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Effectiveness of Cause-Related Marketing strategies within the fast-moving customer goods (FMCG) industry in South Africa

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A research report submitted to the Faculty of Commerce, Law and Management, University of the Witwatersrand, in partial fulfilment of the requirements for the Degree of Masters of Management in Strategic Marketing.

February 2022

DECLARATION

I, **Louwella Moeti**, declare that this research report is my own work except as indicated in the references and acknowledgements. It is submitted in partial fulfilment of the requirements for the degree of Master of Management in the field of Strategic Marketing in the University of the Witwatersrand, Johannesburg. It has not been submitted before for any degree or examination in this or any other university.

Louwella Moeti



Signed at …**Ruimsig**……On the **19th day of January 2022**

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ABSTRACT

It has become incumbent upon businesses to make a difference in society and their communities. To fill this requirement, many businesses associate themselves with a cause that makes a difference in society, resulting in cause-related marketing (CRM). This study sought to investigate the effectiveness of CRM strategies within the South African fast-moving consumer goods (FMCG) sector. More specifically, the study sought to examine the attributes that lead to the successful implementation of CRM in the South African FMCG sector, to determine the factors which lead to favourable responses towards CRM in the South African FMCG sector and to develop a framework for successful implementation of CRM in the South African FMCG sector. The research was conducted through a quantitative approach, where data collection was done through a web-based survey. The target sample size was 300 consumers aged 21 to 45, after which 150 responses were deemed useful. The sampling method adopted by the study were the convenience and snowballing sampling where every available subject was asked to complete the survey. The study established a strong and definite correlation between the type of product and customer support, duration of a partnership and customer support, donation amount and customer support, and the product's price and customer support. The study's findings offer knowledge and insights into the factors that drive effective CRM strategies within the South African FMCG sector. Based on the findings, it is recommended that companies be strategic on the type of product used in CRM initiatives; keep product price at a minimum; double the donation amount and support the same cause for longer.

Keywords: CRM, CRM Strategies, Effectiveness, FMCG, South Africa.

CHAPTER 1: BACKGROUND AND CONTEXT

1.1 INTRODUCTION

In a dynamic global marketing environment, with increasingly complex and demanding markets, cause-related marketing (CRM) has become inevitable. Consumers now demand that firms exist for a cause or provide sustainable products (Vătămănescu, Dabija, Gazzola, Cegarro-Navarro, & Buzzi, 2021). While there has been increasing interest in research in CRM and sustainability across different sectors, this study focused on ascertaining the effectiveness of CRM strategies within the South African fast-moving consumer goods (FMCG) sector. This chapter sets the background to the study and the research problem.

1.2 CONTEXT OF THE STUDY

Business should not just be about making money and private greed; but it should also be about being responsible and doing good to the public (Roddick, 2000). There has been a general view that businesses should possess a purpose beyond making a profit, and it has become incumbent upon businesses to make a difference in society and the communities in which they operate. Sefora, Teodora and Tarcza (2016) have attributed sustainable economic benefits to companies that link their corporate objectives to the community or societal goals. Upon realising this notion, many businesses have increasingly associated themselves with a cause that makes a difference in society, resulting in CRM.

“Cause-related marketing (CRM) involves mutually beneficial cooperative efforts between a company and a non-profit organisation (NPO) designed to promote the company’s sales and the NPO’s cause” (Lee & Johnson, 2018; p. 239). Since its inception, CRM has been a globally growing area. Research has ascertained that consumer are prepared to spend extra on goods from businesses dedicated to constructive social influence (Anderson, 2020).

CRM has many benefits for businesses, including better reputation, brand loyalty and increased profits. “CRM has positive impacts on businesses because it builds the brand and enhances the corporate reputation, consequently, improves revenues and

profitability. Other benefits from CRM include generating goodwill and improving the employees' morale and retention" (Alshrideh, Shaltoni & Hijawi, 2014; p. 164).
CRM is not without its disadvantages; though beneficial to charities, it can be viewed as a promotional strategy by consumers. Some organisations use CRM as a marketing tool and a way in which to profit from the investment they make to charities (Sefora et al., 2016). This calls for a closer look into how CRM initiatives should be implemented without being viewed as a promotional strategy.

In South Africa, the topic of CRM has not been widely researched. "Most major fast-moving consumer goods companies in South Africa are aware of CRM, but many of them still have their doubts about how to action CRM, in order for it to be beneficial to all" (Corbishley & Mason, 2011; p. 7234). Furthermore, an implementation strategy for CRM still requires some development (Schyvinck & Willem, 2019). Thus, the effectiveness of CRM strategies on consumers within the FMCG industry was investigated.

1.3 PROBLEM STATEMENT

As beneficial as CRM programmes can be to businesses and the beneficiaries from the cause perspective, CRM programmes could pose a threat if implemented incorrectly. According to Schyvinck and Willem (2019), an implementation strategy for CRM still requires some development as an ineffective CRM strategy may result in stakeholder dissatisfaction. "Most major fast-moving consumer goods companies in South Africa are aware of CRM, but many of them still have their doubts about how to action CRM" (Corbishley & Mason, 2011; p. 7234). If businesses do not know how to action CRM programmes confidently, they may not get the expected results and responses from customers.

1.4 RESEARCH OBJECTIVES AND QUESTIONS

The research aimed at obtaining three main objectives:

- To examine the attributes that lead to the successful implementation of CRM in the South African FMCG sector.

- To determine the factors which lead to favourable responses towards CRM in the South African FMCG sector.
- To develop a framework for successfully implementing CRM in the South African FMCG sector.

Based on these objectives, the research questions for this study were:

- What attributes lead to the successful implementation of CRM programmes within the FMCG industry in South Africa?
- What factors lead to favourable customer responses towards CRM programmes in the South Africa FMCG sector?
- How can CRM be successfully implemented in the South African FMCG sector?

1.5 HYPOTHESES

The study sought to understand which elements of a CRM initiative lead to favourable results, therefore looking at campaign elements and how they affect the outcome of a CRM initiative. These included longer campaign duration, geographical location, higher levels of brand cause, hedonic products, brand awareness and longer collaboration. The following hypotheses were derived:

H1: *The duration of the campaign positively affects the level of customer support.*

H2: *Geographical location of CRM programmes positively influences the level of customer support.*

H3*: Cause and company fit positively influences the level of customer support.*

H4: *The type of product positively affects the level of customer support.*

H5: *Brand awareness positively influences the level of customer support.*

H6: *The duration of a partnership positively affects the level of customer support.*

H7: *The amount of donations made by a company to cause positively affects the level of customer support.*

H8: *The price of the product positively influences the level of customer support.*

H9: *Imagery usage and content positively influences the level of customer support.*

1.6 SIGNIFICANCE OF THE STUDY

CRM is critical in strategic marketing in that it can create a competitive advantage for a business, but the type of CRM strategy that impacts positively on customer responses is unknown (Lee & Johnson, 2018). The results of this study can help marketers within the FMCG industry in South Africa devise better CRM strategies that will elicit the best consumer responses.

The area of CRM has been extensively researched, with studies focusing on the characteristics of the cause, such as how familiar the cause is and its importance and the geographic scope of the cause (Schyvinck & Willem, 2019). Other research focused on the campaign components, including donation size (Yoo, Kim & Doh, 2018), the length of time the campaign took (Chéron, Kohlbacher & Kusuma, 2012), the clarity of the message and value ascribed in the messaging about the cause, and the number of resources put into the campaign (Bae, 2016).

The influence of characteristics of the company has also been looked at, such as corporate credibility and corporate image. The impact of consumer characteristics on their responses has also been examined wherein demographics, beliefs and behaviour were examined (Fields, 2013). However, these studies were conducted in developed countries. More literature is required on CRM in developing countries, particularly South Africa. Moreover, little is known on how CRM strategies impact South African consumers within the FCMG industry. Most importantly, factors that lead to the success or failure of CRM strategies in the South African FMCG industry have not been fully documented or explored comprehensively. This study aims to fill this void.

1.7 RESEARCH METHODOLOGY

The study aimed to assess the effectiveness of CRM strategies on South Africans in the FMCG industry, therefore a quantitative method was adopted which assisted in

determining the impact of CRM strategies on consumers and in quantifying the relationship between variables identified in the literature review. Quantitative gathers numerical data and generalises it across groups of people to explain a certain phenomenon (Donald, Cooper & Schindler, 2014). The data was obtained from a sample of 150 respondents through an online survey using Qualtrics (an online survey tool). This study used a convenience and snowballing sampling method to select the sample. Data analysis was done using IBM SPSS Statistics 27.

Validity was measured in three ways: Face Validity, Content Validity and Predictive Validity. Cronbach's alpha test was used for each construct to determine internal consistency. The research methodology is discussed further in Chapter 3.

1.8 DELIMITATIONS OF THE STUDY

The focus was on consumers aged between 21 and 60 as this population perceivably makes purchase decisions. Consumers residing within Johannesburg, Cape Town and Durban in South Africa were the main focus for a good representation of South Africa. The cities are also the main economic hub of South Africa. As the study was conducted online, residents of these cities were found on the sites that were targeted for research.

1.9 DEFINITION OF TERMS

Cause-related marketing (CRM): CRM means businesses that employ a strategy whereby they do a charitable cause by donating a certain percentage of items bought by customers (Alshrideh, Shaltoni & Hijawi, 2014).

Fast-moving customer goods: Inexpensive, small products, mostly found at convenience stores (Malhotra, 2014).

Brand-cause fit: When a brand employs a CRM strategy and the cause that aligns in terms of attributes in the customer's view (Nan & Heo, 2007).

1.10 ASSUMPTIONS

An assumption was made that all participants would answer truthfully. This study dealt with philanthropy, and it was assumed that respondents would not try to look good due to the nature of the study.

1.11 CHAPTER SUMMARY

This study chapter has introduced the study by laying the background and revealing the problem statement. The chapter has also outlined the study's objectives, research questions, delimitations and assumptions, and other background issues. The next chapter reviews the literature, as guided by the research objectives.

CHAPTER 2: LITERATURE REVIEW

2.1 INTRODUCTION

Chapter 1 outlined the purpose of the dissertation, and this current chapter (Chapter 2) delineates the research context. This chapter provides background on how cause-related marketing (CRM) originated, including its definitions, the different types of CRM and how it applies to the South African context.

In addition, this chapter presents a detailed theoretical framework anchored in the framework of the Alliance Based View Tjemkes, Vos and Burgers (2017), Organisational Legitimacy Theory (OLT) Deegan (2014) and the Theory of Planned Behaviour Model (Bisquolm, 2010). These theories serve as the foundation to ground the study. They are important theories in this research as they explain relevant basic concepts and provide a central point of knowledge for arguments developed in the research. Moreover, the empirical literature is presented, observing all the pertinent collected works on CRM. Divided into three sections, this chapter also covers a literature review on the variables under investigation, which includes longer campaign duration, geographical location, and higher levels of brand-cause fit, hedonic products, brand awareness, longer collaboration, credibility, customer response rate, customer purchase intention and positive customer attitudes.

2.2 CONTEXTUALISATION OF THE STUDY

This section discusses the research context by providing a background on CRM and an overview of the South African FMCG sector. More precisely, this section presents the research context based on the items that have been arranged under the following headings: background into how CRM originated and evolved, defines CRM; types of CRM, benefits, risks and challenges of CRM and CRM in South Africa and, more specifically, in the South African FMCG sector.

2.2.1 The start and evolution of CRM

CRM is when a profit-making organisation partners with a non-profit organisation (NPO) for mutual benefits (Human, 2016). It has three main components: the organisation (corporate), non-profit organisation and the consumer (Human, 2016). Although several researchers date CRM back to the 1980s, CRM can be traced back to prior 1905, when the foundation of corporate social responsibility in the USA was laid by Andrew Carnegie, John Rockefeller, Henry Astor (Human, 2016).

However, it was not until 1970 that Bruce Burtch, a CRM expert, author, and trainer, put the concept to reality by organising a fundraiser between a profit-making organisation called Marriott Corporation and a cause called March of Dimes. However, CRM only gained its popularity and momentum in the 1980s. American Express ran a successful CRM campaign that set CRM on its way. As such, most literature refers to the emergence of CRM to be in the 1980s. Authors Yatawatte and Abeysekera (2015), Bae (2016) as well as Melero and Montaner (2016) make mention of CRM to have emerged in the 1980s. According to Yatawatte and Abeysekera (2015), American Express was on a mission to raise funds for the Statue of Liberty in the 1980s. Consumers were encouraged to use the American Express cards, and in return, the company donated two cents towards the statue of liberty. This resulted in an increase of 28% in card users and 45% in the number of new American Card holders. American Express has since launched the programme in 18 different countries.

According to Human (2016), the success of CRM in the 1980s can also be attributed to the fact that organisations became aware that the traditional way of conducting philanthropy was no longer working. This led to a change in how sponsorship was done in the 1980s.

While CRM seemed to be making a positive change in terms of improving the company image, there were negative remarks from those organisations that did not experience the same success. However, this did not stop organisations from forming alliances with NPOs. The start of the new millennium saw more organisations investing in CRM worldwide. Human (2016) posits that customers' demands and expectations regarding how companies conducted themselves increased. From 2013 to 2014, CRM growth surged in countries like China, India and Brazil. South Africa has successful CRM

programmes like the Woolworths MySchool programme dating back to 1997 (MySchool MyVillage MyPlanet, n.d.). This will be discussed in detail in Section 2.1.4.

CRM is associated with many benefits. In looking at the benefits of CRM, all involved parties will be considered (the organisation, non-profit organisation and the consumer).

For the organisation, Deepak and Kathiravan (2019) outlined the following benefits:

- Good relationship with the public.
- An improved company image.
- Increased sales.
- Customer loyalty.
- Increased brand exposure.
- Different markets which would ordinarily only be exposed to the NPO can be reached and employee retention.

According to Human (2016), for non-profit organisations, the following benefits exist:

- The increased visibility through leveraging from the well-known brands' marketing campaigns.
- Increased possibility of reaching more people.
- The chance to be positively associated with a strong or well-known brand.
- Provides another stream of sponsorship.
- Access to broader networks.
- Better fundraising ability and more donations.

For consumers, the following benefits are highlighted by Human (2016):

- Allows consumer the opportunity to become involved with the cause.
- Consumers can be directly involved with the solution of a problem.
- Improved self-concept in consumers and an increase in consumer feelings of virtuousness.
- Consumers get to experience the pleasure of giving and owning products bought.

According to Melero and Montaner (2016), the risks and challenges associated with CRM are as follows:

- Increased prices to cater for the non-profit organisation could alienate customers.
- A customer that does not trust the business executing the CRM strategy can see CRM as a dishonest exercise. Also, Human (2016) states this as a challenge.
- Consumers can either view CRM as cause-beneficial or cause-exploitative.
- It may be viewed as serving self-interest.
- In the case of smaller charities, companies do not control how they spend the money donated.
- Companies do not provide feedback to consumers about how the money they donated was used (Human, 2016).

2.2.2 Defining CRM

Over the years, many CRM definitions have been presented to alter and improve the definition. Six definitions are offered to help understand CRM.

Table 1: CRM definitions

Definition	Author
"The process of formulating and implementing marketing activities that are characterised by an offer from the firm to contribute a specified amount to a designated cause when customers engage in revenue-providing exchanges that satisfy the organisational and individual objective."	Varadarajan and Menon (1988, p. 60).
"The process of formulating and implementing marketing activities that are characterised by contributing a specific amount to a designated non-profit effort that, in turn, causes consumers to engage in revenue providing exchanges."	Mullen (1997, p. 43).
"The process of formulating and implementing marketing activities that are characterised by an offer from the firm to contribute a specified amount to a designated cause when customers engage in revenue-providing exchanges that satisfy organisational and individual objectives."	Alshrideh, Shaltoni, and Hijawi (2014, p. 164).
"CRM could also be defined as the public association of a profit-oriented company with a non-profit organisation, or a cause intended to promote the company's product or service and to raise money for the non-profit."	Yatawatte and Abeysekera (2015, p. 162).
"When any company supports a specific cause for a promotional purpose, it is known as CRM."	Kulshreshtha, Bajpai, Tripathi, and Sharma (2019, p. 162)
"Cause-related marketing (CRM) is a marketing strategy applying CSR concepts in general and philanthropic practices in specific, which marketing practitioners have increasingly used to promote sales by supporting philanthropic causes in society trying to solve some of the social problems, aiming to achieve social equality and the development of nations."	Moharam, Elsamadicy and MedhatNegm (2020, p.124)

Source: Drawn from various sources

In section 2.1, it was mentioned that CRM has three components: the firm, the NGO and the consumer. It is thus essential that the definitions encapsulate the three components involved in CRM. The six definitions provided capture these components and are aligned in CRM being an initiative from a business to raise funds that will assist an entity that does not have the means to be fully functional based on financial constraints. The definition difference is that consumers must take action to enable the initiative. In other words, consumers must either buy a product or do something to allow the business to assist the entity, like donate a certain amount of money. For this research, the definition offered by Alshrideh, Shaltoni and Hijawi (2014) is more suitable as it encapsulates all aspects that the study aims to investigate.

2.2.3 Types of CRM

Various types of CRM strategies exist. Depending on what the company aims to achieve by employing CRM strategies, they can choose any of the following types or combinations:

The product-cause partnership, also known as *transaction-based,* is "strategic cause-related marketing (CRM), a major corporate philanthropic trend through which money or products are donated to a charity each time a consumer makes a purchase" (Bae, 2016; p. 810). According to Deepak and Kathiravan (2019), a product-cause partnership is the most general kind of relationship where a company donates a percentage of each purchase made over a specific period, or a company may make special products specifically designed for a CRM initiative and donate the money from these products to a cause.

Many companies employ this strategy in South Africa where consumers are either asked to donate a specific amount of money towards a cause at the point of transaction or an amount donated towards a cause upon purchase. An example of an organisation within the FMCG industry is Unilever, where they donate R1 when consumers purchase their Joko Tea towards People Opposing Women Abuse (POWA). This is an NPO that "provides both services and engages in advocacy to ensure the realisation of women's rights and thereby improve women's quality of life" (POWA, 2016). This type of CRM strategy aligns with the work of Alshrideh et al. (2014).

Lee and Johnson (2019; p. 241) define sponsorship-linked marketing as “the orchestration and implementation of marketing activities for building and communicating an association to a sponsorship”. A company may donate to an event like a sports game. Proceeds of the money made go to a cause. Companies get involved in such to increase brand awareness and get a favourable response from customers as they get an opportunity to put company branding at the event. Through sponsorship, a successful CRM campaign provides product advertisement and reaches an audience that the company could not have otherwise reached through the usual advertising channels (Liu & Ko, 2011).

Joint promotion is another CRM type where “The focus of joint promotion strategy is to produce a joint advertising campaign to activate the public’s emotions about corporate ethical behaviour” (Liu & Ko, 2011; p. 261). In this case, no money is offered to non-profits. Rather resources are provided to build awareness and educate the public about a certain issue.

In-kind: includes the usage of resources that do not involve money for example gifts, products, knowledge, expertise and staff volunteering. Some companies may donate old furniture or computers no longer in use (Woodroof, Deitz, Howie, & Evans, 2019).

Cause-related marketing strategies are not limited to only the above-mentioned four. Many other CRM scenarios exist, but the scope of this study only allows for those mentioned above. Two types require active customer participation, and two types are passive participation. These types can be directly compared against each other to see whether donation has any bearing on the effect of CRM on customer responses.

2.2.4 CRM in South Africa

As mentioned in Section 2.1.3, there are several CRM programmes in South Africa. Some examples include Ster-kinekor’s vision-mission programme, Kentucky Fried Chicken Donate R2 programme, Woolworths MySchool Programme, Takealot donate R5 programme to name but a few.

In particular, Unilever employs this strategy on the Joko Tea product within the FMCG space. They donate R1 towards People Opposing Women Abuse (POWA) when consumers purchase their Joko Tea. POWA is an NPO that “provides both services and engages in advocacy to ensure the realisation of women’s rights and thereby improve women’s quality of life” (POWA, 2016). The partnership was announced in August 2019. The campaign was activated during the 16 Days of activisms to end violence against women. Over and above persuading customers to buy the specially branded tea boxes during, the campaign encouraged South Africans to speak up by recording voice notes to the president to prioritise new bills designed to end violence against children and women (POWA n.d.).

The programme was launched in 2019 when violence against women rose in South Africa. The support the programme received is evidence that the issue was/is something very close to South Africans; therefore, Unilever was very strategic to partner with a cause that would touch not just the heart of South Africans but their pockets. Deducing from the Unilever CRM example, it can be noted that South Africans are open to CRM programmes if they can identify with the cause and if the brand is authentic in their implementation.

2.2.5 The FMCG industry in South Africa

According to Kenton (2020), fast moving customer goods are inexpensive, small products, mostly found at convenience stores. Examples include non-durable goods such as soft drinks, toiletries, and grocery items. Some of the leading FMCG companies in South Africa are Tiger Brands, Unilever, Johnson & Johnson, Nestlé and Premier (Kenton, 2020).

Kenton (2020) mentions that FMCG products are low in price because many manufacturers produce them. They produce the same type of products, making it challenging to occupy a particular place in consumers. Therefore, brand managers must expand their thinking and devise plans and ways to lure consumers towards their specific products (Kenton, 2020).

2.3 ATTRIBUTES FOR SUCCESSFUL IMPLEMENTATION OF CRM

The theory that will be presented in the next section suggests that, for a CRM programme to be successful in its implementation, certain attributes, discussed in the following section, play a critical role.

2.3.1 Higher levels of brand-cause

According to Nan and Heo (2007; p. 65), “brand-cause fit (BCF) is the overall perceived relatedness of the brand and the cause with multiple cognitive bases.” BCF has received much attention within the CRM research field. This is seen in studies conducted by Schyvinck and Willem (2019), Melero and Montaner (2016) and Fields (2013). When implementing a CRM strategy, it is critical for a business to choose a cause that their customer base will relate to and one that is somehow linked to the company values. Also, selecting an appropriate partner is placed second on allying with the Alliance Based Theory, discussed in section 2.7. A cause should resonate with customers (Schyvinck & Willem, 2019). Literature suggests that a perceived high fit between the cause and the organisation leads to favourable consumer attitudes towards a CRM campaign. “Perceived fit refers to the perceived degree of proximity or congruence between the promoted product and the cause” (Melero & Montaner, 2016; p. 162).

Fields (2013) posits that when both brand and cause work together, higher consumer attitude toward the promoted campaign are experienced. Fields (2013) asserts that a CRM strategy should create an alliance between cause and brand to increase perceptions and that if perceptions of a consumer are strong both towards the brand and the cause, consumers are likely to support the campaign. Two scenarios in this regard exist. One is where a consumer has a strong connection with the brand and therefore only supports to buy the brand, not necessarily to support the cause, and the other is where a consumer has a connection with the cause and buys to support the cause. The ideal scenario is where emotional connectedness and brand awareness exist (Fields, 2013).

Melero and Montaner (2016; p. 162) agree with this concept “it is suggested that higher levels of fit will improve the credibility of the association between the company and the cause, as well as the consumers’ attitudes and purchase intentions. In contrast, lower

levels of fit are likely to generate weaker attributions of the brand's motive and perceptions of brand credibility, and lead to negative attitudes towards the brand." Sözer (2019) explains the two variables (cause and brand) using the Schema perspective and cognitive consistency theories. The schema theory suggests that when consumers are exposed to two kinds of stimuli, they compare the features. When they pick up something similar, they conclude that the two are the same in many other ways and structure the good features of the known stimulus. The cognitive consistency theory suggests that "the generation or absence of positive affective response can be explained based on the cognitive consistency theories, which suggest that a human being always looks for consistency in the beliefs and attitudes. Unpredictable situations require the resolution of such situations, and if it is strong enough, it may lead to negative attributions" (Sözer, 2019; p. 734).

Based on these theories, it makes sense why a brand should choose a cause carefully as consumers will try to find a link between the two, and if the link is positive, it will result in consumers having a positive attitude towards the CRM campaign. The reverse can be said about a cause with negative attributes affecting the brand negatively when the cause mismanages funds or is unethical somehow. This may result in the brand suffering the negative effects of the cause, but this is not the focus of the study. Therefore, it is deduced that the CRM campaign is deemed credible when a cause and a brand are aligned and increase customer participation.

2.3.2 Longer campaign duration

Another important component in implementing a successful CRM strategy is the campaign duration. Business needs to consider the duration of the campaign and its impact on the success of the programme. According to Human (2016), campaign managers in the FMCG industry should create longer campaign durations to stop the campaigns from appearing to be short-term sales promotion activities.

Chéron et al (2012) found that a shorter duration made customers doubt the company's intention. The most crucial finding is that lengthier campaign duration positively impacts consumers' perception of the company (Chéron et al., 2012). Consumers view campaigns with a longer duration as more sincere and not self-

serving. To assure consumers that the programme is intended to benefit the non-profit organisations and not a commercial stunt, the duration should be made longer (Chéron et al., 2012).

To the researcher's best knowledge, there are deficiencies in literature centred on why longer campaign durations positively affect the consumer's perception of the company. One can assume that positive customer perception of the company's image due to the campaign being longer impacts the overall success of the CRM programme as customer perception is an important element where CRM is concerned.

2.3.3 Brand awareness

Yatawatte and Abeysekera (2015; p 162) defines brand awareness as "the basic level of knowledge a consumer has of a particular brand, which includes at minimum knowing the brand name." Companies adopt CRM strategies for many reasons, and one of them is to increase brand awareness and ultimately increase sales and encourage repeat purchase while contributing towards a cause. On purchase intention, Shabbir, Kaufmann, Ahmad and Qureshni (2010; p. 1233) say, "to exploit better the contributions of brand awareness; companies are using different strategies to create brand awareness among the consumers" Using cause-related marketing to create brand awareness (Varadarajan & Menon, 1988) leads to enhanced purchase intentions".

According to Shabbir et al. (2010; p. 1231), "purchase intentions are pre-established, consumers are purchasing the company's existing products before the company is executing the cause-related marketing campaigns". Due to this notion (Shabbir et al. 2010; p. 1231) posits that "consumer purchase intentions may not be increased through CRM campaigns unless consumers can recognise the products (advertised in cause-related marketing campaigns)". This means some level of brand awareness is necessary for a purchase to take place, even in CRM campaigns.

The findings of a study by Hasan (2015) done on 203 students indicated that "the Cause-Related Marketing Campaigns influence consumer purchase intentions; it was also observed that the brand awareness and corporate image partially mediate the

impact of CRM Campaigns on consumer purchase intentions" (Hasan, 2015; p. 5). When it comes to the FMCG sector in particular Hasan (2015) states that CRM campaigns influence sales positively because of brand loyalty and purchase intention which eventually positively affect sales.

To measure whether a CRM strategy leads to favourable customer responses, it is crucial to determine whether sales are impacted or repeat purchase occurs. For the two to happen, there must be some level of brand awareness. Companies cannot expect a purchase and brand loyalty to occur solely based on the company employing a CRM strategy. Brand loyalty can be defined as "The biased (non-random) behavioural response (purchase) expressed over time by some decision-making unit concerning one or more alternative brands out of a set of brands and is a function of psychological processes" (Hasan, 2015, p. 8). Therefore, for a CRM programme to be successful, some prior knowledge of the brand must exist; thus, companies must spend time creating brand awareness and rely on the CRM initiative. The next section discusses credibility in the context of CRM.

2.3.4 Credibility

Credibility is the "perception of consumers concerning the truthfulness and believability of advertising in general, which refers to the predictability and fulfilment of the implicit and explicit requirements of an agreement" (Hashim et al., 2018, p. 1191). In the CRM space, the way consumers receive the programme depends highly on whether the company is deemed to be credible. If consumers view the company as credible, they are more likely to act more favourable towards its CRM campaign (Bae, 2016).

It is important to note that credibility is linked to perception, as stipulated in the definition. According to Madichie (2012), the perceptual process has three stages: exposure, attention, and interpretation. This means that brand awareness plays a role in forming a perception. Exposure, stage one, occurs when a catalyst is placed within a person's sensory receptors. This provides an opportunity for consumers to take note of what they are being exposed to but is by no means a certainty that consumers will as they may choose to ignore. Attention (stage two) is the extent to which the catalyst is being processed. With the growing advertising channels, consumers are exposed to too much information to process. Consumers are overloaded with marketing stimuli

from different channels, resulting in an ever-increasing phenomenon for consumer attention. Interpretation (stage three) is how consumers make sense of the sensory stimuli. Due to individual characteristics, people differ in terms of the stimuli they perceive; how consumers make sense of the stimuli varies too. The meaning consumers give to a stimulus depends on the consumer's set of beliefs (schema). It is important to evoke the right schema in consumers to propel them to make a favourable decision.

Interpretation is an important element in credibility as it suggests that different consumers understand the same thing differently; thus, their reactions may be different. Therefore, CRM campaigns have to be designed with this in mind and to mitigate the different perceptions.

Another element that impacts credibility is how the brand and cause make sense to be aligned. If consumers perceive the fit to be high, the campaign will be perceived as credible and not a ploy to increase sales. Melero and Montaner (2016; p. 162) agree with this concept "it is suggested that higher levels of fit will improve the credibility of the association between the company and the cause, as well as the consumers' attitudes and purchase intentions. In contrast, lower levels of fit are likely to generate weaker attributions of the brand's motive and perceptions of brand credibility, and lead to negative attitudes towards the brand."

To summarise, customer engagement in a CRM programme depends on whether or not the customer deems the company credible. For a consumer to form this perception about a company, brand awareness needs to occur. The consumer's perception is impacted by how they interpret what they have been exposed to, which may differ from the next consumer. Brand credibility is positively related to the success of CRM programmes.

2.3.5 Product price

According to Christofi, Leonidou, Vrontis, Kitchen and Papasolomou (2015), when product price linked to a CRM cause is low, the consumers' intention to purchase a product linked to CRM increases therefore contributing positively to the success of a CRM campaign. However, Human (2016) found that the product type and culture play

a role. In a study sampling Chinese Singaporeans, the people who took part in the study had no problem paying a premium price when CRM aligned products were practical. Christofi et al. (2015) found that a premium price was generally accepted if consumers trusted the motivation given by the firm's CRM efforts.

Human (2016) however questioned whether respondents were to react similarly when different price points are presented. That is whether the reaction to a high-priced practical item would be the same as an item that is low in price yet practical when placed together. The product type will be explored further in section 2.4.3.

2.4 FACTORS THAT LEAD TO FAVOURABLE RESPONSES TOWARDS CRM

The next section looks at factors that lead to favourable responses towards CRM: geographical location, longer collaboration, type of product and size of the donation.

2.4.1 Geographical location

Schyvinck and Willem (2019) mention that geographical scope determines whether a CRM programme has a more regional or national focus. Where CRM programmes with a more extensive scope are likely to reach more people but argue that for impact, CRM programmes should reach out to the local community. Schyvinck and Willem (2019) further state that CRM programmes partnering with a local cause result in favourable consumer attitudes.

However, Bergkvist and Zhou (2018) argue that studies about proximity showing favourable consumer attitudes have weak and mixed results. Bergkvist and Zhou (2018) further state that although theoretical expectation across studies is that close cause proximity has a more positive effect on brand evaluation, the weak and conflicting results suggest that proximity may be of little importance to the consumer.

Suppose brand cause fit plays such a huge factor on how consumers perceive a company, it should go without reason that a South African brand supporting a cause-based in America would cause a stir amongst South Africans when there are so many other non-profit organisations in need of help. From this perspective, Schyvinck and Willem's (2019) argument makes sense. In addition, humans are more concerned

about issues that will impact their lives. The next section discusses longer collaboration between an organisation and a cause.

2.4.2 Longer collaboration

Duration speaks to how long the collaboration between an organisation and a cause is. Short-term collaboration allows for flexibility, but it is not easy to get awareness and customer trust on short-term collaboration. If a collaboration between the organisation and cause is longer, stakeholders will have more positive attitudes towards the organisation (Schyvinck & Willem, 2019). More extended collaboration can be good from an awareness and consistency point of view. For the campaign to register and gain traction and ultimately the desired response, customers must be exposed to the same cause for longer.

Longer collaboration also speaks to the companies' commitment towards the cause. If collaboration is repeated over a long period, consumers may become less skeptical of the campaign and see the company committed to the cause. This, in turn, could create repeated sales. According to Hasan (2015), CRM campaigns can build customer loyalty but only for long-lasting CRM campaigns. "nothing builds brand loyalty among today's increasingly hard to please consumers like a company's proven commitment to a worthy Cause" (Hasan, 2015, p. 8). Therefore, it can be concluded that more extended collaboration can be interpreted as a company's commitment, which creates customer brand loyalty. Product type is the focal point of the next section.

2.4.3 Product type

Melero and Montaner (2016) distinguish between two types of products - hedonic and utilitarian. The latter refers to perceivably useful, more practical products such as cleaning detergents and hedonic products that bring pleasure to the consumer, such as chocolates. The main difference between the two is that hedonic products are experiential and are judged by how much pleasure they derive, and utilitarian are functional and judged by how well they perform the intended function.

According to Melero and Montaner (2016), previous research has shown that CRM initiatives succeed in hedonic products rather than utilitarian. These results are explained in the social psychology field. Hedonic products arouse both pleasure and

guilt, and therefore to get rid of the guilt, consumers overcome it by prosocial behaviour. “Therefore, the feeling of guilt can be mitigated if the hedonic purchase is linked to a cause” (Melero & Montaner, 2016; p. 162).

In a different paper by Sözer (2019), it is said that products associated with luxury were more effective than normal products in creating sales for CRM initiatives. Here too, the reasoning derived from the social psychology field holds that luxury products are hedonic products that arouse both pleasure and guilt. Human (2016) agrees that CRM programmes that include hedonic products are more effective at creating purchase intent than utilitarian products. However, the researcher found a study done by Subrahmanyan in 2004 that proved the contrary. In this study Chinese and Singaporeans respondents purchased utilitarian products over hedonic products. The same was found in Egypt and Spain. According to Human (2016), the difference in findings could be linked to culture and context. The next section discusses donation size.

2.4.4 Donation size

Donation size relates to the monetary value of the CRM donation (Yoo, Kim & Doh, 2018). According to Human (2016), donation size impacts consumer responses to CRM initiatives. Yoo et al. (2018) assert that CRM is more impactful when companies donate larger amounts. Consumers may become skeptical of the CRM campaign when the amount is small. Solis (2015) does not agree with this finding and further explains that if donation size is large, consumers may become skeptical about whether the firm will donate such a huge amount of money to the cause. Therefore, higher donation amounts may lead to higher skepticism and a less favourable corporate image. Solis (2015) thus concludes that an average donation size is more effective than large or small.

In conclusion, what is important to note is that results from the study done by Yoo et al. (2018) established that donation amount positively impacts consumer purchase intention in CRM. It can thus be deduced that a positive impact is achieved when the donation size is acceptable to consumers. According to the above literature, what is acceptable is an average size as both big and small donations cause doubt in consumers. To end off this section, advertising is discussed next.

2.4.5 Advertising

In looking at advertising for CRM, Bae (2016) introduces two components: Product vs Cause and Imagery vs Information.

Product vs Cause: According to Bae (2016), previous CRM adverts concentrated more on the product, and only a little bit of information regarding the cause was included. However, in recent years, companies are choosing to use more information about the cause and very little about the product. Natarajan, Balasubramaniam and Jublee (2016) say the cause should be the focal point of the messaging in CRM campaigns. The advert must centre on the cause to generate more feelings of empathy towards the cause. In addition, Natarajan et al. (2016; p. 261) advise that the company should include the purpose for partnering with the cause, "Organizations must ensure that repetitive measures are taken to communicate their intention towards supporting causes to consumers to reduce scepticism towards the organization."

Imagery vs information: "A cause-related marketing strategy based on information-oriented approach communicates detailed information of sponsoring firm's socially responsible behaviour and information about the outcomes or consequences of a social cause" (Bae, 2016; p. 813). Having information about the cause is beneficial for customer perception, Bae (2016) says that a dominant single image, pertaining to a social cause might be sufficient to solicit a notable positive affective response. Meanwhile, Bae (2016) also found that some researchers suggested adopting a collective strategy to emotionally and functionally appeal and obtain a stronger attitudinal effect.

As far as advertising CRM campaigns is concerned, what can be concluded from the above literature is that adverts that concentrate more on the cause than the product gain favourable customer responses and these adverts should appeal to both emotions and benefits instead of just imagery.

2.5 FRAMEWORK FOR SUCCESSFUL IMPLEMENTATION OF CRM

Having looked at the attributes that lead to successful CRM and factors that lead to favourable customer responses, this section attempts to create a framework for successfully implementing CRM, resulting from the literature obtained from sections

2.3 and 2.4. Christofi et al. (2015) created a framework specific to the services framework. In addition, Christofi et al. (2015) assert that for CRM implementation to be successful, it must meet the objectives of the business. Therefore, success would look different for each company. This implies that the first step in creating a framework is to set out objectives to be measured against to determine whether success was reached or not. Objectives of CRM range from increasing sales, brand awareness and increasing favourable corporate image.

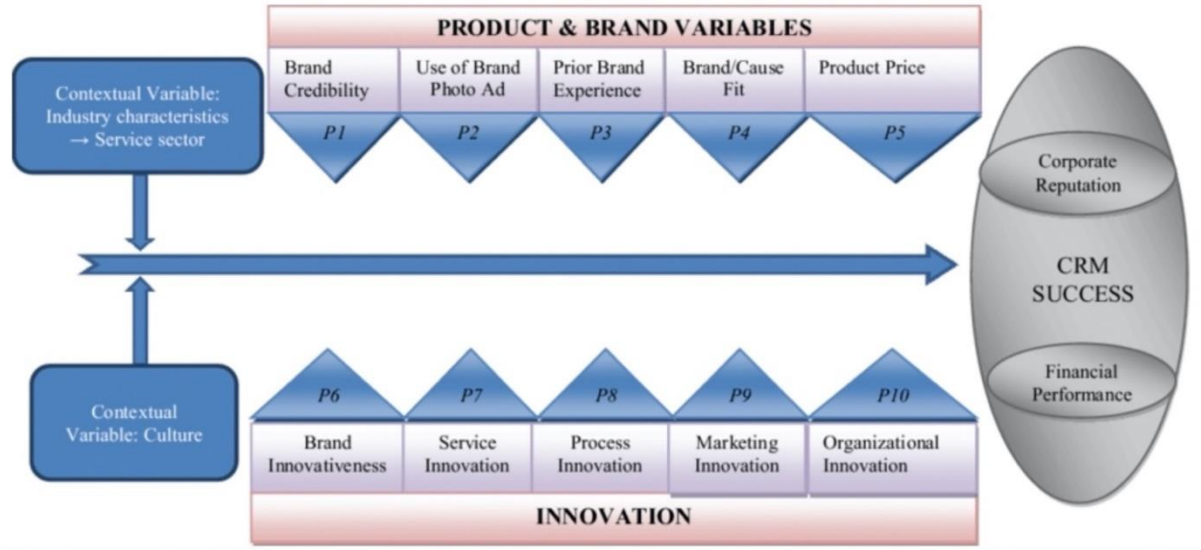


Figure 1: Framework for CRM success
Source: Christofi et al. (2015)

The research question for the study depicting this above framework was “How can innovation and CRM be modelled to form a CRM success framework for the service sector?” The framework is also based on a company that would like to enhance its corporate reputation and financial performance. According to Chrisofi et al. (2015), “brand credibility, use of brand photo ad, prior brand experience, brand-cause fit and product price” are the drivers for CRM success in a company that wants to achieve corporate reputation and financial success. “Brand innovativeness, service innovation, process innovation, marketing innovation and organisational innovation” is the culture an organisation has to employ to reach CRM success. On their own, these factors, may not necessarily lead to success in CRM but collectively the chances for success in CRM is increased (Christofi et al., 2015).

What can be concluded from Christofi et al. (2015) is that in creating a framework for the successful implementation of CRM each company must have set objectives. Based on their objectives, the company must then choose from the attributes of successful implementation to create a strategy.

From the above sections, it is clear that much literature exists on cause-related marketing in developed countries and developing countries literature concerning CRM is becoming available, especially in countries like China. In South Africa, however, very little literature exists around attributes for successful implementation of CRM and factors which lead to favourable responses towards CRM in South Africa. A framework for successful implementation is also very scant. Because of this, the study focuses on the South African nation applying the same variables used in developed countries to determine whether the outcomes will be the same and thus close the research gap.

2.6 CUSTOMER RESPONSE RATE, PURCHASE INTENTION AND ATTITUDES

In addition to looking at the successful attributes that make a CRM programme and factors that lead to favourable customer responses, this section looks at customer response rate, customer purchase intention, and positive customer attitudes.

2.6.1 Customer response rate

How a customer responds towards a CRM programme depends on the constructs discussed in the previous sections, namely: geographical location, product, longer campaign duration, longer collaboration, brand-cause fit, attitude, and one not mentioned which is crucial is the amount of involvement required from the customer (Naseri, 2013).

The effects of geographical location, product, longer campaign duration, longer collaboration, brand-cause fit, and attitude on customer response rate have already been discussed. The author categorises participation into two groups: active participation and inactive participation. Active participation requires higher levels of effort from the consumer's side and inactive. For example, consumers only have to buy a product, and the company that donates a certain amount is considered inactive. A consumer has to do something over and above purchasing is considered active. According to Naseri (2013), inactive should yield positive results towards a company

and therefore concludes that cause participation will influence customers' response rate towards CRM.

2.6.2 Customer purchase intention

Purchase intention is the probability, the degree of willingness and inclination of consumers to buy a product (Patel, Gadhavi & Shukla, 2017). Although CRM affects purchase intention positively, scepticism plays a role and results in consumers donating less and causing a hindrance to their purchasing behaviour (Patel et al., 2017). In addition, Patel et al. (2017) elucidate that consumer involvement with a cause and prior experience with CRM positively impacts consumer purchase intention. If given a choice between supporting a company linked to a cause and not linked to a cause, consumers will choose to buy a product linked to a cause (Patel et al., 2017). Furthermore, consumers show more favourable purchase intentions if the product is linked to a cause that is relevant to their lives (Patel et al., 2017).

Shabbir et al. (2010) that CRM impacts purchase intention positively; however, the intention is stimulated by brand awareness and not by the cause or prior exposure to CRM. According to Shabbir et al. (2010), and as pointed out in Section 2.3.5, purchase intentions are pre-determined; consumers buy products from a company before implementing CRM campaigns. Therefore, purchase intention may not be increased by CRM campaigns.

In addition to brand awareness, Shabbir et al. (2010) argues that higher brand cause fit results in customer interests towards the CRM campaign, resulting in purchase intention. What then can be concluded from the different views is that CRM alone does not drive purchase intention. Being involved with a cause, prior exposure to CRM or brand awareness is required for consumers to spark an interest in buying the particular product linked to the CRM campaign.

2.6.3 Positive customer attitudes

Attitudes relate to the extent of favourable or unfavourable assessments (Patel et al., 2017). There are different sets of customer attitudes when it comes to CRM. Generally, CRM positively affects customer attitude towards an organisation. The majority of

consumers find CRM to be necessary. This is particularly true when consumers can relate to a cause which is often the motivation behind supporting CRM programmes. The Theory of Planned Behaviour also implies that when consumers have a favourable attitude towards a particular object, the intention to engage with the object is high (Bisquolm, 2010). The opposite can be concluded about negative customer attitudes.

There are customers with negative attitudes towards CRM, which is due to the customers questioning the motivation of the company's participation in CRM. Some customers believe that companies participate in CRM programmes to increase sales, get approval from the public, influence consumers (Patel et al., 2017). In a study by Erdoğan, Torun and Gönüllüoğlu (2014), the results of the study indicate that people could be classified according to four types of customer attitudes; believers, sceptics, appreciators and potential buyers. Scepticism falls under negative customer attitudes and can be overcome by longer campaign duration as previously discussed and brand cause fit. Believers, appreciators and potential buyers have positive attitudes towards CRM.

2.7 THEORETICAL GROUNDING OF THE STUDY

This study explores the principles of the Alliance Based View, the organisational legitimacy theory, and the theory of planned behaviour related to the variables and the relationships predicted between the variables. Further details on the theories are discussed.

2.7.1 The Alliance Based View

According to Al-Gharrawi (2018), businesses suffered from competition in the 1980s. "Businesses started harsh wars among themselves, spying on each other to find out the new creations and development of their competitors to keep up with the competition. At the end of the last century and the first decade of this millennium, economists and strategists adopted a different approach and started to reduce conflict amongst them and steered towards developing partnerships, rather than competition". This resulted in strategic alliances and collaboration among big companies becoming a trend. "Strategic alliance is the term used to define the very broad range of relatively enduring inter-firm cooperative arrangements" (Lammi, 2012). These include joint

ventures between corporates, products, outsourcing and joint ventures between corporates and non-profit organisations. Tjemkes, Vos and Burgers (2017) offer another definition of an alliance which they described as “a voluntary, long-term, contractual relationship between two or more autonomous and independent organisations, designed to achieve mutual and individual objectives by sharing and/or creating resources.”

According to Tjemkes et al. (2017), three theories are used to explain the alliance strategy better:

1. Transaction cost theory - the logic behind this theory is cost minimisation.
2. Resource-based view – this theory emphasises internal aspects of the organisation instead of cost minimisation.
3. Knowledge-based view – this theory focuses on one resource: knowledge.

Recent years have seen more brands form strategic alliances and collaboration to create better customer experiences and packages. In South Africa, it can be noted that companies such as Discovery Health has forged partnerships with lifestyle partners to create a lucrative loyalty programme for their customers (Discovery n.d.) The results are greater exposure for all brands involved as they leverage their customer base and communication channels.

What is important to note from the definition offered by Tjemkes et al. (2017) is that it is a strategic goal for both organisations to achieve an objective. To ensure that these objectives are met and that the alliance does not fail, Tjemkes et al. (2017) came up with the stages for developing the alliance partnerships, presented and explained in Figure 2 below.

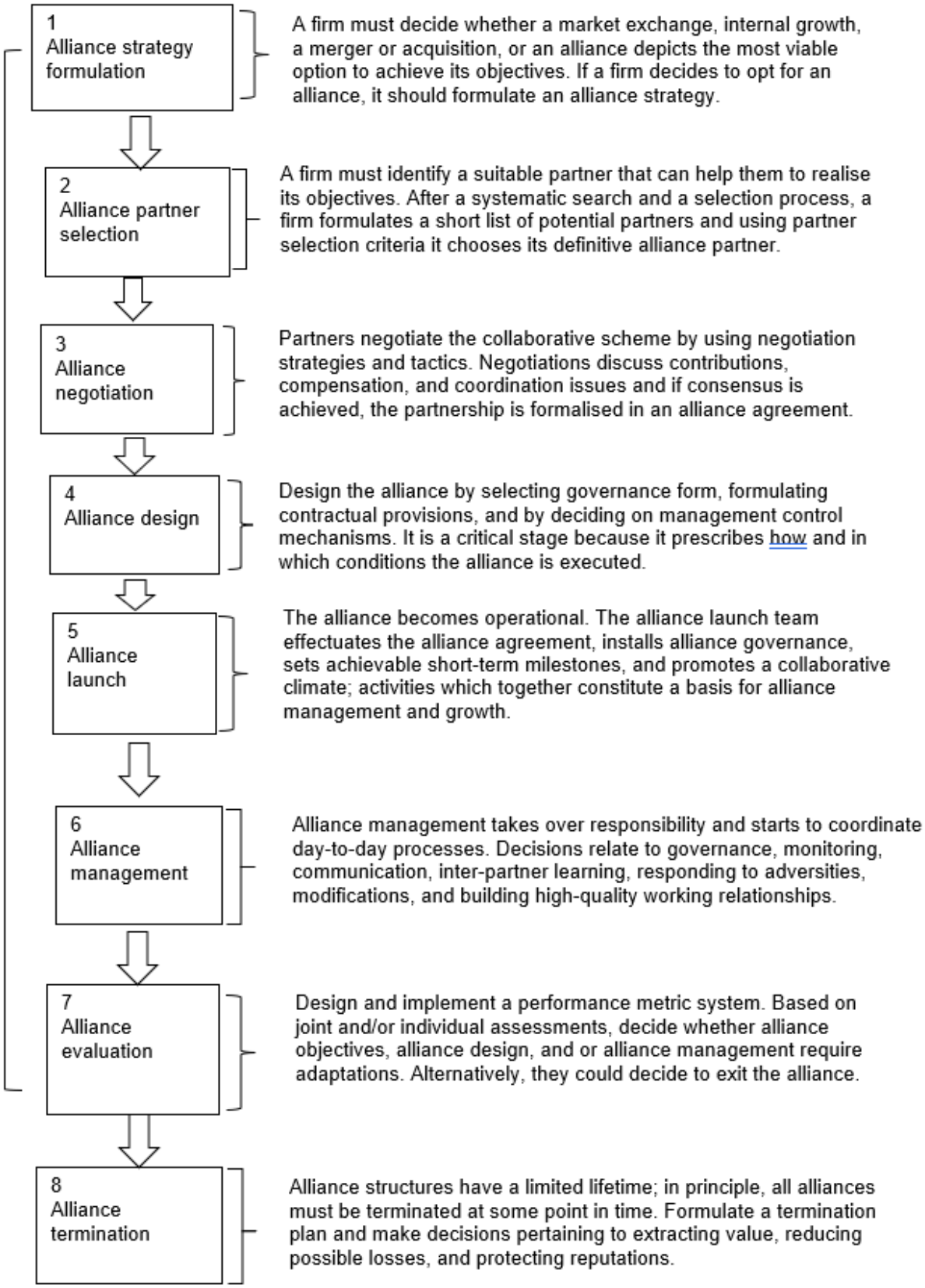


Figure 2: Alliance development

Source: Tjemkes et al. (2017)

The Alliance Based View explains the value of partnerships and explains why businesses would use CRM as a strategic decision. The alliance development figure outlined above is specifically useful in organisations' steps when forming a partnership that works. The steps speak to some of the essential variables that the study focuses on that can make or break a CRM initiative.

2.7.2 Organisational legitimacy theory (OLT)

The dominant idea central around the legitimacy theory is that organisations can maintain their operations only to the extent that they support the community. Support is gained when the organisation is perceived by society as complying with the expectations of the social contract (Deegan, 2014). According to Tan (2013), with the legitimacy theory, the organisation is part of a bigger social structure wherein the organisation influences and is equally influenced by the social system. Furthermore, the organisation needs to operate consistently with universal societal rules, norms, and laws and earn legitimacy when conforming to the prevailing societal norms and values.

According to Deegan (2014), the Legitimacy Theory has been adopted in social and environmental accounting research when seeking to explain why corporate management undertakes certain actions such as disclosing particular items of social and environmental information. Deegan (2014) explains that the OTL originates from a political economy theory. The political economy theory has two branches; classical and bourgeois, and the legitimacy theory is derived from the classical branch that focuses “on the structural conflicts within society” and is related to the work of Karl Marx (Deegan, 2014).

There are three types of organisational legitimacy: “Pragmatic legitimacy refers to stakeholders supporting an organisation based on the expected value the organisation has for the specific group of stakeholders” (Wiggill, 2013; p. 230). An example of this would be a non-profit organisation’s way of operating where formal procedural criteria like trustworthiness, transparency, and honesty must be adhered to. The second type is moral legitimacy and “rests on stakeholders judging the organisation’s actions as ‘the right thing to do’ to promote societal welfare” (Wiggill, 2013; p. 230). Here an

organisation is judged on its outputs. Wiggill (2013) further explains that an organisation tends to be more concerned about pursuing common good such as development. The third one is cognitive legitimacy which “refers to stakeholders merely accepting an organisation as necessary or inevitable based on some cultural account” (Wiggill, 2013; p. 230).

The pragmatic legitimacy, as well as the moral legitimacy theory, relates more to CRM. In that, they ensure organisations fulfil their obligation to society. It is relevant in the CRM space as it encourages organisations to implement and develop social and conservational initiatives to fulfil their social contract.

2.7.3 Theory of Planned Behaviour Model

The theory of planned behaviour (TPB) is used to predict the intention and behaviour of consumers. Ajzen and Fishbein developed it in 1980, and it is founded on the notion that humans behave in a conscious way using information available to them to reason the consequences of their actions (Bisquolm, 2010). The basic principle behind this theory, as outlined by Bisquolm (2010), is that “people intend to perform a behaviour, when they evaluate it positively, when they experience social pressure to perform it, and when they believe that they have the means and opportunities to do so”.

According to Hong, Ng and Yusof (2019), a person who believes that performing a given behaviour will conduct in primarily positive outcomes, will hold a favourable attitude toward performing the behaviour. On the other hand, a person who believes that performing the behaviour will lead to mostly negative outcomes will hold an unfavourable attitude.

TPB has been used in many studies and may serve as a theoretical basis to understand consumer behaviour towards CRM. Marcoux and Shope (1997) applied the theory to explain alcohol consumption and misuse. Hansen and Jensen (2007) used the theory to understand voting decisions and future intentions. Bisquolm (2010) used the theory to evaluate recruiting in low salary jobs. Since TPB implies that when a person perceives a certain behaviour positively, the person is more likely to engage

in the behaviour. This means that when consumers have a favourable attitude towards a CRM programme, the intention to engage with the CRM programme is enhanced.

2.8 CONCEPTUAL FRAMEWORK

In drawing up a theoretical framework for this study, the Alliance Based View, OLT, and TPB were examined. In understanding the variables, the work of Schyvinck and Willem (2019) was investigated where they state that the important dimensions in CRM implementation are cause and company fit (H3), location (H2) and duration (H1). Sözer (2019) provides two theories regarding cause selection as a key contributor in CRM success: schema theory perspective and cognitive consistency theories to explain the connection.

The idea that there must be some level of brand awareness for customers to intend on purchasing products even in CRM programmes as well longer campaign collaboration yielding more positive customer attributes lead to the development of H4, H5 and H6, which was derived from Shabbir et al. (2010) and Hasan (2015).

Effectiveness of (CRM) strategies within the FMCG industry in South Africa.

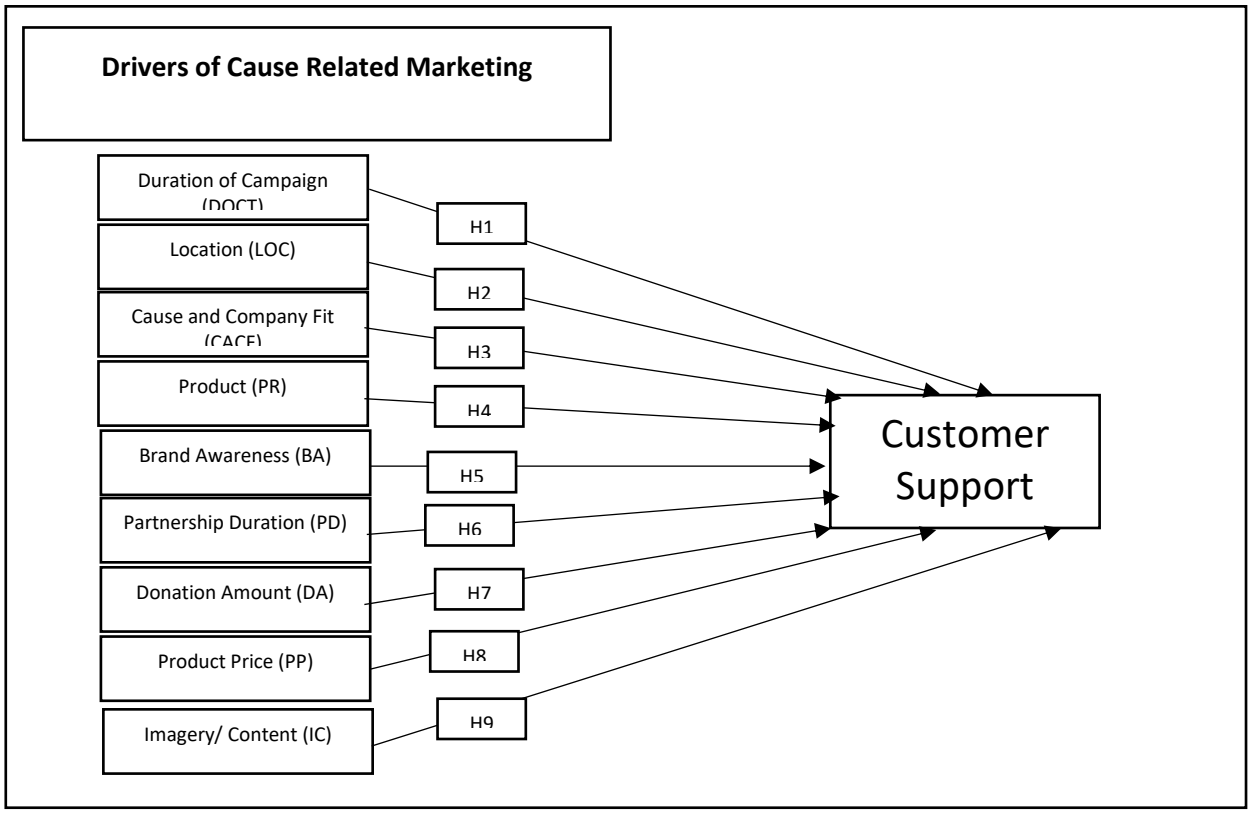


Figure 3: Conceptual Framework for the study
Source: Author's own construct

2.9 HYPOTHESES DEVELOPMENT

The above conceptual framework is built on ten theoretical constructs, namely: longer campaign duration, geographical location, higher levels of brand cause, hedonic products, brand awareness, longer collaboration, credibility, customer response rate, customer purchase intention and positive customer attitudes. The relationship between the proposed constructs is as follows: longer campaign duration, geographical location, higher levels of cause and company fit, hedonic products, brand awareness, and longer collaboration lead to favourable customer responses, which results in effective CRM.

2.9.1 Longer campaign duration and customer responses

Chéron et al. (2012) established that a shorter campaign duration made customers doubt the company's intentions. They found that campaigns with lengthier duration positively impact consumer perception of the company's image and that consumers view campaigns with a longer duration as more sincere and not self-serving. Thus, the following hypothesis was derived:

H1: *The duration of the campaign positively affects the level of customer support.*

2.9.2 Local geographical location and positive customer responses

Schyvinck and Willem (2019) found that CRM programmes partnering with local causes result in favourable consumer attitudes. Where CRM programmes with a more extensive scope are likely to reach more people, they argue that companies should reach out to the local community for CRM programmes to have more impact. Therefore, H2 is as follows:

H2: *Geographical location of CRM programmes positively influences the level of customer support.*

2.9.3 The higher the levels of brand-cause fit and CRM support

Fields (2013) asserts that a CRM strategy should create an alliance between cause and brand to increase perceptions and that if perceptions of a consumer are strong both towards the brand and the cause, consumers are likely to find the alliance credible and support the campaign. This led to the following hypothesis:

H3*: Cause and company fit positively influences the level of customer support.*

2.9.4 Hedonic products and consumer response rate

According to Melero and Montaner (2016), research has shown that CRM initiatives succeed in hedonic products rather than utilitarian. These results are explained in the social psychology field where hedonic products arouse both pleasure and guilt, and therefore to get rid of the guilt; consumers overcome it by prosocial behaviour. “Therefore, the feeling of guilt can be mitigated if the hedonic purchase is linked to a cause” (Melero & Montaner, 2016; p.162). The following hypothesis was derived:

H4: *The type of product positively affects the level of customer support.*

2.9.5 Brand awareness and consumer support

Shabbir et al. (2010; p. 1231) posit that “consumer purchase intentions may not be increased through CRM campaigns unless consumers can recognise the products (advertised in CRM campaigns)”. This means some level of brand awareness is necessary for a purchase to take place, even in CRM campaigns. Thus, the following hypothesis:

H5: *Brand awareness positively influences the level of customer support.*

2.9.6 Longer CRM collaboration and customer attitudes

If a collaboration between the organisation and cause is repeated over the long-run, stakeholders will have more positive attitudes towards the organisation (Schyvinck & Willem 2019). Thus, the following hypothesis:

H6: *The duration of a partnership positively affects the level of customer support.*

2.9.7 Donation size and customer support

Yoo et al. (2015) show that donation size positively impacts consumer purchase intention in CRM. It can thus be deduced that a positive impact is achieved when the donation size is acceptable to consumers. According to the literature review, what is acceptable is an average size as both big and small donations cause doubt in consumers. Based on these arguments, H7 is proposed as follows:

H7: *The amount of donations made by a company to cause positively affects the level of customer support.*

2.9.8 Product price

According to Christofi et al. (2015), when a product related to CRM is priced low, the consumers' intention to purchase increases, therefore, contributing positively to the success of a CRM campaign. The following hypothesis is proposed:

H8: *The price of the product positively influences the level of customer support.*

2.9.9 Advertising and CRM

Bae (2016) found that a combined strategy including both imagery and information about the cause worked better than just informational or just emotional on their own when it comes to advertising. Thus, the following hypothesis:

H9: *Imagery usage and content positively influences the level of customer support.*

2.10 CHAPTER SUMMARY

This chapter started with an introduction; it provided an overview of the research context. The chapter also included a literature review of the fundamental theories and models: the Alliance Based View, Organisational Legitimacy Theory (OLT), and TPB. It is imperative to note that the theoretical literature assisted in elucidating the theories that were used in grounding the study. What followed was a discussion on the study variables, such as longer campaign duration, geographical location, higher levels of

brand cause, hedonic products, brand awareness, longer collaboration, credibility, customer response rate, customer purchase intention and positive customer attitudes. The next chapter will present the research design and methodology.

CHAPTER 3: RESEARCH METHODOLOGY

3.1 INTRODUCTION

Chapter three explains the research method used in gathering data, including the research design, the population of interest, and the research instrument used. The chapter further explains ethical issues related to this study, the procedure used to collect the data and finally, the data analysis, interpretation of the data and validity of the study.

3.2 RESEARCH METHODOLOGY

There are two approaches to research, quantitative and qualitative, where quantitative uses numerical data and qualitative non-numerical data (Donald et al., 2014).

The study was based on a quantitative method. Quantitative research gathers numerical data and generalises it across groups of people to explain a particular phenomenon (Donald et al., 2014). The study aimed to ascertain the effectiveness of CRM strategies on South Africans in the FMCG industry. Therefore, a quantitative method assisted in determining the impact of CRM strategies on customers and quantifying the relationship between the variables identified in the literature review.

“In business research, quantitative methodologies usually measure consumer behaviour, knowledge, opinions, or attitudes” (Donald et al., 2014). As the study focused on the effectiveness of CRM strategies on consumers, quantitative was the suitable option and allowed the opportunity to test the theories provided in the literature review. This method also allowed for larger sample size for data collection since the research was based on a South African context.

Quantitative methods are used to generalise concepts more widely, predict future results, or investigate causal relationships (Donald et al., 2014). In the case of this study, CRM strategies on consumers were being investigated; therefore, a quantitative method helped in predicting future results.

3.3 RESEARCH DESIGN

Research design is defined by Akhtar (2016) as a master plan specifying the methods and procedure for collecting and analysing the needed information. The plan, structure and strategy used to obtain and analyse data. This study followed a descriptive research strategy. Akhtar (2016; p.75) says that descriptive research describes phenomena as they are. “It aims to portray correctly the characteristics of a specific group or situation; a descriptive study about attitude or views (of a person) towards anything can be done”.

The method used to gather the data was an online survey. An online survey is used to send out the research questions using the internet through online based channels like email, cellphone or social media. This online method assisted in reaching a wider geographical area, for example, other consumers outside Gauteng. The survey was administered through Qualtrics, an online survey tool which allows researcher to pre-populate questionnaire, test and distribute online at no cost. The research instrument in discussed further in Section 3.5. The process of a web-based survey is automated hence allowing for real-time data. The web-based survey saved time as many respondents could complete the survey simultaneously. Respondents were also able to complete at their convenience. Furthermore, it also limited contact with respondents and averted COVID-19 infections.

The only shortfalls were that it was not possible to probe respondents for further explanation as the process was automated and data security is often known by competitors.

3.4 POPULATION AND SAMPLE

3.4.1 Population

Donald et al. (2014) defines population as the total number of target subjects or groups of people of research and researcher’s interest. The chosen population were adults between the ages of 21 and 60 in South Africa. According to StatsSA (2022), this group comprises more than 30 million in South Africa. These are consumers who, in this study, were assumed to make their own decisions about the products they buy

and the brands they buy these products from. There was no special preference for race, gender, geographical location and occupation as the study was not focused on these. However, respondents were asked to provide this information with the exception of race to assist with future predictions. The only prerequisite for this study was for respondents to have the power to make buying decisions, and this was determined by age.

3.4.2 Sample size and sampling method

Sampling involves using a small representative of the target population in research (Donald et al., 2014). There are several quantitative and qualitative means of sample size determination. Of the target population above, this study targeted a sample of 300 respondents as guided by Aman, Harun, and Hussein (2012). The total number of respondents was 150. Previous quantitative studies proved that a sample of 30 to 500 respondents was adequate (Aman et al., 2012). In support of this, Minsel (2021) particularly supports the notion that a sample of between 200 and 300 respondents is acceptable for quantitative studies due to its ability to provide acceptable margins of error.

The sampling method that the study adopted was a non-probability convenience sampling, where every available subject who met the prerequisite was selected. This method was chosen because of ease of access to the respondents. All respondents who agreed to take the survey and met the requirements in terms of age were included until the required number of respondents was achieved. This however meant that not all nine provinces were represented in the survey. For the WhatsApp channel only, the snowballing method was used to increase the number of respondents.

Table 2: Outline of respondents

Representation of respondent	Target Sample size
Any profession	**300**
21 - 45	
Male and female	

3.5 THE RESEARCH INSTRUMENT

The data collection instrument used for the research was an online questionnaire using Qualtrics, an online survey tool that allowed for the building, distributing, and analysing the survey. Qualtrics was free. There was no need to install software, it was easy to use, graphics, as well as multimedia, could be used, had templates to choose from, and the maximum of questions it took was 85 questions though the research had less than 20. In addition, respondents could stop midway and resume the survey later.

The questionnaire had three sections. Section A began with the ethical issues of the survey. Section B consisted of questions pertaining to demographics such as age, educational background and gender. Section C started with a definition of CRM and open-ended questions about CRM to ascertain respondents' knowledge of CRM to validate the study. The pilot test drove the decision to include the definition before publishing the questionnaire. Section C then measured the attributes that lead to successful CRM and contribute to a favourable consumer response rate. Before the questions were asked, a scenario was given based on a hypothetical brand. This was adopted from Shabbir et al. (2010). All questions were measured using a 5-point Likert scale which provided five answer options, 1) strongly disagree, 2) disagree, 3, neutral, 4) agree and 5) strongly agree. These scales helped in understanding consumer responses towards the CRM strategies. The odd Likert scale allowed respondents to select a neutral answer if they did not wish to answer. The advantages of the Likert scale are that it provides quantifiable answer options, the opinions can be ranked, and most importantly, it is simple to respond to and quick (Donald et al 2014). The research instrument is in Appendix A.

The questions were tested on marketing professionals before the survey went live to check that they answered the research objectives.

3.6 LIMITATIONS OF THE STUDY

- South Africa's population is approximately 59 million; therefore, it was impossible to cover the whole population.
- The respondents were not representative of each province in South Africa.

- Follow up questions could not be conducted as the study was a survey and not an interview.

3.7 ETHICAL ISSUES

The following ethical concerns and solutions around this study were considered:

- **Researcher's intention:** It was considered that respondents might doubt that the researcher is whom they say they were and that the information would be used for the intended purpose as this survey was conducted online. To mitigate this problem, respondents were given the ethics clearance certificate received from the University confirming the legitimacy of the survey. Furthermore, the contact details in an email address were provided for those respondents who wanted to confirm anything outside this platform. The cover letter of the survey mentioned that the researcher is from Witwatersrand University and that respondents can check the legitimacy of the researcher with the university at any time.
- **Right to prior consent:** The respondents were given a consent form to complete before embarking on the survey. This was to prove that the researcher was given permission by the respondent to use the information given towards the study and that the respondent was not coerced into participating. Furthermore, the respondents were told about the reason for the research, what was expected from the respondent, including predicted time to answer the survey and that, they were participating voluntarily.
- **Privacy and confidentiality**: The respondents were told of their right to privacy and confidentiality through anonymity and were afforded permission to contact the Wits ethical committee should they have some concerns. See Appendix C attached for the consent form.
- **Truthfulness, completion and quality**: The web-based survey also proved that the number of respondents is indeed the number indicated on the report.

3.8 PROCEDURE FOR DATA COLLECTION

The survey was set up on Qualtrics, an online survey website that assists researchers to create, disseminating and scrutinising their surveys Qualtrics (2022). Upon populating the research questions, Qualtrics synced with the researcher's LinkedIn

account and disseminated the survey to the researcher's contact list. The researcher then completed a form to request to conduct research from Witwatersrand which allowed for the anonymous link generated by Qualtrics to be sent to Witwatersrand students via email. The researcher did not have access to the email addresses. The anonymous link was also sent through WhatsApp by the researcher. This is the most accessible, cost-effective and time-saving way to collect data for this study. An overview of the study was given, and a link was attached for respondents to click and complete the survey. Those who completed the survey via WhatsApp anonymous were asked to forward the link to those they knew met the criteria.

3.9 DATA ANALYSIS AND INTERPRETATION

To prepare the data, it was imported into a Microsoft Excel spreadsheet. Through this process, respondents that did not answer all questions were not included in the analysis. There was a total of 150 usable data sets as mentioned in 3.4.2. The importing of data to excel was also to code and prepared data for the statistical analysis software used called IBM SPSS Statistics 27.

3.9.1 Descriptive statistics

Descriptive statistics were used to summarise biographical information about the sample using charts. Furthermore, descriptive statistics were used to determine average score (mean) and the standard deviation. The scores are discussed in detail in Chapter 4.

3.9.2 Regression Analysis

A linear regression analysis was performed following a similar study by Shabbir et al. (2010). This was to test the study's hypotheses by analysing the relationships between the independent and dependent variables.

3.10 VALIDITY AND RELIABILITY

3.10.1 Validity

Validity was measured in three ways:

- Face validity is the extent to which the instrument appears to be appropriate, relevant and measures what it intends to measure (Connell et al., 2018). The questionnaire was reviewed by a group of professionals in the marketing sector to test the appropriateness of the instrument. After feedback was received, changes were made accordingly.
- Content validity is how well an instrument represents the components to be measured (Connell et al., 2018). A pilot was run with a sample of 10 conveniently selected respondents. The questionnaire was adjusted based on how the respondents answered the questionnaire.
- Predictive validity "assesses the extent to which a construct score predicts scores on some criterion measure" (Hair, Howard & Nitzl, 2020; p. 105). The hypothesised relationships were tested through regression analysis. Table 16 indicates the positive and significant relationships found.

3.10.2 Reliability

Cronbach's alpha test was used for each construct to determine internal consistency. Cronbach alpha is used by researchers to show that the scales used are fit for the intended purpose (Taber 2018). According to Taber (2018), the acceptable alpha value is 0.70 and above. The alpha values of this study exceeded the recommended acceptable range and ranged between 0.809 and 0.977. These values indicate high reliability. The reliabilities per theme are depicted in Table 4 in Chapter 4. The item-total correlation score ranged from 0.666 to 0.955 above the recommended threshold of 0.5 (Taber 2018). This means there was a convergence between the measured items. A detailed table of the values for each variable is presented in Chapter 4.

3.11 CHAPTER SUMMARY

Chapter three focused on the method used to collect data for the study. It outlined the research methods that were followed, including information about the participants and the criteria used for inclusion. The research instrument used is also explained, and the data analysis procedure is explained. The following chapter will present the research findings interpret and discuss them.

CHAPTER 4: PRESENTATION OF RESULTS & DISCUSSION OF FINDINGS

4.1 INTRODUCTION

Chapter three presented the research design and methodology of the study. This chapter contains the presentation of the data collected and analysis thereof, including responses to the open-ended questions which were asked at the start of the questionnaire, demographic data of respondents and the information collected on the variables making up the research model, which includes longer campaign duration, geographical location, higher levels of brand cause, hedonic products, brand awareness, longer collaboration, credibility, customer response rate, customer purchase intention and positive customer attitudes. The other sections present descriptive statistics, reliability and validity analysis and inferential statistics in Regression Analysis. Moreover, the chapter discusses the findings of the study.

4.2 RESPONSE RATE

The targeted number of respondents was 300. The total number of respondents that participated in the survey was 190. However, data collected from only 150 (50%) respondents were usable as some respondents did not complete the entire questionnaire. As mentioned in chapter 3, previous quantitative studies have used samples of between 30 and 500 respondents (Aman et al., 2012), especially in cases where data collection is a challenge. The 150 useable responses were deemed sufficient.

4.3 DEMOGRAPHIC CHARACTERISTICS OF THE SAMPLE

Demographic information includes the gender, age, education level, and geographical location of the study respondents. The data collected is presented through tables and pie charts. Section A of the survey questionnaire comprises demographic data of the sample, which solicited information about the respondents' gender, age, geographical location, the highest level of education and occupation. Each of the categories is discussed below.

4.3.1 Gender

Figure 4 below illustrates the gender distribution of the respondents that participated in the study.

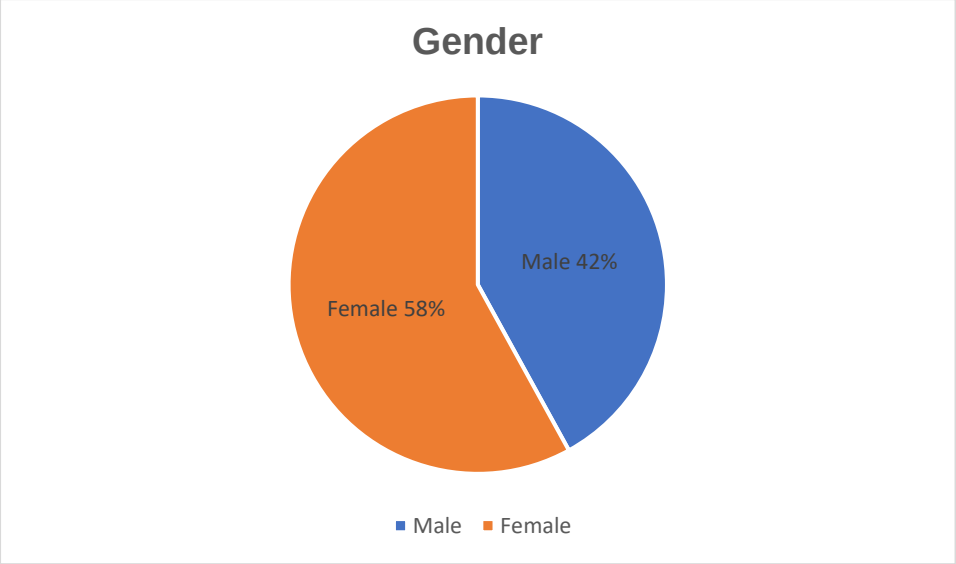


Figure 4: Gender distribution of the respondents

More than half of the respondents were women at 58 percent (n=87), and males stood at 42 percent (n=63).

4.3.2 Age

Figure 5 below illustrates the age distribution of the respondents that participated in the study. At 72.67 percent (n=109), the majority of the respondents were between the ages of 36-45, followed by 26-35 (n=39) at 26 percent. The remaining respondents, 1.33 percent (n=2), were between 21 and 25 years.

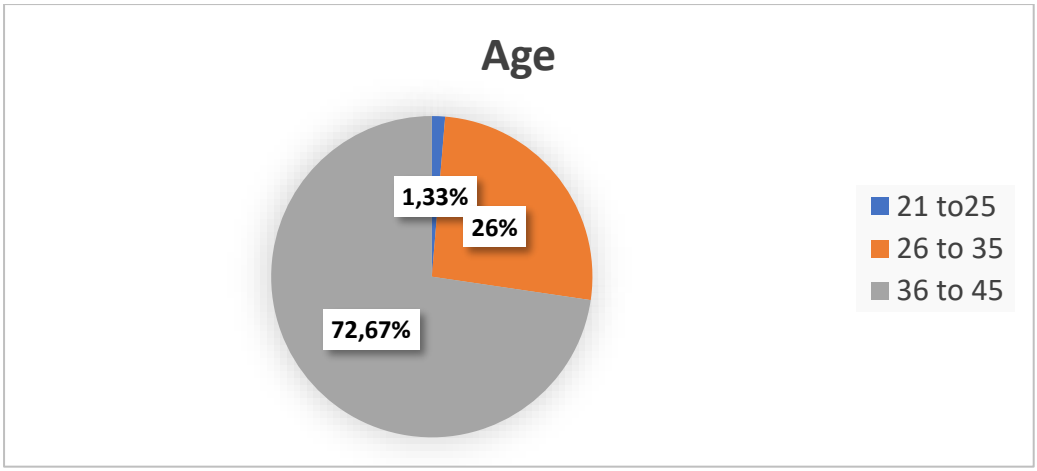


Figure 5: Age distribution of respondents

4.3.3 Highest level of education

In terms of the education level of the respondents, many of them were at 27.3 percent (n=41), indicating that they have degrees. This was followed by 18 percent (n=27) for matric and masters alike. In addition, 16.7 percent (n=25) respondents have diplomas, while 16 percent (n=24) have indicated that they have honours, and lastly, 4 percent (n=6) indicated that they have a postgraduate diploma. Figure 6 illustrates the education levels of the respondents.

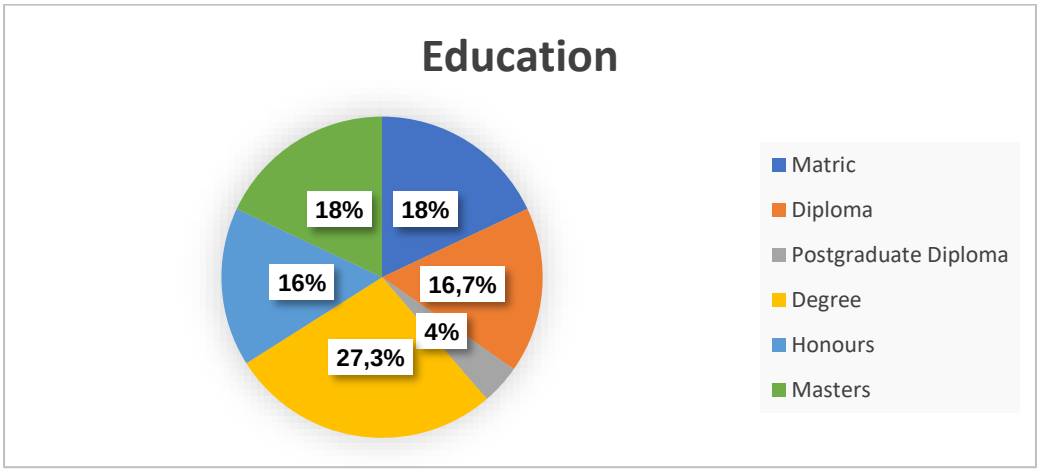


Figure 6: Education levels of respondents

The level of education and age tie in. The majority of the respondents are between the ages of 35 to 46. It makes sense that the majority of the respondents have a degree. The fact that the majority has a degree means that the respondents are knowledgeable. The level of education of the respondents is graphically represented in Figure 6.

4.3.4 Province

Figure 7 below illustrates the geographical distribution of the respondents that participated in the study.

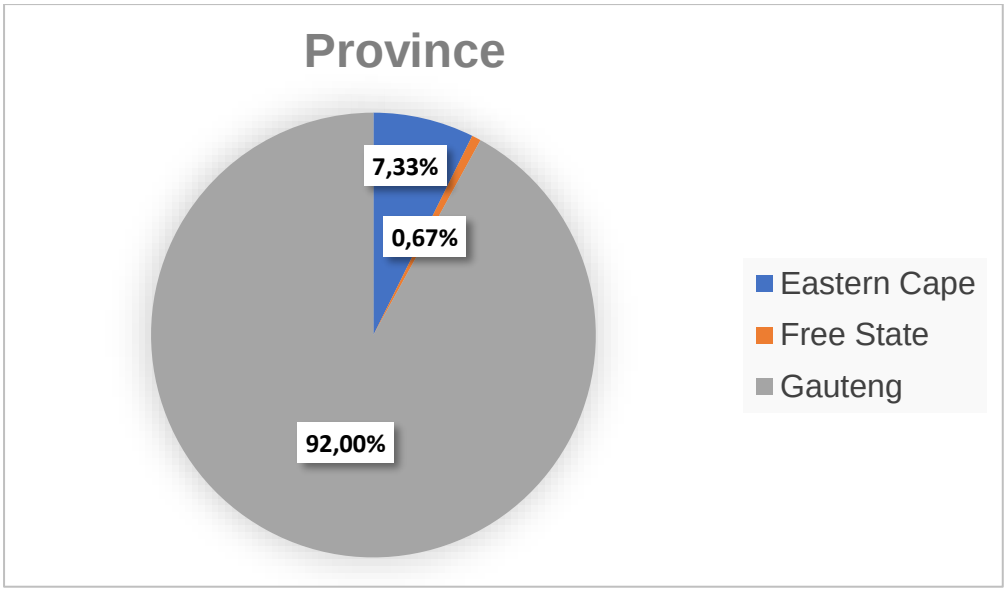


Figure 7: Geographical distribution of respondents

Most respondents indicated that they were from Gauteng (92 percent), while 7.33 percent were from the Eastern Cape and coming in at 0.6 percent is Free State. Gauteng is the hub of South Africa. The majority of the working class resides in Gauteng, even if they are originally from other parts of the country. It makes sense that they would form the majority of the respondents.

4.3.5 Work Sector

Figure 8 depicts the respondents' work sector. Most of the respondents indicated that they worked in the Financial Sector at 46 percent, with the Marketing, Sales and Media coming in at 11 percent, Government and Health were 6 percent respectively, followed by IT at 5.5 percent. Recruitment was at 3 percent, while at 2.6 percent were respondents who worked in Construction and Self-employed respectively. The following sectors were at 2 percent each: Property Investment, Facilities, Legal, Education and Private. Retired, Agriculture and Industrial were each at 1.3 percent. The remaining sectors were each at 0.6 percent and are Mining, Sport, Motor, Logistics and Student.

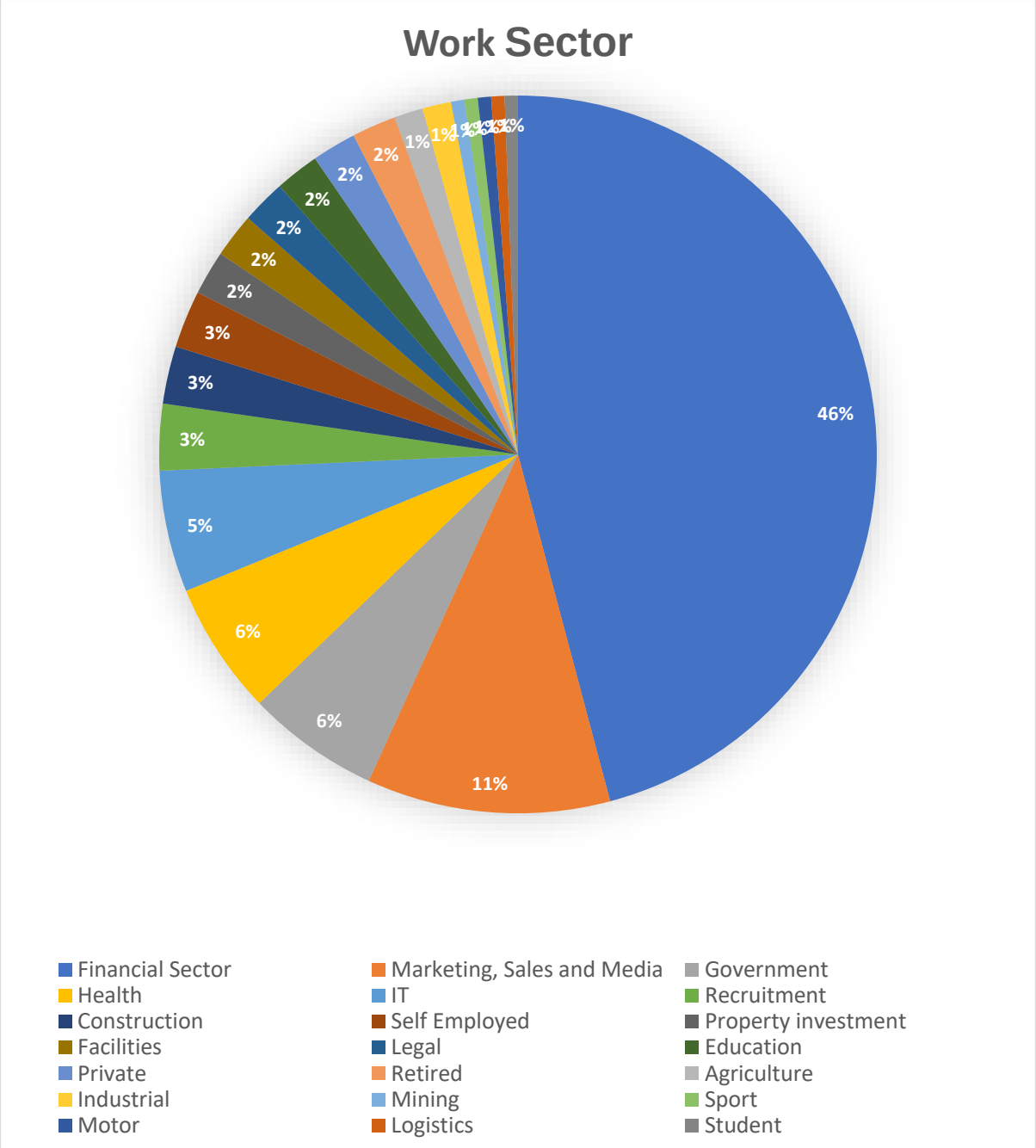


Figure 8: Work sector distribution of respondents

4.4 RESPONDENTS UNDERSTANDING OF CRM

The respondents were asked two open ended questions to gauge their understanding of CRM as well as to ensure the study's validity.

4.4.1 Question: What three words come to mind when you think of CRM?

Figure 9 illustrates what respondents said came to mind when they think of CRM. The aim of this question was to ascertain whether the respondents had any kind of CRM understanding. Most respondents (43%) stated that corporate social responsibility were the three words that came to mind when thinking of CRM, with 27 percent confirming that sales, advertising and marketing came to mind, followed by 12.1 percent who said helping, giving and building, 9.4 percent of the respondents mentioned company names only (KFC, Woolworths and Dischem). This was followed by 5.4 percent of respondents who stated that they did not know and lastly 2.7 percent said mutually benefiting.

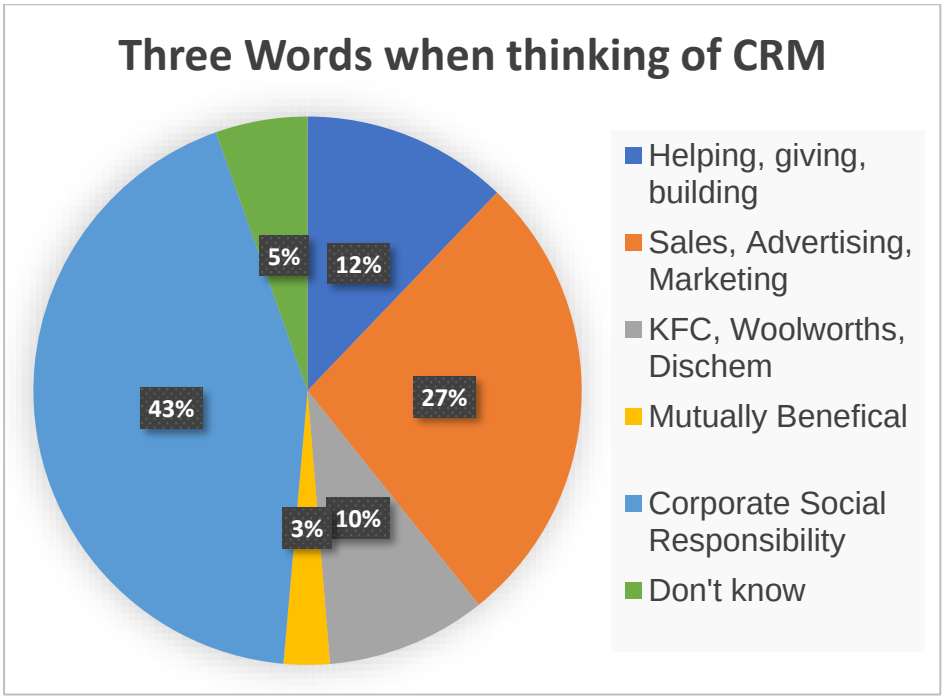


Figure 9: Three words when thinking of CRM

4.4.2 Question: If you had to describe CRM to a friend, how would you do so?

Figure 10 below shows the explanations the respondents would give to a friend when describing CRM.

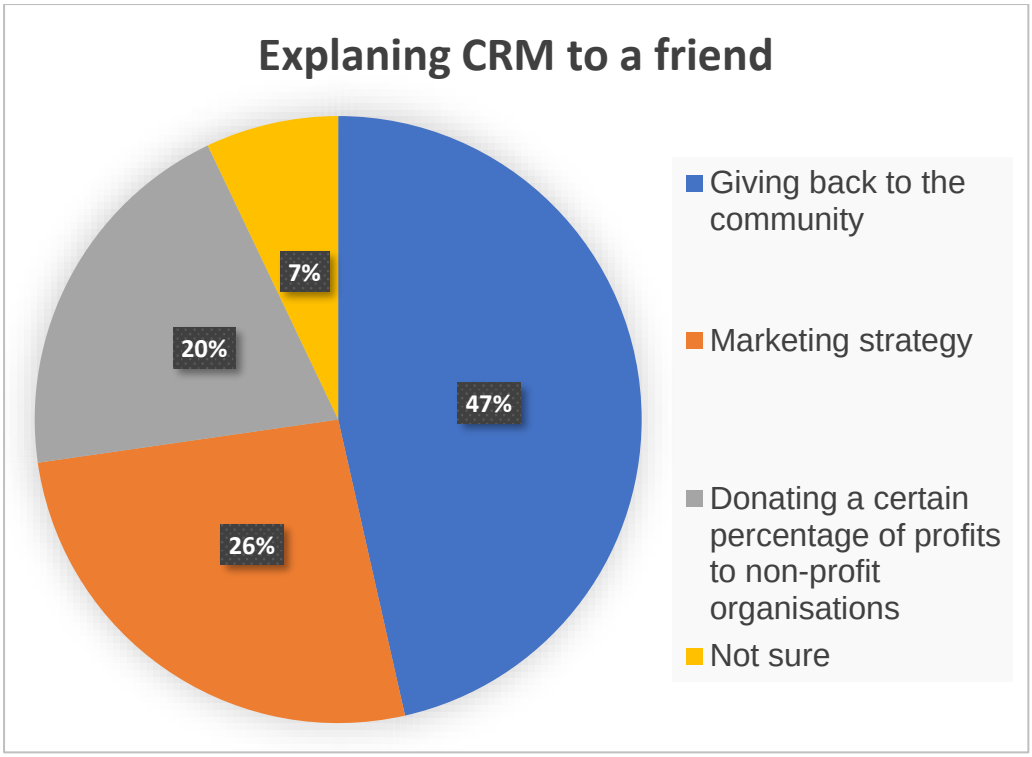


Figure 10: Explaining CRM to a friend

This question sought to understand how the respondents would describe CRM. Figure 10 illustrates the results of how respondents would describe CRM. Giving back to the community was at 46 percent. Marketing Strategy was at 26 percent. Donating a certain percentage of profits to non-profit organisations was 20 percent and not sure was 7 percent.

4.5 RELIABILITY ANALYSIS

The reliability measures of the study are represented in Table 3 below.

Table 3: Reliability Scale

Research constructs	Item codes	Cronbach's test	
		Item total	α
Duration of the Campaign	DOTC1	.955	.977
	DOTC2	.955	-
Location	L1	.825	.897
	L2	.666	
	L3	.901	
Cause and Company Fit	CACF1	.928	.963
	CACF2	.931	

	CACF3	.929	
Product	PR1	.881	.920
	PR2	.881	
Brand Awareness	BA1	.907	.939
	BA2	.907	
Partnership Duration	PD1	.894	.970
	PD2	.930	
	PD3	.933	
	PD4	.953	
Donation Amount	DA1	.679	.809
	DA2	.679	
Product Price	PP1	.900	.943
	PP2	.900	
Imagery/Content	IC1	.901	.960
	IC2	.909	
	IC3	.951	
Customer Support	CS1	.933	.972
	CS2	.951	
	CS3	.912	
	CS4	.950	

To determine the internal consistency of each construct, Cronbach's alpha test was used. Cronbach alpha tests whether Likert scale questions were reliable. For this particular study, the alpha was calculated through SPSS software. The alpha should be above 0.6 > Taber (2018) for acceptable results. All alpha values exceeded the recommended acceptable range and ranged between 0.809 and 0.977, with an overall average of 0,935. Implying high reliability. The item-total correlation value was between 0.666 and 0.955 over the recommended threshold of 0.5. Meaning there was a convergence between the measured items.

4.6 VALIDITY ANALYSIS

As discussed in Section 3.10.1, validity was measured in three ways: face validity, content validity and predictive validity. These are discussed below.

4.6.1 Face Validity

Guided by Malhotra's (2010) guidelines, the questionnaire was reviewed by a group of professionals in the marketing sector to test whether the instrument measures the constructs. Some comments were made regarding the phrasing of the questions, and changes were made based on these comments and feedback.

4.6.2 Content Validity

After the changes were made, a pre-test was run with a sample of 10 conveniently selected respondents. Adjustments were made to the final questionnaire based on how the respondents completed the questionnaire.

4.6.3. Predictive Validity

The hypothesised relationships in this study between variables were tested using regression analysis. As indicated in Table 16, positive and significant relationships were found between product and customer support (0.000); partnership duration and customer support (0.000); donation amount and customer support (0.007); product price and customer support (0.000), indicating the existence of predictive validity.

4.7 DESCRIPTIVE STATISTICS OF STUDY VARIABLES

According to Wilson and MacLean (2011), the mean is the average score; that is, all the scores are added up then divided by the number of scores. It is calculated by adding all points received from the data and dividing by the number of values. The next section (Tables 4 to 13) depicts the highest mean score, the lowest mean score, and the standard deviation, which measures how well dispersed the data is in relation to the mean.

Table 4: Duration of the campaign analysis

Item Statistics			
	Mean	Std. Deviation	N
DOTC1 (I am in favour of the duration of the campaign)	2.97	1.409	150
DOTC2 (The duration of the campaign should be longer)	3.21	1.411	150

Duration of the campaign (DOTC) construct had the highest mean score of 3.21 (item DOTC2) and the lowest mean score of 2.97 (item DOTC1). The standard deviation varied between 1.411 and 1.409. The lowest mean, 2.97 (item DOTC1), indicated respondents' dissatisfaction with the duration of the campaign. While the highest mean score of 3.21 (item DOTC2) indicates that respondents neither agree nor disagree that the campaign's duration should be longer. Human (2016) advised that campaign managers in the FMCG industry should create longer campaign durations. Although

Human's (2016) study was based in South Africa, it is important to note that the author collected data on poverty rise due to COVID-19. This would explain why the people the data was collected from are indifferent about the campaign's duration as long as some difference is being made to eradicate poverty.

Table 5: Location analysis

Item Statistics			
	Mean	Std. Deviation	N
L1 (I am in favour of the location of the cause)	2.28	1.259	150
L2 (The company should support a more local cause)	4.30	1.110	150
L3 (The location of the cause does not matter to me)	2.22	1.289	150

As illustrated in Table 5, Location (L) had the highest mean score of 4.30 (item L2) and indicated the respondents agree that the company should support a more local cause. This finding is in line with Schyvinck and Willem (2019), as they stated that consumers prefer that the location of a cause be more local. The lowest mean score was 2.22 (item L3), indicating that the minority of the respondents disagree that location does not matter to them. Therefore, it can be stated that the company should support a more local cause. The standard deviation varied between 1.110 (item L2) and 1.289 (item L3). This information indicates that the data points are clustered around the mean.

Table 6: Cause and company fit analysis

Item Statistics			
	Mean	Std. Deviation	N
CACF1 (The company has selected to support an appropriate organisation)	4.00	1.232	150
CACF2 (The company and the cause fit well together)	3.51	1.134	150
CACF3 (It does not matter to me if the company and the non-profit organisation fits well together)	3.17	1.421	150

As shown in Table 6, the highest mean score for cause and company fit (CACF) was 4.00 (item CACF1) and the lowest mean score of 3.17 (item CACF 3). The highest mean score of 4.00 (item CACF1) indicated that the respondents agreed that the

company selected an appropriate cause. The cause used in the hypothetical case study was the centre for abused women. The mean score is an indication that cause and company fit does matter to consumers. Tjemkes et al. (2017) say a company must select a cause partner carefully to help them meet their objectives. The fact that the highest mean score for cause and company fit is 4.00 (item CACF1) proves that partner selection is indeed important, and customers do pay attention to it. The lowest mean score of 3.17 (item CACF 3) indicates that respondents neither agree nor disagree that it did not matter whether the company and the cause fit well together. The standard deviation ranged from 1.134 (item CACF2) and 1.421 (item CACF3). This indicates that the data points cause is gathered around the mean. The SD values are below two (2), indicating no outliers.

Table 7: Product analysis

Item Statistics			
	Mean	Std. Deviation	N
P1 (I am happy with the choice of product used for the campaign)	3.27	1.085	150
P2 (The type of product does not matter to me as long as it is for a good cause)	3.51	1.408	150

Product (P) had the highest mean score of 3.51 (item P2) and the lowest mean score of 3.27 (item P1). The standard deviation ranged from 1.085 (item P1) and 1.408 (item P2). The SD values are below two (2), indicating that the dispersion of responses was around the mean. The highest mean score indicates that respondents neither agree nor disagree that the product does matter to them as long as it is for a good cause. The lowest mean score indicates that the respondents are neither happy nor unhappy with the product type. The scores contradict Melero and Montaner (2016), who say that the type of product plays a role.

Table 8: Brand Awareness analysis

Item Statistics			
	Mean	Std. Deviation	N
BA1 (Because the company is well known, I would support the campaign)	3.09	1.166	150
BA2 (Prior knowledge of the company is not important to me in supporting the cause)	3.03	1.456	150

Brand Awareness (BA) received the highest mean score of 3.09 (item BA1) and indicated that those who responded neither agree nor disagree that prior knowledge of the company is important in supporting the cause. The lowest mean score was 3.03 (item BA2). This is against what Shabbir et al. 2010 said about brand awareness playing a role in supporting CRM. The standard deviation is 1.166 (item BA1). The SD values are below two (2), indicating the greater data spread around the mean.

Table 9: Partnership duration analysis

Item Statistics			
	Mean	Std. Deviation	N
PD1 (Partnering with the same cause for five years is fair)	3.75	1.117	150
PD2 (Partnering with the cause for five years is too long)	2.29	1.162	150
PD3 (Partnering with the cause for five years is too short)	2.42	1.149	150
PD4 (The duration does not matter to me)	3.23	1.313	150

The highest mean score for partnership duration (PD) was 3.75 (item PD1), and the lowest mean score was 2.29 (item PD2). The highest mean score indicates that respondents neither agree nor disagree that partnering with the same cause for five years is fair. The lowest mean score indicates that the minority of those who responded agree that partnering with the same cause for five years is too long. According to Schyvinck and Willem (2019), longer partnership durations are required to yield favourable results. The minority agrees that five years is too long, confirming Schyvinck and Willem's (2019) theory. The standard deviation ranged from 1.117 (item PD1) to 1.313 (item PD4). The SD values are below two (2), indicating that the data points are clustered around the mean.

Table 10: Donation amount analysis

Item Statistics			
	Mean	Std. Deviation	N
DA1 (The 10% being donated by the company is too little; therefore, I would not support the cause)	2.39	1.225	150
DA2 (Any donation makes a difference)	4.18	1.199	150

Donation amount (DA) had the top mean score of 4.18 (item DA2) and the least mean score of 2.39 (item DA1). Yoo et al. (2018) say that CRM has more impact when

companies donate larger amounts, yet the highest mean score suggests that any donation makes a difference. Validating the point made about any kind of help to the South African community makes a difference. The SD varied between 1.199 (item DA2) and 1.225 (item DA1). The SD values are below two (2), indicating no outliers. The highest mean score indicates that the respondents somewhat agree that any donation size makes a difference.

Table 11: Product price analysis

Item Statistics			
	Mean	Std. Deviation	N
PP1 (Even though the price of the detergent was doubled, I would still support the cause)	2.55	1.436	150
PP2 (A lower price on the detergent would make me support the cause)	3.51	1.263	150

Product price (PP) had a high mean score of 3.51 (item PP2). This indicates that respondents neither agree nor disagree that a lower price on the product would make them support a cause. The lowest mean score was 2.55 (item PP2) and indicates that the minority of the respondents disagree that they would buy a product if the price doubled just to support a cause. This affirms Christofi et al. (2015), who said that when a product aligned to a CRM cause is priced low, it increases the consumers' purchase intentions. The standard deviation ranged from 1.263 (item PP2) to 1.436 (item PP1). The SD values are below two (2), indicating no outliers.

Table 12: Imagery/content analysis

Item Statistics			
	Mean	Std. Deviation	N
IC1 (I am in favour of the use of 50% visuals and 50% content on the cause used in the advert)	3.69	1.037	150
IC2 (Content only would be more favourable)	2.55	1.190	150
IC3 (More visuals than content would be more favourable)	3.19	1.212	150

The highest mean score for Imagery/content (IC) was 3.69 (item IC1), and the lowest mean score was 2.55 (item IC2). The highest mean score indicates that the respondents neither agree nor disagree that they favour the 50% imagery and 50% content used. The lowest mean score indicates that the minority of the respondents somewhat disagree that content would be more favourable. Bae (2016) found that a

combined imagery and information strategy yielded positive results towards CRM. In this study, the highest mean score for imagery/content indicates that this factor is not important to the people who responded. The SD varied between 1.037 (item IC1) and 1.212 (item (IC3). The SD values are below two (2), indicating that the dispersion of responses was around the mean.

Table 13: Customer support analysis

Item Statistics			
	Mean	Std. Deviation	N
CS1 (I would support the cause regardless of the duration of the campaign)	3.45	1.500	150
CS2 (Because the company is well known, I would support the campaign)	3.09	1.166	150
CS3 (The 10% being donated by the company is too little; therefore, I would not support the cause)	2.39	1.225	150
CS4 (A lower price on the detergent would make me support the cause)	3.51	1.263	150

Customer support (CS) had a high mean score of 3.51 (item CS4). This indicates that respondents neither agree nor disagree that a lower price on the product would make them support a cause. The lowest mean score was 2.39 (item CS3) and indicates that the minority of the respondents disagree that the 10% being donated by the company is too little; therefore, they would not support the cause. This is an indication that the respondents would support the cause. Patel et al. (2017) say that if given a choice to choose between supporting a company linked to a cause and one not linked to a cause, consumers will choose to buy a product linked to a cause. The standard deviation ranged from 1.166 (item CS2) to 1.500 (item CS1). The SD values are below two (2), implying no outliers.

4.8 CORRELATION ANALYSIS

According to Hancock, Stapleton and Mueller (2019), correlation is used to explain the relationship between two variables and, if so, it measures the strength of the relationship. A value of less than one represents a positive correlation. In this study, the relationships were significant across all constructs as they showed a value of less than 1. The values are depicted in table 14.

Table 14: Correlations

		DOCT	LOC	CACF	PR	BA	PD	DA	PP	IC	CS
DOCT	Pearson Correlation	1	.971**	.966**	.963**	.981**	.977**	.964**	.971**	.972**	.977**
LOC	Pearson Correlation	.971**	1	.943**	.960**	.972**	.979**	.962**	.966**	.971**	.973**
CACF	Pearson Correlation	.966**	.943**	1	.971**	.960**	.957**	.983**	.940**	.968**	.966**
PR	Pearson Correlation	.963**	.960**	.971**	1	.972**	.969**	.980**	.957**	.971**	.980**
BA	Pearson Correlation	.981**	.972**	.960**	.972**	1	.983**	.968**	.980**	.976**	.982**
PD	Pearson Correlation	.977**	.979**	.957**	.969**	.983**	1	.968**	.979**	.983**	.987**
DA	Pearson Correlation	.964**	.962**	.983**	.980**	.968**	.968**	1	.946**	.975**	.975**
PP	Pearson Correlation	.971**	.966**	.940**	.957**	.980**	.979**	.946**	1	.961**	.983**
IC	Pearson Correlation	.972**	.971**	.968**	.971**	.976**	.983**	.975**	.961**	1	.976**
CS	Pearson Correlation	.977**	.973**	.966**	.980**	.982**	.987**	.975**	.983**	.976**	1

DOTC = Duration of the Campaign; **LOC** = Location; **CACF** = Cause and Company Fit; **PR** = Product; **BA**=Brand Awareness; **PD**=Partnership Duration; **DA**=Donation Amount; **PP**=Product Price; **IC**=Imagery/Content; **CS**=Customer Support

The above table indicates a positive relationship between campaign duration, location, cause and company fit, product, brand awareness, partnership duration, donation amount, product price imagery/content and customer support.

The Pearson Correlations coefficient indicate a positive relationship between the campaign's duration and customer support at $r=0.977$, $p<0.01$, implying that the campaign's duration influences customer support. There was a positive relationship between location and customer support at $r=0.973$, $p<0.01$, meaning location influences customer support. Cause and company fit influences customer support as there was a positive relationship between the two at $r=0.966$, $p<0.01$. There was a positive relationship between product and customer support at $r=0.988$, $p<0.01$, implying that product influences customer support. Brand awareness influences customer support as there was a positive relationship between the two variables at $r=0.982$, $p<0.01$. There was a positive relationship between partnership duration and customer support at $r=0.987$, $p<0.01$, meaning that partnership duration influences customer support. Donation amount influences customer support as there was a positive relationship between the two variables at $r=0.975$, $p<0.01$. There was a notable relationship between product price and customer support at $r=0.983$, $p<0.001$, meaning that product price influences customer support. Imagery/content influences

customer support as there was a notable relationship between the two variables at r=0.976, p<0.001.

The correlation strength between duration of the campaign, location, cause and company fit, product, brand awareness, partnership duration, donation amount, product price, imagery/content, and customer support was very strong, meaning a very dependable relationship between the variables.

4.9 RESULTS OF HYPOTHESIS TESTS

The following diagram depicts the conceptual framework deliberated in Chapter 2. This framework was tested using regression analysis to establish the relationship between the independent and dependent variables. The outcomes are reported in Figure 11 and Table 15 below.

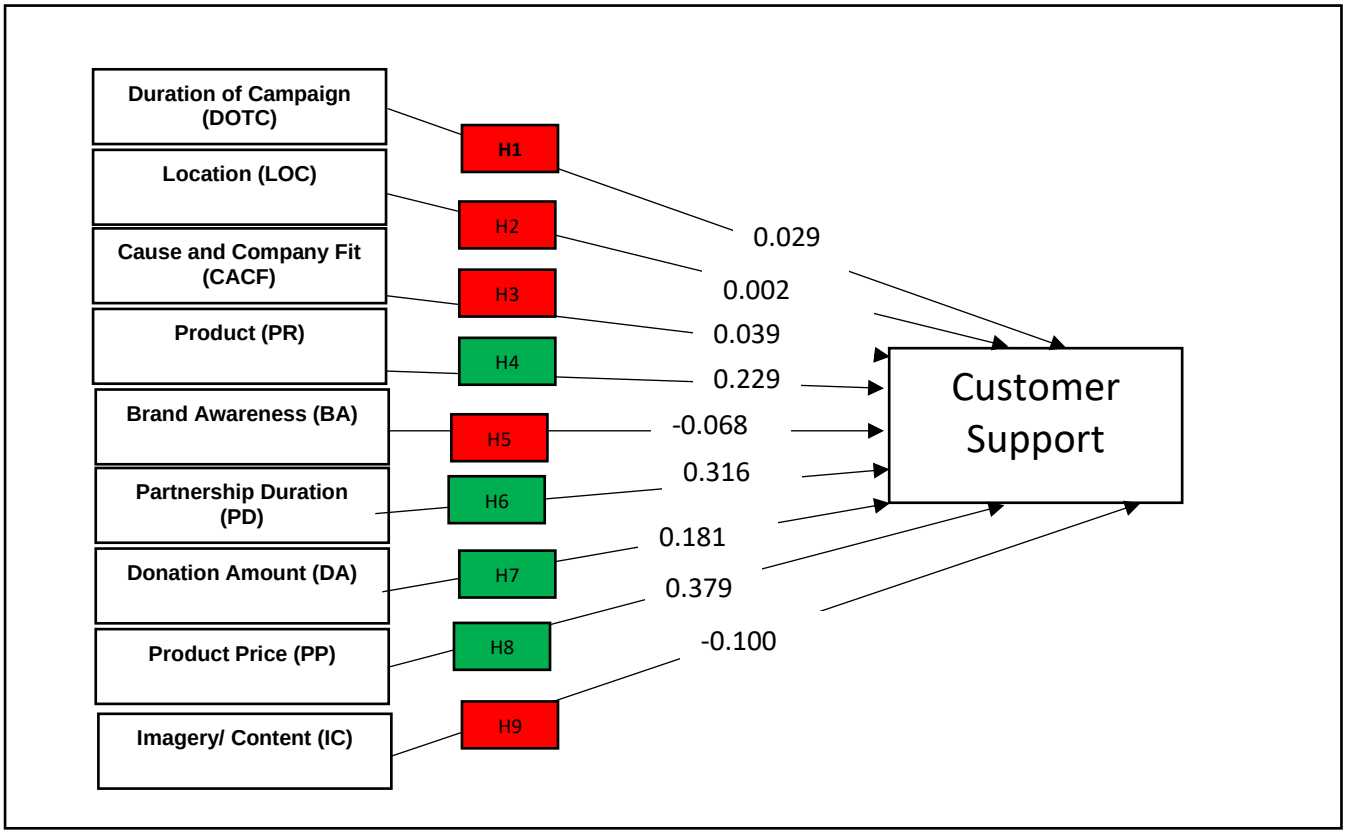


Figure 11: Hypotheses testing outcome

Table 15 displays the results of the hypothesis tests and the decision made based on the results.

Table 15: Hypotheses Test results

Hypothesis	Relationship	Beta coefficient	*t*-value	*p*-value	Accepted/ rejected
H1	DOTC–> CS	0.029	.515	.607	Rejected
H2	LOC–> CS	0.002	.047	.963	Rejected
H3	CACF –> CS	0.039	.698	.487	Rejected
H4	PR –> CS	0.229	4.459	.000	Accepted
H5	BA–> CS	-0.068	-1.052	.295	Rejected
H6	PD –>CS	0.316	4.549	.000	Accepted
H7	DA –>CS	0.181	2.725	.007	Accepted
H8	PP–>CS	0.379	7.176	.000	Accepted
H9	IC –>CS	-0.100	-1.742	.084	Rejected

DOTC = Duration of the Campaign; **LOC** = Location; **CACF** = Cause and Company Fit; **PR** = Product; **BA**=Brand Awareness; **PD**=Partnership Duration; **DA**=Donation Amount; **PP**=Product Price; **IC**=Imagery/Content; **CS**=Customer Support

4.9.1 Hypothesis results discussion

H1: *The duration of the campaign positively affects the level of customer support*

This hypothesis was rejected as the p-value was 0.607, implying no relationship between the duration of the campaign and customer support. These results are the opposite of what Chéron et al. (2012) found about shorter campaign duration, making customers more skeptical about the company's intentions. They found that a longer campaign duration positively impacts the consumer's support.

H2: *Geographical location of CRM programmes positively influences the level of customer support*

This hypothesis was rejected because the p-value was 0.963, meaning there was no relationship between location and customer support. This goes against Schyvinck and Willem's (2019) finding that CRM programmes partnering with local causes result in favourable consumer attitudes. However, Bergkvist and Zhou (2018) argue that studies about proximity showing favourable consumer attitudes have weak and mixed results. They further state that although the theoretical expectation across studies is that close cause proximity has a more positive effect on brand evaluation, the weak

and conflicting results suggest that proximity may be of little importance to the consumer.

***H3**: Cause and company fit positively influences the level of customer support*

This hypothesis was rejected as cause and company fit did not influence customer support with a p-value of 0.487. This is not in line with Fields (2013) theory which says that a CRM strategy should create an alliance between cause and brand to increase perceptions and that if perceptions of a consumer are strong both towards the brand and the cause, consumers are likely to find the alliance credible and support the campaign.

***H4**: The type of product positively affects the level of customer support*

There was a relationship between product and customer support; the p-value was .000 hence this hypothesis was accepted. There was a certain and notable correlation between product and customer support. This finding concurred with Melero and Montaner's (2016) research, which showed that the type of product plays a role in CRM initiatives.

***H5:** Brand awareness positively influences the level of customer support*

This hypothesis was rejected since there was no relationship between brand awareness and customer support as the p-value was greater than 0.05 at 0.295. Shabbir et al. (2010; p. 1231) posit that "consumer purchase intentions may not be increased through CRM campaigns unless consumers can recognise the products (advertised in CRM campaigns)". This means some level of brand awareness is necessary for a purchase to take place in CRM campaigns. The hypothesis that supports this theory was rejected in the South African context.

***H6**: The duration of a partnership positively affects the level of customer support*

The relationship between partnership duration and customer support showed a significant and positive relationship with a p-value of .000; therefore, the hypothesis was accepted as a strong and certain correlation between the duration of partnership and customer support. This is in line with Schyvinck and Willem 2019 who stated that if a collaboration between the organisation and cause is repeated over the long-run, stakeholders will have more positive attitudes towards the organisation.

H7: *The amount of donations made by the company to cause positively affects the level of customer support*

The relationship between donation amount and customer support was significant, the p-value was .007; therefore, the hypothesis was accepted. This is supported by Yoo et al. (2018), who state that donation size positively impacts consumer purchase intention in CRM.

H8: *The price of the product positively influences the level of customer support*

There was a strong correlation between product price and customer support, and thus the hypothesis was accepted as the p-value was .000. According to Christofi et al. (2015), when a product aligned to a CRM cause is priced low, it increases the consumers' purchase intentions, therefore, contributing positively to the success of a CRM campaign. This was proven true as the hypothesis based on this theory was accepted.

H9*: Imagery usage and content positively influences the level of customer support*

There was no relationship between imagery/content and customer support, with a p-value of 0.084; thus, the hypothesis was rejected and proved the opposite of what Bae (2016) found regarding combined imagery and information strategy yielding positive results towards CRM.

Many people who responded varied from 36 to 45 at 72.67 percent, and the majority resided in Gauteng at 92 percent. The respondents' age and location may have played a role in how the respondents view CRM in general. This age group and the location are linked with some achievement and social awareness. Gauteng being the economic hub of South Africa, these respondents may be at a point in their lives where giving back gives them some sort of fulfilment. Therefore, factors such as duration of the campaign, location, cause and company fit do not play a major role in supporting a cause. The statistical analysis established that the mean value for most of the constructs was three that is neither agree nor disagree with the statement, thus confirming the observation made about some of the factors not playing a role to the respondents in supporting CRM.

Furthermore, TPB explained in Chapter 2, is used to explain customer behaviour when responding to CRM, and it states that “people intend to perform a behaviour, when they evaluate it positively, when they experience social pressure to perform it, and when they believe that they have the means and opportunities to do so” (Bisquolm 2010). This supports the point made about their age and location. It is possible that the respondents view CRM as a positive gesture, have the means and opportunities to support CRM and find it rewarding to do so; thus, the other factors do not play a role in their decision making. As mentioned in Chapter 2, according to Hong, et al Ng and Yusof (2018), an individual who believes that performing a certain behaviour will result in good outcomes will hold a positive attitude toward doing the behaviour.

The accepted hypotheses revolve around factors such as donation amount, price and product. These are factors that directly impacted the respondents. While the campaign's duration and location did not play a role, the amount that will be donated to the cause matters, i.e. how they will be paying for the product and how the products impact them directly and interest level in the products. All these talk to the respondents’ level of social awareness and where they are in life.

4.10 CHAPTER SUMMARY

Chapter four represented the collected data. Data analysis was done through descriptive analysis and regression analysis. The reliability analysis was done using Cronbach Alpha, and the measuring instrument was considered reliable and acceptable. Furthermore, three types of validity were done, including face, content and predictive. Through regression analysis, four of the nine hypotheses were accepted based on a positive and significant relationship and five hypotheses were rejected as no relationship was found. The next chapter will focus on the conclusion of the study and recommendations.

CHAPTER 5: CONCLUSIONS AND RECOMMENDATIONS

5.1 INTRODUCTION

The study sought to investigate the effectiveness of cause-related marketing (CRM) strategies within the fast-moving consumer goods (FMCG) industry in South Africa, and the objectives of the study were as follows:

- To examine the attributes that lead to the successful implementation of CRM in the South African FMCG.
- To determine the factors which lead to favourable responses towards CRM in the South African FMCG sector.
- To develop a framework for successfully implementing CRM in the South African FMCG sector.

This chapter provides the closing remarks aligned to the findings of the study objectives. This is followed by recommendations and concludes with limitations and future research opportunities.

5.2 CONCLUSIONS

The results of the hypotheses testing were discussed in chapter four. This section aims to conclude the study based on the findings presented and discussed in the previous chapter.

5.2.1 Effectiveness of CRM strategies

In South Africa, effective CRM strategies in the FMCG sector are influenced by product, duration of a partnership, donation amount, and product. This is supported by the following factors: The type of product positively affects the level of customer support at a p-value of .000, and there was a positive relationship between product and customer support at r= 0.980. In addition, the duration of a partnership positively affects the level of customer support at a p-value of .000, resulting in the acceptance of the hypothesis. Duration of partnership and customer support had a correlation value of r=0.987.

Furthermore, the amount of donation made by the company to cause positively affects the level of customer support with a p-value of .007. Therefore, it can be concluded that in South Africa, donation amount must be considered when putting together a strategy for successful CRM as donation amount influences customer support at r=0.975. Finally, the price of the product positively influences the level of customer support at a *p*-value of .000. Therefore, it can be concluded that the product's price is necessary for success in a CRM strategy in South Africa as product price influences customer support at a correlation value of r=0.983.

5.2.2 Attributes that lead to the successful implementation of CRM

Based on the literature, it was hypothesized that the duration of the campaign, higher levels of brand cause fit, brand awareness and the use of low-priced products lead to customer support which would mean that these are the attributes to the successful implementation of CRM. There was only a certain notable correlation between the product's price and customer support. The rest of the hypothesized attributes were rejected. This means that to successfully implement CRM in FMCG, the product price must be reasonable and not be inflated for companies to profit from it.

Partnership duration, donation amount and product had a positive and significant relationship with customer support. For FMCG to yield favourable responses from customers, partnership duration must be long, donation amount must be sizeable, and the product type must be well thought out. Thus, it can be concluded that price, partnership duration, donation amount and product are attributes that lead to the successful implementation of CRM in the South African FMCG sector.

5.2.3 Framework for successful implementation of CRM in South Africa

The following framework for successfully implementing CRM in South Africa is suggested based on the hypothesis findings.

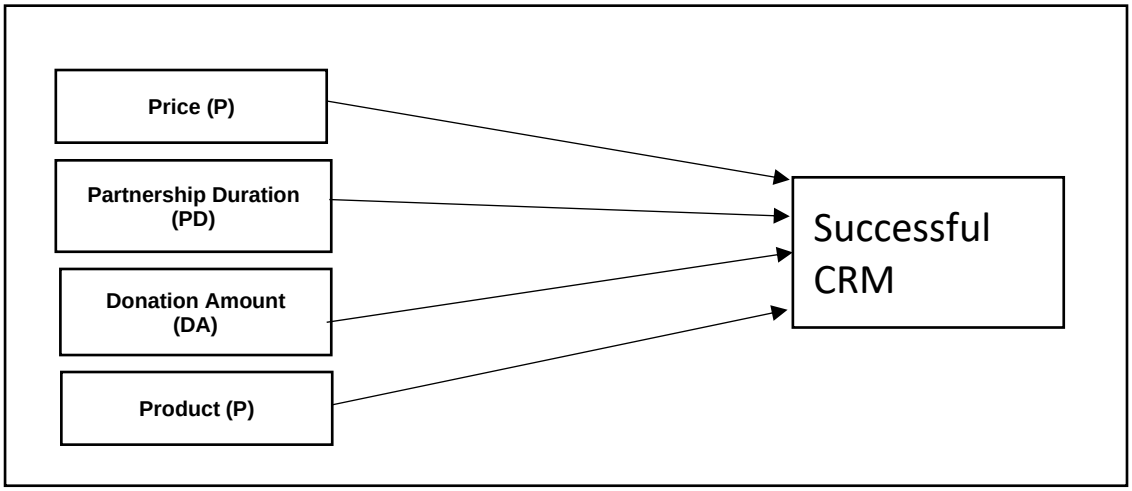


Figure 12: Framework for successful implementation of CRM

5.3 RECOMMENDATIONS

Following the findings and the conclusion of the study, the researcher's recommendations are as follows:

5.3.1 Be strategic on the type of product used

Companies should be more strategic about product type in a CRM initiative. The difference between utilitarian and hedonic products is explained in detail in Chapter 2. In other studies, hedonic products proved to generate more purchases from customers. In this study, a utilitarian product was used and generated a positive relationship between the product and customer support. This proves true to what Human (2016) found: Chinese Singaporeans' respondents purchased utilitarian products over hedonic products. The same was found in Egypt and Spain. It is therefore recommended that South African companies use utilitarian products. This is worth researching further to see if product choice could be linked to culture, context, and personality. Previous studies in different countries showed that consumers leaned more towards hedonic products.

5.3.2 Keep product price at a minimum

For CRM initiatives to gain the support of customers, companies should look into the price of the product. The price must be reasonable. If the product is seen to be too high, it may send an impression that the company is trying to yield profits.

In some studies, Human (2016) found that Chinese Singaporeans willingly paid a higher price on products that were practical. This is another area to further research to see whether respondents would be willing to pay higher depending on the product type.

5.3.3 Double the donation amount

The amount the company intends on donating to the cause plays a role in customer support. Hence the relationship was significant, and the hypothesis was accepted. Therefore, it is recommended that companies donate double what the consumers give to prove that the company was not doing CRM for their gain.

As stated in Chapter 2, Yoo et al. (2018) assert, CRM is more impactful when the company presents a huge donation size. When the donation size is little, consumers may doubt the CRM activities. The product price and donation amount are interlinked; therefore, it is suggested that the price of the CRM product be kept at a minimum, and the donation amount is made higher for favourable customer support.

5.3.4 Support the same cause for longer

Organisations should support the same cause for longer instead of changing causes. This will build trust and customer support. According to Hasan (2015), CRM campaigns can build customer loyalty but only for long-lasting CRM campaigns. This is also affirmed by Schyvinck and Willem (2019), who says that if a collaboration between the organisation and cause is repeated over the long-run, stakeholders will have more positive attitudes towards the organisation. Longer collaboration also speaks to the companies' commitment towards the cause. If collaboration is repeated over a long period, consumers may become less skeptical of the campaign and see the company committed to the cause.

5.4 LIMITATIONS AND FUTURE RESEARCH OPPORTUNITIES

Upon reviewing the results, some of the limitations found are that the sample size was small and not representative of South Africa as usable data came from Gauteng, Free State and the Eastern Cape. With more than half of the respondents residing in Gauteng. A larger sample size could be used in the future, including all provinces, allowing for better insights. A mixed research method is advised for future studies to allow further prompting and follow up questions into some of the answers. It would be more useful to examine which CRM initiatives work best in the FMCG industry from the ones provided in Chapter 2; thus, this could be included in future studies. The issue of culture mentioned in 5.3.2 can also be examined to gauge whether it affects the responses to product. As the study was completed by majority of females it would be worth researching to see if gender has a role to play in the attributes that lead to successful implementation of CRM.

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APPENDIX A: Research Instrument

Research Instrument: Web-based Questionnaire

Topic: Effectiveness of Cause-Related Marketing strategies within the fast-moving goods (FMCG) industry in South Africa

Section 1: Opening

Complete ethics, declaration and consent form before you proceed (APPENDIX C)

Section 2: General Demographic Information

Your gender: Male/Female/Other

Your age group: 21 to 25/ 26 to 35 /36 to 45/ 46 to 55/ 56 to 60.

Your highest level of education:…….

Your province:……

Which sector do you work in?.....

Section 3: Questions

Cause-Related Marketing (CRM) is when a business employs a strategy whereby, they do a charitable cause by donating a certain percentage of items bought by customers to a non-profit organisation.

Open-ended questions:

What three words come to mind when you think of cause-related marketing (CRM)?

If you had to describe CRM to a friend, how would you do so?

Read the following scenario, then answer the questions.

“Vital, a well-known South African based company, is currently participating in a CRM campaign. Upon purchasing a bottle of cleaning detergent, it will donate 10% of its profits to the centre of abused women in Malaysia. As such, the bottle of detergent costs doubles its usual amount. Vital has committed to supporting this cause for the next five years, and the duration of the campaign will be one month every year. During the campaign, Vital does an

advertising campaign focusing on the centre of abused women using 50% visuals and 50% content explaining what the centre of abused is all about."

How strongly do you agree with these statements?

Strongly Disagree **= SD**

Disagree **= D**

Neutral **= N**

Strongly Agree **= SA**

Agree **= A**

	SD	D	N	SA	A
1. **I am in favour of the duration of the campaign.**					
2. **The duration of the campaign should be longer.**					
3. **The duration of the campaign should be shorter.**					
4. **I would support the cause regardless of the duration of the campaign.**					
5. **I am in favour of the location of the cause.**					
6. **The company should support a more local cause.**					
7. **The location of the cause is important to me.**					
8. **The company has selected an appropriate organisation.**					
9. **The company and the cause fit well together.**					
10. **It does not matter** if the company and the non-profit organisation fit **well together.**					

11. **I am happy with the choice of product used for the campaign.**					
12. **The product does not matter to me as long as it** is **towards a good cause.**					
13. **Because the company is well known, I would support the cause.**					
14. **Prior knowledge of the company is not important to me in supporting the cause.**					
15. **Partnering with the cause for five years is fair.**					
16. **Partnering with the cause for five years is too long.**					
17. **Partnering with the cause for five years is too short.**					
18. **The duration does not matter to me.**					
19. **The 10% being donated by the company is too little**; **therefore**, **I would not support the cause.**					
20. **Any donation amount makes a difference.**					
21. **Even though the** detergent price **is high, I would still support the cause.**					
22. **A lower price on the detergent would make me support the cause.**					
23. **I am in favour of the use of 50% imagery and 50% content on the cause used in the advert.**					
24. **Content only would be more favourable.**					
25. **More visuals than content would be more favourable.**					

Thank you for your time.

APPENDIX B: Cover Letter

Good Day

I am a student at Witwatersrand University currently completing my Masters of Management in the field of Strategic Marketing. Part of the degree requires that I complete a dissertation which constitutes 50% towards the final degree. I kindly request that you complete this survey that will help gather data for the research.

My research topic is: Effectiveness of Cause-Related Marketing strategies within the fast-moving goods (FMCG) industry in South Africa

As a student of Witwatersrand, I am bound by the rules and regulations of their ethics committee and can assure you that all answers will remain confidential, and no mention of names will be done in the report.

The survey will take 15 minutes of your time. Click on the link provided below to start the survey.

Regards

Louwella Moeti

1605662@students.wits.ac.za

APPENDIX C: Consent Form

Dear Participant

Thank you for taking part in the academic research towards obtaining Masters of Management in the field of Strategic Marketing.

The research topic is: Effectiveness of Cause-Related Marketing strategies within the fast-moving goods (FMCG) industry in South Africa

Kindly note the following:

- The survey will take 15 minutes.
- Your identity will be kept anonymous.
- Your answers will be kept confidential as the response will not be linked to any name.

The results of the study will be used in an academic study and may be published in an academic journal. Before you can continue, click on the below link to provide consent.

Consent

I agree to take part in the study. My participation is voluntary, and I have been made aware of the purpose of the study, and I understand what is required of me.

Agree ☐

Disagree ☐

APPENDIX D: Ethics Approval

Graduate School of Business Administration
University of the Witwatersrand, Johannesburg

Wits Business School Ethics Committee
Constituted under the University Human Research Ethics Committee (Non-Medical)

Ethics Clearance Certificate

Ethics protocol number: WBS/SM1605562/195
This certificate is only valid with a legitimate ethics protocol number and signed by the Researcher (below).

Project title	Cause-related marketing strategies in the fast moving consumer goods industry in South Africa
Investigator / Researcher	Ms Louwella Moeti
Nature of Project	MM (Strategic Marketing)
Decision of the Committee	Approved unconditionally
Issue Date of Certificate	2021-03-12
Expiry date	Date of submission of the project report
Chairperson	Prof Anthony Stacey ☎ +27 11 717 3587 +27 82 880 4531 Anthony.Stacey@wits.ac.za

Declaration by Researcher

One copy must be signed by the Researcher and returned to the Chairperson of the Wits Business School Ethics Committee.

I fully understand the conditions under which I am authorized to carry out the abovementioned research and I guarantee to ensure compliance with these conditions. Should any departure to be contemplated from the research procedure as approved I undertake to resubmit the protocol to the Committee.

Signature

17 March 2021
Date:

APPENDIX E: Proof of Language editing

EDITING CONFIRMATION

To whom it may concern:

This memo serves to confirm that the manuscript/research project detailed below has been language-edited and/or proof-read.

Regards,

-IETS-

IET Innocent *(Cert. Lang. Ed.)*
Language Editor

****

Manuscript Title:

Effectiveness of Cause-Related Marketing strategies within the fast-moving customer goods (FMCG) industry in South Africa

Author:

Louwella Moeti

Issued on:

22/02/2022

Disclaimer:
The editor/proofreader makes no claim as to the accuracy of the manuscript contents nor the objectives of the author. While all possible efforts have been made to ensure the text as edited is readable and grammatically correct, the author(s) have the option to accept or reject suggestions and trackable changes made to the document before submission.

*** Professional Editors ***

sarchcot@gmail.com