect of the altruistic tendencies of consumers and their involvement in the CRM activity was predicted, and based on a theoretical background, research hypotheses and a research model were set up. Afterwards, a structural equation model was used to prove the structural relationships among the hypotheses.

2. THEORETICAL BACKGROUND AND HYPOTHESES SETUP

CRM Frameworks and Authenticity of CRM Activity

Previous studies have partially explained the effects between the four frameworks considered in this study and CRM; however, this study in particular aimed to verify the general dynamic relationships among these parameters. The CRM frameworks were specified as donation level, regulatory focus, buying motive (Hedonic vs. Utilitarian), and fit of corporate-CRM were, and it was predicted that when a CRM campaign with a

combination of these four frameworks was carried out, the consumers would first perceive the authenticity of the CRM campaign (Beckman, Colwell & Cunningham, 2009; O'Connor, Shumate & Meister, 2008). According to Snyder, (1979) authenticity means the authenticity of self, whereas non-authenticity means hiding one's true self and engaging in deceptive behavior in relationships with others. The concept of authenticity has been the key topic of discussion in various studies outside the field of marketing and consumer research. Moreover, it has been revealed as a factor that has a considerable impact on the success of CRM campaigns (Beckman, Colwell & Cunningham, 2009). In CRM research, authenticity has been noted as a factor that has a significant impact on the success of marketing campaigns, and it has drawn interest across society (Beckman, Colwell & Cunningham, 2009; O'Connor, Shumate & Meister, 2008). There have also been various studies conducted in relation to the donation level, which is an essential element of CRM, and among the researchers who have carried out such studies, previous studies claimed that there was a positive correlation between donation level and effectiveness of the CRM campaign (Douglas Olsen, Pracejus & Brown, 2003). A study examining the impact of the donation level on the skepticism of consumers showed that consumers believed smaller donations equaled exploitation, while larger donations meant pure intentions (Dahl & Lavack, 1995). Based on this, it can be inferred that higher donation levels have a positive impact. A comprehensive review of the findings of the above studies shows that various factors (consumer choice, brand choice, attribution, skepticism and amount one is willing to pay, etc.) have been examined to measure the marketing effects based on the level of donation. Most research findings have shown that a higher amount or ratio of donations from the proceeds had a more positive impact on the variables used to measure the outcome of CRM campaigns, as long as the donation amount or ratio was not at a level that would arouse suspicions. Thus, based on how a CRM campaign with a high donation level was perceived as highly authentic by consumers, it was predicted that there was a positive correlation between these parameters. Accordingly, the following hypothesis was proposed:

H1: Consumers will perceive a CRM campaign with high donation level to be highly authentic.

The basic component of public beneficial activities is the act of sharing. By helping those in need and supplementing whatever that is lacking, the aim is to make a transition from the present negative circumstances toward a better situation, in a future-oriented manner. In other words, in relation to the regulatory focus, the personal tendencies (Prevention Focus vs. Promotion Focus) lie toward the promotion focus. To explain, while a prevention focus aims to avoid losses and prevent negative results, a promotion focus is about achieving an ideal state. Accordingly, it was predicted that consumers would view a CRM campaign to be highly authentic when it was presented with a promotion focus, and thus the following hypothesis was proposed:

H2: Consumers will perceive a CRM campaign with a promotion focus to be highly authentic.

Brands can be distinguished by their hedonic and utilitarian attributes. Purchasing hedonic products lead to relatively negative feelings, compared to purchasing utilitarian products. In the case of CRM, it is more effective when the product is hedonic, rather than utilitarian (Kivetz & Simonson, 2002). This is because CRM provides social justification for purchasing hedonic products, which typically cause feelings of guilt, and thus it is more effective in promoting the purchase of hedonic products rather than utilitarian products. Thus, based on this, it was predicted that a product with a high degree of utilitarian attributes would have a positive impact on the perceived authenticity of a CRM campaign, and the following hypothesis was set up:

H3: Consumers will perceive a CRM campaign involving utilitarian buying motive to be highly authentic.

In CRM, cause fit could be described as the perceived degree of connections of public benefits, products of the corporation, corporate brands or product brands, positioning and target market (Varadarajan & Menon, 1988). The goodness of fit can have an impact on the consumer evaluation of the corporation undertaking CRM campaigns. However, studies that have been conducted thus far have presented confusing directions, with no consistent explanations regarding the interrelations between “goodness of fit” and “consumer evaluation”. Although previous studies have shown that a high cause fit had a positive impact on the effectiveness of a CRM campaign (Varadarajan & Menon, 1988), it does not necessarily mean that a high cause fit with public benefits does not necessary bring upon positive impacts. Thus, in the case of an excessively high cause fit, the benefits gained by the corporation in question may stand out and arouse suspicions among consumers (Kim & Kim, 2001; Ellen, Mohr & Webb, 2000; Drumwright, 1996). On the other hand, in the case of a low fit of corporate-CRM, consumers will focus on the hidden agenda of the corporation concerned, as it is different from their expectations (Becker-Olsen, Cudmore & Hill, 2006). Based on these previous findings, it was inferred that a high cause fit typically results in a positive impact, and the following hypothesis was set up:

H4: Consumers will perceive a CRM campaign with a high cause fit between the corporation and its public beneficial activities to be highly authentic.

Interactions between the Cause-Related Advertising Frameworks and Altruism

Consumers respond to CRM fundamentally because they have favorable views of public beneficial activities, and this tendency arises from altruism. Altruism is the manifestation of the selfless desire to live for others through the practice of helping others (Lee, 2001; Ellen, Mohr & Webb, 2000). The degree to which an individual acts upon this basic human nature to help others varies depending on the personal propensities, one’s involvement in the social benefit values, and various other situational parameters (Lee, 2001). In this study, altruism was viewed as the fundamental reason consumers reacted to CRM, and it was deemed that there would be a difference in the level of perceived authenticity of the CRM frameworks between a highly altruistic group and a group with low altruistic tendencies. Accordingly, it was predicted that a high donation level, prevention focus, and utilitarian buying motive would lead to a better perceived authenticity for individuals in the highly altruistic group compared to their counterpart. Also, it was predicted that the highly altruistic group would be highly sensitive to the fit of corporate-CRM because they are more highly interested in helping others. In the persuasion knowledge model (Boush, Friestad & Rose, 1994), where consumers analyze, evaluate and respond to the persuasions of marketers by thinking in their shoes, it is deemed that an increase in persuasion knowledge can diminish the positive impact that may be brought upon by CSR activities such as improved corporate image, attitude toward its brands, and trust in the corporation (Cho & Kim, 2011). Based on this, the following hypotheses were established:

H5(a): The impact of the donation level on the perceived authenticity of a CRM campaign is greater for individuals with higher altruistic tendencies.

H5(b): The impact of the regulatory focus on the perceived authenticity of a CRM campaign is greater for individuals with higher altruistic tendencies.

H5(c): The impact of the utilitarian buying motive on the perceived authenticity of a CRM campaign is greater for individuals with higher altruistic tendencies.

H5(d): The impact of the fit of corporate-CRM on the perceived authenticity of a CRM campaign is greater for individuals with lower altruistic tendencies.

Authenticity of CRM and Attitude Toward CRM

The success of a CRM campaign is dependent on the extent to which the campaign is perceived as authentic by consumers. In other words, if consumers believe that the CRM campaign is being carried out by a corporation, not as a public beneficial activity but for its own benefits, then they will develop a negative view of the CRM campaign, and it will not have any impact on their decision-making process when it comes to shopping (Smith & Stodghill, 1994). Thus, a higher fit of corporate-CRM will lead to a more favorable and positive attitude toward the CRM campaign. In contrast, according to Webb and Mohr (1998), some types of consumers perceive marketing activities associated with public interests as an exploitation of corporations, and may have unfavorable views toward such activities. In Korea, a study was performed to examine the fit of corporate-CRM and the attitude toward the CRM campaign, and the results reportedly showed that the higher the fit, the more favorable and positive the attitudes shown toward the CRM campaign (Lee, 2008). In most of the previous studies, it was reported that there was a positive correlation between the fit of corporate-CRM and consumer attitude, with the perceived authenticity playing a mediating role. Based on these findings, the following hypothesis was set forth:

H6: Consumer attitude will be more favorable if the perceived authenticity of the CRM campaign is high.

Moderating Effect between the Authenticity of CRM and Involvement in the CRM Campaign

The differences in the attitude toward a CRM campaign can be explained based on the individual differences among consumers (Lavack & Kropp, 2003). It has been reported that if the CRM campaign is important to the consumer, his or her reaction will be more positive, whereas a CRM campaign that is not important to the consumer, the opposite effect will result (Lafferty, 1996). Factors that have an impact on CRM is the personal values, importance of consumers in public beneficial activities, preferred public beneficial activities, and the fit of CRM with the corporation in question. Based on this, it can be inferred that consumers' perceived importance, necessity, value, interest and preference in relation to CRM have an impact on their attitude toward a CRM campaign. In relation to CRM, the level of involvement is defined by the relevance, importance and intrigue perceived by consumers in regard to the CRM activities chosen by corporations. This is defined by the relevance of the public interests concerned to the individual, and the individual perceptions of the importance and intrigue aroused by the stimulations within certain environments, and it is based on the innate need, values and interest (Zaichkowsky, 1985). Thus, the impact of the authenticity of CRM campaign on the attitude toward the CRM campaign was expected to be higher with higher level of involvement. Accordingly, in this study, the level of consumer involvement in CRM campaigns was measured based on the aforementioned factors, and based on the expectation that the perceived authenticity of and attitude toward a CRM campaign would be regulated by the level of involvement, the following hypothesis was proposed:

H7: The impact of the perceived authenticity of a CRM campaign on the attitude toward the campaign is regulated by the individual consumer’s involvement in the CRM campaign.

3. EMPIRICAL ANALYSIS

Sample Design and Data Collection

The survey was conducted by randomly assigning questionnaires containing 32 types of experimental stimuli evenly to men and women in their 20s to 50s living in Daegu and Gumi, Gyeongsangbuk-do in Korea. Questionnaires with insincere answers or omissions were eliminated for a total of 1,025 questionnaires to be included in the final analysis. Also, similar to how most corporations do not provide prior explanations regarding their CRM campaigns, prior education on CRM was not provided to the survey participants before the experiment. Questionnaires in black and white, which included demographic questions, were presented to the survey participants, who provided their responses. The experimental design consisted of four cause-related advertising frameworks (donation level, regulatory focus, buying motive and fit of corporate-CRM), altruism, involvement in the CRM campaigns, perceived authenticity of CRM campaigns, and attitude toward the CRM campaigns. Lastly, a survey was conducted in the order of sex, age, occupation and academic background, which are demographic variables.

Stimuli Development and Manipulation Check

Hedonic and functional products were selected, taking into consideration the following two criteria: first, the products should be selected taking into account the purchasing power of the survey participants; second, the selected products were distinguished based on the certainty of the functional and hedonic benefits. Of particular note, a hypothetical brand was not used in this study, unlike some of the preceding studies. This was because it was deemed that it would be difficult to judge the degree of authenticity of CRM, which was under examination in this study, if a hypothetical brand was used. In relation to the buying motive (hedonic vs. utilitarian; hedonic product vs. utilitarian product), one of the CRM frameworks, the stimuli (two brands) that actually exist and can be purchased by the participants were selected through focus group interviews (FGIs) with a global business consulting group (GBC). Four stimuli (Jeju Samdasoo, Lotte World Cone, Samsung Laptops, and Louis Vuitton Wallets), where there were no differences in terms of familiarity, consumer attitude and purchase intention, were finally selected as the stimuli after three preliminary surveys.

Table 11.1
Stimuli

<i>Division</i>		<i>Buying motive</i>	
		<i>(Utilitarian)</i>	<i>(Hedonic)</i>
Involvement	Low	Jeju Samdasoo	Lotte World Cone
	High	Samsung Laptops	Louis Vuitton Wallets

In the case of familiarity, no significant differences were observed, with low-involvement products (Jeju Samdasoo $M_{Jeju} = 4.93$, Lotte World Cone $M_{Lotte} = 4.88$) at $p = .892$, and high-involvement products (Samsung Laptops $M_{Samsung} = 4.81$, Louis Vuitton Wallets $M_{Louisvuitton} = 4.25$) at $p = .187$. In the preliminary

surveys regarding consumer attitude, no significant differences were shown, with low-involvement products (Jeju Samdasoo $M_{Jeju} = 4.97$, Lotte World Cone $M_{Lotte} = 5.40$) at $p = .236$, and high-involvement products (Samsung Laptops $M_{Samsung} = 4.93$, Louis Vuitton Wallets $M_{Louisvuitton} = 4.86$) at $p = .871$. The results of the preliminary surveys regarding purchase intention showed that Jeju Samdasoo was a utilitarian product ($M_{Util} = 5.45$, $M_{Hedo} = 3.41$, $p = .000$), while Samsung Laptops were found to have a utilitarian quality measured to be $M_{Util} = 5.36$, and a hedonic quality measured to be $M_{Hedo} = 3.73$ ($p = .000$). Hedonic products were Lotte World Cone at $M_{Util} = 3.80$, $M_{Hedo} = 5.50$, $p = .001$, and Louis Vuitton Wallets at $M_{Util} = 2.80$, $M_{Hedo} = 5.73$, $p = .000$.

Reliability Test and Validity Analysis

In this study, reliability was tested centering on internal consistency. In case several items were used to measure the same concept, the items that lowered reliability were identified and eliminated as a means to enhance the reliability of the measurement tool, and for this purpose, Cronbach's alpha (α) was used. In reflection of the findings reported by Nunnally, (1978) that if the reliability coefficient is over .6, then it can be generally accepted as relatively high reliability, the reliability of the scale used in this study can be considered high.

Correlation Analysis

In regard to the research units for which unidimensionality was proven, based on the results of the factor analysis, reliability analysis and measurement model analysis, a correlation analysis was performed to examine the direction of the relationships among these research units and the extent of their relationships. All of the research units were found to have a positive (+) correlation at $p < .01$. Thus, the directions of the variables presented in the research model and hypotheses were found to coincide with one another.

Measurements of Variables

The amount of donations made through a CRM campaign sensed by the participants was measured by asking the participants to assess the "donation level of donating OO% of the proceeds from the sales of the product", and the "relative donation level of donating OO% of the proceeds from the sales of the product compared to the average" based on a 7-point Likert scale (from "Very low" to "Very high"). As for the buying motive, the questions developed by Leclerc, Schmitt & Dubé, (1994) were modified to better suit this study, and they were divided into "Buying the advertised product above would be based on a utilitarian motive", and "Buying the advertised product above would be based on a hedonic motive". These were measured based on a 7-point Likert scale (from "Completely disagree" to "Completely agree"). As for the regulatory focus, it was divided into achievement-oriented and avoidance-oriented, based on the study by Higgins, (1997), and it was measured based on a total of two statements, "It is achievement-oriented", or "It is avoidance-oriented" (from "Completely disagree" to "Completely agree") among the statements used by Kim, (2009). Meanwhile, the fit of corporate-CRM was measured using a total of four statements from the study conducted by Berens, Riel & Bruggen, (2005), based on a 7-point Likert scale. As for altruistic tendencies, a total of four statements from the study conducted by Webb, Green and Brashear, (2000) were applied, while the level of involvement was measured based on a 7-point Likert scale, using twelve out of the twenty statements used by Zaichkowsky, (1985) after eliminating the eight statements that were deemed unfit. Lastly, the perceived authenticity was measured based on a 7-point Likert scale (from "Completely

disagree” to “Completely agree”), using fourteen out of the twenty-one statements used by Zaichkowsky, (1985) after excluding the seven statements that were deemed unsuitable for this study.

4. HYPOTHESIS TESTING

The results of testing the hypotheses (H1~H4) regarding the perceived authenticity of CRM campaigns are shown in Table 11.2.

Table 11.2
Results of testing H1 ~ H4

<i>Items</i>	<i>Estimate</i>	<i>S.E.</i>	<i>C.R.</i>	<i>p</i>
Level of Donation → PACC	0.075	0.019	4.059	***
Regulatory Focus → PACC	0.075	0.023	3.306	***
Buying Motive → PACC	0.064	0.015	4.309	***
Fit of Corporate-CRM → PACC	0.230	0.024	9.598	***
PACC → Attitude toward the CRM Campaign	0.853	0.050	17,061	***

PACC = Perceived Authenticity of CRM Campaign

* $p < .1$, ** $p < .05$, *** $p < .01$

The level of donation had a positive impact on the perceived authenticity of a CRM campaign ($\beta = .089, p < .001$). The regulatory focus that was promotion-oriented had a positive impact on the perceived authenticity of a CRM campaign ($\beta = .088, p < .001$). Buying motive had a positive impact on the perceived authenticity of a CRM campaign ($\beta = .076, p < .001$). The fit of corporate-CRM had a positive impact on the perceived authenticity of a CRM campaign ($\beta = .271, p < .001$). These results supported the hypotheses from H1 to H4. The moderating effect between the CRM frameworks and the perceived authenticity by altruistic tendencies are shown in Table 11.3. The results were statistically significant, and they supported the hypotheses from H5 (a) to H5 (d).

Table 11.3
Results of testing the moderating effect of altruism

<i>Path of Testing the Hypothesis</i>	<i>CMIN Difference (p)</i>
H5(a) (Level of Donation → PACC)	2.680 (*)
H5(b) (Regulatory Focus → PACC)	3.907 (**)
H5(c) (Buying Motive → PACC)	3.118 (*)
H5(d) (Fit of Corporate-CRM → PACC)	0.003 (*)
CMIN of the Free Model	7.191
CMIN/DF of the Free Model	1.797

PACC = Perceived Authenticity of CRM Campaign

* $p < .1$, ** $p < .05$, *** $p < .01$

The Based on the coefficient of the path between the CRM frameworks and the perceived authenticity of CRM campaigns, it was found that the group with high altruistic tendencies had a higher perceived authenticity of CRM campaigns compared to the group with low altruistic tendencies. On the other hand,

in relation to the fit of corporate-CRM and perceived authenticity of CRM, the group with low altruistic tendencies perceived the authenticity of CRM campaigns to be higher compared to the group with high altruistic tendencies. This confirmed the moderating effect of altruism between CRM frameworks and the perceived authenticity of CRM.

Table 11.4
Group with high altruistic tendencies (H)

<i>Items</i>	<i>Estimate</i>	<i>S.E.</i>	<i>C.R.</i>	<i>p</i>
Level of Donation → PACC	0.081	0.023	3.467	***
Regulatory Focus → PACC	0.088	0.028	3.115	.002
Buying Motive → PACC	0.081	0.019	4.185	***
Fit of Corporate-CRM → PACC	0.030	0.030	6.506	***

PACC = Perceived Authenticity of CRM Campaign
* $p < .1$, ** $p < .05$, *** $p < .01$

Table 11.5
Group with low altruistic tendencies (L)

<i>Items</i>	<i>Estimate</i>	<i>S.E.</i>	<i>C.R.</i>	<i>p</i>
Level of Donation → PACC	0.049	0.030	1.599	.110
Regulatory Focus → PACC	0.017	0.037	.451	.652
Buying Motive → PACC	0.026	0.023	1.099	.272
Fit of Corporate-CRM → PACC	0.262	0.039	6.812	***

PACC = Perceived Authenticity of CRM Campaign
* $p < .1$, ** $p < .05$, *** $p < .01$

The perceived authenticity was found to have a positive impact on the attitude toward CRM campaigns ($\beta = .811, p < .001$), and this supported the hypothesis, H6. According to the results shown in Tables 11.6 and 11.7, there was a difference in the attitude toward the CRM campaigns between the high-involvement group (H) and the low-involvement group (L), and this supported the hypothesis, H7.

Table 11.6
Group with a high level of involvement in the CRM campaign (H)

<i>Items</i>	<i>Estimate</i>	<i>S.E.</i>	<i>C.R.</i>	<i>p</i>
PACC → Attitude toward the CRM Campaign	0.764	0.069	11.005	***

PACC = Perceived Authenticity of CRM Campaign
* $p < .1$, ** $p < .05$, *** $p < .01$

Table 11.7
Group with a low level of involvement in the CRM campaign (L)

<i>Items</i>	<i>Estimate</i>	<i>S.E.</i>	<i>C.R.</i>	<i>p</i>
PACC → Attitude toward the CRM Campaign	0.518	0.060	8.608	***

PACC = Perceived Authenticity of CRM Campaign
* $p < .1$, ** $p < .05$, *** $p < .01$

5. RESULTS AND CONCLUSION

The aim of this study was to present an empirical analysis of the impacts on consumer attitude toward cause-related marketing, using the authenticity of the public beneficial activities of the corporation perceived by consumers as a parameter. The components of CRM were set as donation level, buying motive (hedonic vs. utilitarian), fit of corporate-CRM, and regulatory focus of the CRM campaign, and an analysis was performed to assess their impact on the consumer perception of the authenticity of the CRM campaign in question. **First**, the hypothesis 1 was supported by the results of this study, which showed that consumers perceived a CRM campaign with high donation level to be highly authentic. This could be interpreted as follows: A high level of donation to an extent that it does not arouse suspicions among consumers has a positive impact on the consumer perception of the authenticity of the CRM campaign. **Second**, an attempt was made to identify the relationship between the regulatory focus framework and authenticity. CRM campaigns with a promotion focus were found to have high perceived authenticity, which supported the second hypothesis (H2). **Third**, the hypothesis 3 was in regard to the perceived authenticity of a CRM campaign based on the buying motive. The results showing the consumers perceived a CRM campaign that triggered a utilitarian buying motive to be highly authentic, which supported the third hypothesis (H3).

Fourth, it was predicted consumers would perceive a CRM campaign, where there was a high fit of corporate-CRM, to be highly authentic, and the findings were consistent with those of preceding studies, which supported the fourth hypothesis (H4). **Fifth**, it was expected that the perceived authenticity would be higher for individuals with altruistic tendencies. The results of the analysis showed a moderating effect between all of the variables (level of donation, buying motive, fit of corporate-CRM, and regulatory focus of CRM) and the perceived authenticity of the CRM campaign, which supported the fifth hypothesis (H5). **Sixth**, it was found that the more authentic the CRM campaign was, the more authentic the corporation was perceived by consumers, which supported the sixth hypothesis (H6). **Lastly**, the level of involvement regulated the impact of the perceived authenticity of the CRM campaign on the attitude toward the campaign, which supported the seventh hypothesis (H7).

6. LIMITATIONS AND FUTURE AGENDA

This study aimed to analyze the general psychological mechanisms of consumers and their perception of the authenticity of CRM campaigns carried out by corporations. In other words, the impact of the direct CRM components such as the amount of donations, buying motive, fit of corporate-CRM, and regulatory focus of the public beneficial activities on the attitude toward the CRM campaign, and the relevance of these parameters. The results of this study were consistent with the findings of previous studies in that higher levels of donations, promotion-focused activities, utilitarian buying motive, and fit of corporate-CRM led to a higher level of perceived authenticity of the CRM campaign among consumers. In addition, it was found that in relation to the CRM frameworks and the perceived authenticity of the CRM campaigns, those with higher altruistic tendencies had a higher perceived authenticity of CRM, and this supported the hypothesis that altruism played a regulatory role. Level of involvement also had a regulatory effect on the attitude toward the CRM campaigns. Accordingly, the significance of this study can be summarized as follows: **First**, in this study, the comprehensive psychological mechanisms that have an impact on the consumer attitude toward a corporation through CRM were analyzed. In other words, the type of impact that marketing components had on the consumer attitude toward the corporation in question via the parameters including the authenticity of the CRM campaign, the authenticity of the corporation, and the attitude toward

the CRM campaign was identified. **Second**, in relation to CRM in the Marketing 3.0 era, when importance is placed on authenticity, a framework was presented for analyzing the effects of CRM of corporations with many years of experience in public beneficial activities. **Third**, the moderating effect of altruism and level of involvement were confirmed, and this added diversity to CRM research. The significance of this study is that it provides a framework for analyzing the effectiveness of the CRM campaigns conducted by corporations with many years of experience in public beneficial activities. Moreover, based on the findings, it is expected that the perceived authenticity of the CRM campaigns has a direct impact on the perceived authenticity of the corporation itself, and this can in turn improve consumer attitude toward the corporation. Despite these implications that were noted through this study, however, it had limitations in that in the case of regulatory focus, only the framework of regulatory focus of the CRM activities was used to assess authenticity, without examining the consistency or goodness of fit with the self-regulatory focus. There is a need to perform additional research to further examine the personal preferences in relation to the regulatory focus, the regulatory focus of the expressions used in CRM messages, regulatory focus of CRM activities (frameworks) and the fit of these regulatory focuses, and the relationship with persuasion knowledge, which is a concept opposite to perceived authenticity.

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