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Same but Different:

A Consumer-based Approach on Social Enterprises and For-Profits' CRM

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Abstract

The purpose of this thesis is to analyze the differences in consumer responses, namely purchase intention and willingness to pay (WTP), to social enterprises vs. for-profits using cause-related marketing (CRM), taking into account the mediating role of skepticism as well as the moderating effect of donation framing on those responses. A quantitative Latin-square experimental design was employed within an online survey to test the study's hypotheses on a non-probability sample of German consumers using the category of bottled water. Data was analyzed using independent samples t-tests and the SPSS PROCESS macro to test moderation and mediation hypotheses. Findings show that, mediated by skepticism, purchase intentions are significantly higher for the social enterprise product, while there are no significant differences in WTP between the two types of organizations. Moreover, a moderating effect of donation framing can be identified, indicating that one-for-one framing is more effective in social enterprises whereas exact monetary framing is more effective in for-profits using CRM. This study contributes to the research on consumer behavior towards social enterprises and CRM, proving that consumers perceive social enterprises differently from for-profits engaging in CRM, showing a mediating role of skepticism as well as the varying effects of different types of donation framing on purchase intentions and giving guidance for managers of both firms.

Resumo

O objetivo desta tese é analisar as diferenças entre a intenção de compra e disposição para pagar (DP) dos consumidores. Isto no contexto de empresas sociais versus empresas com fins lucrativos, usando como base o marketing causa-efeito (MCE). Adicionalmente, será tido em conta o papel mediador do ceticismo, bem como o efeito moderador do enquadramento de doações nas respostas. Foi aplicada uma análise experimental quantitativa quadrado-latino num questionário online para testar as hipóteses do estudo numa amostra não probabilística de consumidores alemães, usando a categoria - água engarrafada. Os dados foram analisados com testes-t de amostra independente e com uma macro SPSS PROCESS para testar as hipóteses de moderação e mediação. Os resultados mostram que as intenções de compra, mediadas pelo ceticismo, são significativamente mais altas para o produto da empresa social, enquanto que, para DP não existem diferenças significativas. Além disso, um efeito moderador do enquadramento de doação pode ser identificado, indicando que o enquadramento de um-para-um é mais eficaz nas empresas sociais, enquanto que o enquadramento monetário é mais eficaz em empresas com fins lucrativos que praticam MCE. Este estudo contribui para a investigação sobre o comportamento do consumidor em relação às empresas sociais e o MCE, demonstrando que os consumidores veem as empresas sociais de forma diferenciada das empresas com fins lucrativos que envolvem o MCE, ilustrando um papel mediador do ceticismo, bem como os efeitos dos diferentes tipos de doação na intenção de compra e nas orientações para os gestores de ambas os tipos de empresas.

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Glossary

ANOVA – Analysis of Variances
CRM – Cause-related Marketing
CSR – Corporate Social Responsibility
DON – Donation
EDU – Education
NGO – Non-Governmental Organization
NPO – Non-Profit Organization
ORG – Organization
PI – Purchase Intention
RQ – Research Question
SE – Social Enterprise
SKEP – Skepticism
WTP – Willingness to Pay

1 Introduction

1.1 Background

During the last decades social enterprises (SEs) have entered markets and blurred the lines of for-profit and non-profit by addressing social issues through commercial activities (Battilana & Lee, 2014; Stecker, 2016). The proposition of SEs in consumer goods is simple: Based on the SE's social mission, the consumer makes a small contribution toward solving social imbalances with each purchase (Markman, Russo, Lumpkin, Jennings, & Mair, 2016; Martin & Osberg, 2015). Some SEs are consolidating this in a "one-for-one" business model: for each product purchased by the customer, another good is donated to a person in need (Sánchez-Hernández, 2015).

Meanwhile, cause-related-marketing (CRM) is a popular marketing instrument and part of the rigorous corporate social responsibility (CSR) activities of for-profits (Drumwright, 1996; Lafferty, Lueth, & McCafferty, 2016; Robinson & Wood, 2018; Thomas, Kureshi, & Vatavwala, 2019; Varadarajan & Menon, 1988). Some companies use product donations (i.e. one-for-one campaigns), for example P&G's Pampers, who donated a tetanus vaccine for each product purchased (Chang, Chen, Chu, Kung, & Huang, 2018). Other companies use monetary donations, like Starbucks, who donated 50 cents from each *RED* product sold to the Global Fund to Fight AIDS (Koschate-Fischer, Stefan, & Hoyer, 2012).

Researchers have found numerous positive effects that CRM can elicit in consumer attitudes and behavior, including a higher product appeal, improved brand image, higher purchase intentions and brand switching (C.-T. Chang et al., 2018; Dahl & Lavack, 1995; Mendini, Peter, & Gibbert, 2018; Nan & Heo, 2007; Ross, Patterson, & Stutts, 1992; Samu & Wymer, 2009; Thomas et al., 2019; Webb & Mohr, 1998). However, the motives that consumers presume a firm to pursue with CRM and the construct of skepticism toward advertising have been shown to strongly influence its efficiency (Anuar & Mohamad, 2012; Barone, Norman, & Miyazaki, 2007; Ellen, Webb, & Mohr, 2006; Forehand & Grier, 2003). It is mostly believed that fit between company, product and/or brand and cause as well as coherence of stated and perceived company motives elicit lower skepticism and hence a higher CRM efficiency (Becker-Olsen, Cudmore, & Hill, 2006; Mendini et al., 2018; Nan & Heo, 2007; Pracejus & Olsen, 2004; Samu & Wymer, 2009).

We can see practices, which highly resemble those corporate CRM methods, in many SEs in the consumer goods industry: The *one-for-one* organization *TOMS* donates shoes for every

pair purchased by consumers and the SE One World Play Project sells durable footballs and uses 5% of the proceeds to support “*play in disadvantaged communities*” (Markman et al., 2016; Marquis & Park, 2014; The One World Play Project, 2018b, 2018a). As stated in a common CRM definition, those SEs also “*contribute a specified amount to a designated cause when customers engage in revenue-providing exchanges*” (Varadarajan & Menon, 1988, p. 60) and both types of organizations connect their product to a social cause (Thomas et al., 2019).

However, there are stark, indisputable differences between for-profits’ CRM, a marketing tool where social aims are peripheral on the one side (Varadarajan & Menon, 1988), and SEs, who have a “*mission-driven zeal*” (Page & Katz, 2010, p. 1357) with a social mission at their operations’ core (Austin, Stevenson, & Wei-Skillern, 2006) on the other side. We could assume, that the nature of a SE results in perceptions of more selfless motives, lower skepticism and hence more favorable consumer attitudes. Yet, the issue of trust persists also in SEs (Child, 2018) and consumer knowledge of SEs is limited (Ferdousi, 2017). Research has not quantitatively investigated yet, how consumers value products of SEs in comparison to comparable for-profit competition using CRM and if skepticism is also an issue here.

1.2 Problem Statement

This thesis strives to understand if the alignment of social and economic goals of a SE yields a different impact on consumers compared to for-profit firms engaging in the CSR practice CRM and what the role of skepticism might be. It will hence seek to compare SEs with profit-oriented organizations using CRM campaigns in the consumer goods sector. Therefore, the following research questions (RQs) will be addressed:

RQ 1: Are there differences in consumer responses (purchase intention & willingness to pay) to products of SEs vs. products of profit-oriented companies using CRM?

Based on literature on CRM, one can expect that the level of skepticism felt by consumers might have an impact on the relationship between the type of organization and purchase intentions and willingness to pay. However, variations in skepticism between SEs and for-profits have not found research attention yet:

RQ 2: What level of skepticism is evoked in consumers and does it affect purchase intentions or willingness to pay?

Furthermore, this thesis will investigate the role of different types of donation framing that are used in markets. While the one-for-one framing is gaining more and more attention and diffusion in SEs and for-profits, monetary framing of donations is most frequently used in practice:

RQ 3: What kind of donation framing (one-for-one vs. exact monetary) yields more favorable consumer responses for the respective types of organizations?

To sum it up, this study will seek to understand the differences in consumer responses (purchase intention & willingness to pay) to social enterprises vs. profit-oriented companies using one-for-one vs. exact monetary donation framing approach and the influence of skepticism on those relationships.

1.3 Academic and Managerial Relevance

CRM is frequently used in profit-oriented organizations (Kuo & Rice, 2015). In fact, cause sponsorship in 2018 was estimated to reach \$2.14 billion in north America only (IEG, 2018). Simultaneously, SEs have become a strong, global phenomenon (Dacin, Dacin, & Tracey, 2011; Gonçalves, Carrara, & Schmittel, 2016; van der Have & Rubalcaba, 2016; Zahra, Rawhouser, Bhawe, Neubaum, & Hayton, 2008) and one-for-one businesses have emerged as a novel business model (Sánchez-Hernández, 2015). It is unclear however, whether for-profits with methods seemingly comparable to SEs might be equally successful and if they raise consumer suspicions of SEs in general (Marquis & Park, 2014).

While there is a lot of research on CRM (Guerreiro, Rita, & Trigueiros, 2016; Lafferty et al., 2016; Thomas et al., 2019) and a decent amount on SEs from the managerial perspective (Doherty, Haugh, & Lyon, 2014), academia lacks research on consumer behavior regarding SEs (Hibbert, Hogg, & Quinn, 2005) and especially on whether there are significant differences in consumer evaluations of products of for-profits using CRM, with solely incidental social value, and SEs, whose core purpose is to solve social issues (Marquis & Park, 2014). This would further add insight on whether a SE does not only create social but additional economic value (Chang, Lo, & Lee, 2016).

Research on SEs has found that market orientation and marketing capabilities increase both economic and social performance (Bhattarai, Kwong, & Tasavori, 2019; Liu, Eng, & Takeda, 2015). However, in order to further pursue that evidently important market orientation and to obtain sufficient revenue to create social value (Moizer & Tracey, 2010) more knowledge on

consumer perceptions is needed for practitioners. It remains to be investigated whether the same issues of CRM in profit-oriented firms, such as skepticism towards advertising, also apply to SEs. Hence, this study is going to build on CRM research and will seek to apply it to SEs. This practice of inheriting constructs from traditional business literature is common in SE research (Liu et al., 2015).

The thesis is therefore going to be relevant for managers of both types of firms. It will help managers of SEs to understand consumer perceptions of their business, if they hold a sustainable competitive advantage and how to use them effectively in order to generate capital for their social mission (Marquis & Park, 2014; Moizer & Tracey, 2010). Moreover, this study will facilitate the estimation of skepticism issues (Child, 2018). On the other hand, it will enable profit-oriented firms to see if they can compete with SEs regarding CSR actions like CRM in the same category or if skepticism issues would reduce the effectiveness. This will aid in determining the most appropriate CSR strategy, a vital necessity for profit-oriented firms (Porter & Kramer, 2007).

1.4 Research Methods

Primary data was collected to address the research questions. A Latin-square experimental design was applied within an online survey in order to test the proposed hypotheses, reaping the advantages of a high versatility and means of presentation of stimuli and an efficient data collection online surveys provide (Malhotra & Birks, 2007).

The independent variables of the model organization type (SE vs. for-profit) and donation framing (one-for-one vs. exact monetary) resulted in a 2x2 design to which respondents were assigned. The conditions were operationalized using actual brands for organization types and manipulating the donation framing in an advertisement poster. This practice is consistent with prior CRM studies as respondents are expected to possess prior brand knowledge and impressions of its values (Mendini et al., 2018). Using the category of bottled water, *Viva con Agua* served as a SE brand, since a pretest on a convenience sample had shown high brand awareness for this SE brand in Germany while *Vio* (a Coca-Cola brand) served as a for-profit brand. The dependent variables purchase intention, willingness to pay and skepticism were assessed using scales previously developed and validated by other researchers. Afterwards, the collected data was analyzed with SPSS for t-tests and the SPSS PROCESS macro for calculation of the model and identification of mediation and moderation effects.

A convenience sample of German consumers reached through social media was used to get a broad sample. A German consumer sample was necessary since the two brands are only operating on the German market. A convenience sample is not representative of a population. However, as long as they are relevant to the universe of the theorized relationships, convenience samples are no threat to external validity (Calder, Phillips, & Tybout, 1982) and are frequently used in CRM research (Grau, Garretson, & Pirsch, 2007). Hence, it was considered to be a suitable sampling procedure for the investigation of this research purpose.

1.5 Outline

In the next chapter, relevant literature on the topics will be reviewed and the research hypotheses will be developed. Relevant constructs related to SEs, CSR and CRM will be identified, a comprehensive discussion of those concepts will be delivered and finally conciliated in a conceptual framework. The third chapter will present the methodology used to test the hypotheses postulated including in-depth descriptions of the experimental research design, operationalization of constructs and the specific scales used in the questionnaire. In the fourth chapter the sample will be described, success of manipulation will be assessed, and the collected data will be analyzed to test the hypotheses and statistical model. Finally, the fifth chapter will discuss the obtained results, develop implications for practice and academia and debate possible limitations and opportunities for further research.

2 Literature Review and Hypothesis Development

The following chapter will present the relevant theoretical constructs subject to this dissertation and its study purpose. It discusses definitions and findings of previous relevant empirical research on the topic in academic journals and other scientific articles. At first, dependent measures of purchase intention and willingness to pay will be reviewed and clarified. Afterwards, research on SEs, CSR and CRM will be discussed and the hypotheses will be derived. Finally, the constructs and hypotheses will be organized in a conceptual framework.

2.1 Purchase Intention (PI)

Purchase intention is defined as “*possibility that consumers will plan or be willing to purchase a certain product or service in the future*” (Wu, Yeh, & Hsiao, 2011, p. 32). It is related to the theory of planned behavior, which states that attitudes, along with subjective norms and perceived behavioral control, affect behavior through behavioral intentions (Ajzen, 1991). Likewise, attitudes toward brands or products influence purchase intentions and purchase intentions function as a predictor of actual purchase behavior (Spears & Singh, 2004).

A related construct of importance is the *attitude behavior gap*, which postulates a weak relationship between consumers’ stated attitudinal intents and their actual actions (Newholm & Shaw, 2007). This results in an imperfect correlation between attitude, stated PI and actual behavior (Morwitz, 1997). Nevertheless, PI is a fundamental construct in consumer research used by many practitioners and scholars as a proxy for actual buying behavior (Grewal, Krishnan, Baker, & Borin, 1998; Spears & Singh, 2004).

2.2 Willingness to Pay (WTP)

Willingness to pay (WTP) is commonly regarded as the maximum price a consumer is willing to pay for a product or service, also referred to as the reservation price (Kohli & Mahajan, 1991; Wertenbroch & Skiera, 2002). It is linked to the perceived value of products (Backhaus, Wilken, Voeth, & Sichtmann, 2005) defined as “*the consumer's overall assessment of the utility of a product based on perceptions of what is received and what is given*” (Zeithaml, 1988, p. 14). Measurements often tend to underestimate actual WTP due to a *hypothetical bias*, which states that WTP is lower in artificial than in real situations (Backhaus et al., 2005). However, its measurement delivers information on how consumers value different

products and attributes and on how much to charge for products (Breidert, Hahsler, & Reutterer, 2015; Krishna, 1991).

2.3 Social Enterprise (SE)

The terms hybrid organization and social enterprise (SE) are often used in the same context: Hybrid organizations are characterized by the pursuit of contradicting goals and the encounter of conflicting logics and SEs are merely a specific type of hybrid, combining commercial and social logics (Pache & Santos, 2013). Hybridity is therefore an underlying concept that explains the complexity of SEs due to their contradicting objectives (Doherty et al., 2014; Pache & Santos, 2013). Concerning this study, SE will be the construct of interest.

Definitions of SEs are abundant (Santos, 2012). According to Battilana, Lee, Walker & Dorsey (2012) they are social hybrids that integrate characteristics of nonprofits and for-profits and principally pursue a social mission that is funded by commercial revenue to a substantial amount. Santos (2012, p. 342) argues that *“the distinctive domain of action of social entrepreneurship is addressing neglected problems in society involving positive externalities”* and Austin, Stevenson & Wei-Skillern (2006, p. 1) defined it as an *„entrepreneurial activity with an embedded social purpose“*. Henceforth, we will rely on the latter concise definition, which has been frequently cited (Cherrier, Goswami, & Ray, 2018). Battilana et al. (2012) distinguish between two types of SEs: for some SEs, their customers are also the beneficiaries and social value is created through a single transaction. Other SEs differentiate between customers and beneficiaries, sourcing economic value through customers to create social value for beneficiaries in separate transactions (Battilana et al., 2012). This study focusses on the latter type and more specifically on the customer transaction as means to generate economic value.

Helping behavior and feelings of reward for doing good are considered to impact consumer behavior and supporting social causes can serve as a motivator to buy from a SE (Hibbert et al., 2005). Since values of SE brands and consumers are often compatible, consumers are more loyal (Russo, 2010). Moreover, Markman et al. (2016) argue that SEs are able to charge price premiums (i.e. evoke a higher willingness to pay) compared to traditional for-profits *“by virtue of [their] environmentally enhancing and socially responsible value proposition”* (p.676). Yet, research also showed that consumers lack clear understanding of SEs and that purchase decisions are strongly influenced by information presented on the product, and less by prior knowledge or intentions (Ferdousi, 2017). Purchase decisions may also be impeded

by cynicism and even mistrust (Bray, Johns, & Kilburn, 2011; Child, 2018). In addition, in the related case of nonprofits, consumers generally distrust the organizations' competence to deliver quality goods so that consumers need to be assured of their competences (Aaker, Vohs, & Mogilner, 2010).

In the following subchapters, the concepts of CSR and CRM will be reviewed in order to derive the hypotheses for this study. This approach is appropriate since SE operations with differentiation between customers and beneficiaries may resemble CRM from a consumer point of view and concepts of traditional management are often borrowed to investigate SEs (Liu et al., 2015).

2.4 Corporate Social Responsibility (CSR)

There have been several efforts to define CSR during the past decades (Dahlsrud, 2008; Zenisek, 1979). First research described CSR as a continuum from irresponsible to responsible corporate behaviors (Eells, 1960). Carroll (1991) created a pyramid-shaped framework of four layers that constitute CSR, with economic and legal responsibilities as foundations as well as ethical (doing the right thing) and philanthropic (contributing to society) responsibilities at the top, supported empirically by Salmones, Crespo & Bosque (2005). Palazzo & Richter (2005) have described the extent of CSR ranging from simple ability to deliver goods to organizational benevolence that *"transcends self-interest"* (p.396). This study considers the concise definition of CSR being *"corporate social or environmental behaviour that goes beyond the legal or regulatory requirements of the relevant markets"* (Kitzmueller & Shimshack, 2012, p. 53) as sufficient.

Research has described a positive impact of CSR on consumers' evaluation of products, customer satisfaction, willingness to pay and advocacy behavior (Baskentli, Sen, Du, & Bhattacharya, 2019; Bhardwaj, Chatterjee, Demir, & Turut, 2018; Lev, Petrovits, & Radhakrishnan, 2010; Salmones et al., 2005; Xie, Bagozzi, & Grønhaug, 2019). In addition, Hasford & Farmer (2016) argue that CSR activities lead to lower evaluations of competitor products. Moreover, purchase likelihood is determined by the level of integration of CSR into the core business (Du, Bhattacharya, & Sen, 2007). For new brands, highlighting of CSR may lead to lower perceived product performance and trial (Robinson & Wood, 2018). However, research found a positive effect on market value and financial performance in competitive markets (K.-H. Kim, Kim, & Qian, 2015; Luo & Bhattacharya, 2006). Finally, CSR is regarded as *"increasingly important to competitive success"* (Porter & Kramer, 2007, p. 92)

and having competitive advantages (Hasford & Farmer, 2016). Cause-related marketing represents one category of CSR initiatives (Kotler & Lee, 2004; Nan & Heo, 2007) and will be explained in detail in the next paragraphs.

2.5 Cause-Related Marketing (CRM)

Varadarajan & Menon (1988) have defined CRM as “*the process of formulating and implementing marketing activities that are characterized by an offer from the firm to contribute a specified amount to a designated cause when customers engage in revenue-providing exchanges that satisfy organizational and individual objectives*” (p.60), a definition cited by many scholars (Guerreiro et al., 2016). Research has discovered numerous positive effects: CRM is believed to heighten product appeal and purchase intentions (C.-T. Chang et al., 2018; Dahl & Lavack, 1995; Mendini et al., 2018). Furthermore, it can improve attitudes towards firms and brands, enable brand switching and increase customer profitability (Ballings, McCullough, & Bharadwaj, 2018; Nan & Heo, 2007; Ross et al., 1992; Samu & Wymer, 2009; Webb & Mohr, 1998; Xie et al., 2019).

Women usually respond more favorably than men (Chéron, Kohlbacher, & Kusuma, 2012; Ross et al., 1992) and personality traits such as self-construal and empathy affect individual responses (Yang & Yen, 2018; Youn & Kim, 2018). In addition, Myers & Strahilevitz (1998) point out that CRM yielded higher effects when used with hedonic than with practical products on a western sample. The authors explain this with the evoked feelings of guilt when purchasing hedonic goods while the complementary donation decreases feelings of guilt.

Durations of CRM campaigns vary from short-term to long-term, with long-term campaigns being more successful while short-term campaigns are more common (Chéron et al., 2012; Varadarajan & Menon, 1988). CRM campaigns are primarily driven by marketing-objectives such as inducing incremental sales, improving brand equity and enlarging the customer base, yet also cause positive externalities like increasing awareness for social issues (Schamp, Heitmann, & Katzenstein, 2019; Varadarajan & Menon, 1988). Furthermore, the likelihood of a firm engaging in charitable campaigns is influenced by the social consciousness of the decision maker, yet decisions are justified through egoistic reasoning inside organizations (Campbell, Gulas, & Gruca, 1999).

CRM as a practice in profit-oriented firms shall be clearly differentiated from SE business methods even though they share similarities at a first glance. The areas of disparity can be seen in table 1 which compares underlying motivations and objectives. For instance, Santos

(2012) explains that a SE's primary goal is the *creation* of (social) value, whereas for-profits usually focus on value *capture*, which they try to accomplish by marketing tools such as CRM (Schamp et al., 2019; Varadarajan & Menon, 1988). A distinction is often made on the primary objective of social vs. economic value creation (Liu et al., 2015). Yet, some scholars argue that this shall not be regarded as dichotomous but rather as a continuum (Austin et al., 2006; Santos, 2012) as for example SEs need to create economic value in order to create social value and creation of economic value can have positive social externalities as well (Liu et al., 2015; Santos, 2012). Another discriminating point is the duration: CRM campaigns are usually limited to a short term (Chéron et al., 2012) but the social activities of SEs are infinite as long as the company exists and its social mission persists (Battilana et al., 2012).

Table 1. Differentiation and Overview of Social Enterprises and For-Profits' CRM.

	Social Enterprises (customers ≠ beneficiaries)	For-Profits' CRM
Origin	<ul style="list-style-type: none"> • Core of business purpose • Closely tied to operations 	<ul style="list-style-type: none"> • Marketing instrument
Duration	<ul style="list-style-type: none"> • Theoretically infinite 	<ul style="list-style-type: none"> • Usually short/medium term
Objectives	<ul style="list-style-type: none"> • Value creation • Primarily creating social value 	<ul style="list-style-type: none"> • Value capture (e.g. increasing sales) • Primarily creating economic value • Competitive positioning
Motivation	<ul style="list-style-type: none"> • Social mission 	<ul style="list-style-type: none"> • Commercial-driven

Source: Consolidated research and concepts based on the work of Austin et al. (2006), Battilana et al. (2012), Campbell et al. (1999), Chéron et al. (2012), Liu et al. (2015), Porter & Kramer (2007), Santos (2012), Schamp et al. (2019) and Varadarajan & Menon (1988).

2.5.1 Perceived Motives and Skepticism

CRM effects may be lessened or even reversed: Consumer perceptions of the firm's motives for engaging in CRM (i.e. inferred motives) are regarded to impact CRM efficiency by affecting purchase intentions and willingness to pay (Barone et al., 2007; C.-T. Chang et al., 2018; Ellen et al., 2006; Koschate-Fischer et al., 2012; Webb & Mohr, 1998).

Those inferences of a company's credibility and motive are based on consumers' causal attribution processes of a stimulus' cause (Folkes, 1988). According to Ellen et al. (2006) consumer perceptions of a firm's motives to engage in CRM may be categorized into self-centered motives and other-centered motives, the latter of which yielding more favorable consumer responses and higher willingness to pay (Koschate-Fischer et al., 2012). The adverse effects are especially strong if consumers perceive motives to be self-serving while

companies state benevolent motives that are hence incoherent (Forehand & Grier, 2003). The more effort consumers perceive to be taken by the firm, the more altruistic they assess the underlying motives to be (De Vries & Duque, 2018; Langan & Kumar, 2019). Meanwhile, perceptions of self-serving and benevolent motives are not necessarily mutually exclusive and consumers may perceive a mix thereof (Pertiwi & Balqiah, 2018).

This is closely connected to the construct of skepticism toward advertising, defined as the “*tendency toward disbelief of advertising claims*” (Obermiller & Spangenberg, 1998, p. 160). Said to influence purchase intentions in CRM campaigns (Ellen, Mohr, & Webb, 2000; Forehand & Grier, 2003; Mendini et al., 2018), skepticism can be situational (a temporal state caused by current stimuli), or a dispositional, general attitude (Bae, 2018; Forehand & Grier, 2003).

In addition, most researchers propose that inferred motives and skepticism are determined by the fit or congruence between the cause and the company, product and/or brand (Becker-Olsen et al., 2006; Chéron et al., 2012; Mendini et al., 2018; Nan & Heo, 2007; Pracejus & Olsen, 2004; Samu & Wymer, 2009; Simmons & Becker-Olsen, 2006). Inconsistencies between prior knowledge about a firm and its chosen cause (i.e. a low fit) reinforce elaboration on the topic and therefore the likelihood of skepticism (Becker-Olsen et al., 2006; Koschate-Fischer et al., 2012). Researchers also propose that believed motives of a brand to engage in CRM may moderate the effect of brand-cause fit (Barone et al., 2007; Koschate-Fischer et al., 2012). The matter of fit is a predominant topic in CRM research (Guerreiro et al., 2016), yet sometimes controversial and should not be regarded as a unidimensional predictor of CRM effectiveness (Lafferty, 2007).

SEs are by definition coupled to a cause, pursue a mission to solve social issues regarding that cause, and are per se characterized by benevolent values (Austin et al., 2006; Battilana et al., 2012). By assuming that SEs are perceived as such by consumers, we can expect that consumers will perceive a higher congruence of a SE brand and cause, will perceive motives more benevolent and are therefore less likely to develop feelings of skepticism. As a result, one should expect higher purchase intentions and willingness to pay. For-profit companies presumably will, due to their predominantly profit-oriented nature, induce a higher cognitive elaboration on causal attributions of the firms’ actions and their intentions. Consequently, skepticism is more likely to occur, which hence lowers purchase intentions and willingness to pay. Skepticism would therefore act as a *mediator* accounting “*for the relation between the*

predictor and the criterion” (Baron & Kenny, 1986, p. 1176). Therefore, the following hypotheses are proposed:

- H₁:** Consumers perceive higher skepticism towards for-profits engaging in CRM than towards comparable advertisements by social enterprises.
- H₂:** Consumer responses are more positive towards social enterprises than towards for-profits engaging in CRM campaigns. Hence:
 - H_{2a}:** Consumers will have higher purchase intentions (PI) for products of SE brands vs. for-profit brands engaging in CRM.
 - H_{2b}:** Consumers will have a higher willingness to pay (WTP) for products of SE brands vs. for-profit brands engaging in CRM.
- H₃** Skepticism will mediate the relationship between type of organization and consumer responses. Hence:
 - H_{3a}:** Skepticism will mediate the relationship between type of organization and purchase intention.
 - H_{3b}:** Skepticism will mediate the relationship between type of organization and WTP.

2.5.2 Donation Types & Framing

The means of supporting the designated cause in CRM can take many forms and be framed in various ways, which can attract different outcomes in consumer attitudes. Most commonly, firms use exact (e.g. 10ct), calculable (e.g. 5% of price), estimable (e.g. 5% of profits) or abstract (e.g. portion of the sales) framing in their communication (Grau et al., 2007). Moreover, CRM donations can be donations of corporate volunteerism (Langan & Kumar, 2019) and nonmonetary product donations, one-for-one (or “buy-one-give-one”) being one execution of those (C.-T. Chang et al., 2018; Ellen et al., 2000).

Framing of donations in absolute values (e.g. 1\$) is more effective for low-priced products while percentage framed donations (e.g. 5% of purchase price) work better for high-priced goods (C.-T. Chang, 2008). Larger donations lower perceptions of cause exploitation and increase product appeal, especially if consumers have a positive attitude towards helping others and derive positive feelings from donating (Dahl & Lavack, 1995; Koschate-Fischer et al., 2012). For high donation magnitudes framing becomes irrelevant (C.-T. Chang, 2008). If donations are framed abstractly, wording impacts expectations of amounts considerably and estimations of the actual amount differ significantly between consumers and hence lead to different consumer behaviors (Pracejus, Olsen, & Brown, 2003). Furthermore, consumers are more skeptic toward abstract framing than toward objective framing that communicates a

concrete number (Grau et al., 2007; Y. J. Kim & Lee, 2009). Studies have shown that, given a high product-cause fit, nonmonetary donations of tangible goods result in higher purchase intentions and more positive attitudes for both hedonic and utilitarian products, which can be explained by the higher perceived effort a product vs. monetary donation requires from the firm and the higher emotionality (C.-T. Chang et al., 2018; Ellen et al., 2000). However, if the firm's motives are doubted by consumers, monetary donations evoke more positive reactions as they represent an accessible, objective cue (C.-T. Chang et al., 2018).

Again, one can argue that, due to their social purpose, consumers will regard motives of SEs as other-centered, whilst there is a higher likelihood of them perceiving motives of for-profits as self-centered. Thus, they might be more prone to monetary framed donations in the case of for-profits due to the framing's accessible, objective nature (C.-T. Chang et al., 2018). Contrary, consumers might infer motives of SEs to be less self-centered and therefore prefer one-for-one donations since they are perceived to be more emotional and to require more effort. Donation framing hence acts as a moderator affecting "*the direction and/or strength of the relation*" (Baron & Kenny, 1986, p. 1174) between the independent variable, organization type, and the dependent variables, purchase intention and WTP. Therefore, the following hypotheses are proposed:

- H₄:** One-for-one donations result in more favorable consumer responses in social enterprise offers whereas exact monetary donations result in more favorable consumer responses in for-profit offers.
- H_{4a}:** The donation framing moderates the effect of type of organization on purchase intention.
- H_{4b}:** The donation framing moderates the effect of type of organization on WTP.

2.6 Conceptual Framework

Based on the thorough review of the literature that provided relevant constructs and the postulated hypotheses, the following conceptual framework is proposed (Figure 1). The next chapter will describe the methodology used to test it.

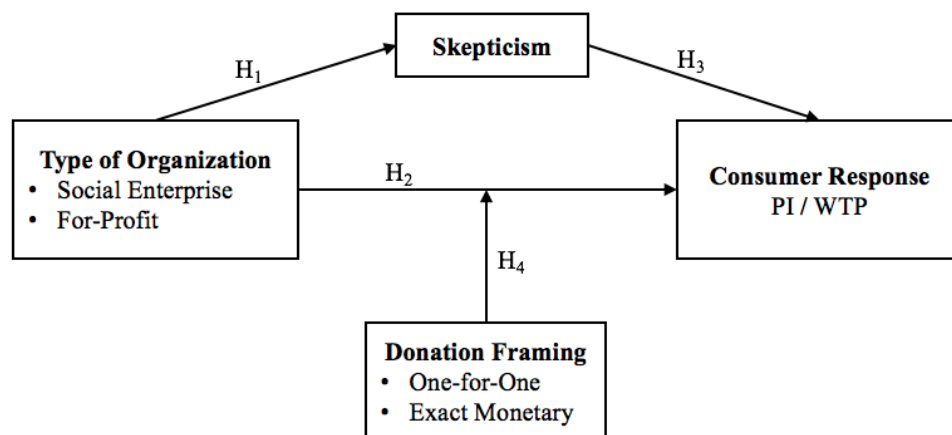


Figure 1. Conceptual Model.

3 Methodology

The following chapter will explain the methodology that was used to investigate the research questions, to study the hypotheses previously stated and to compute the final statistical model. This includes a detailed description of the research design, the operationalization of variables, the measures employed and the sampling method that was followed.

3.1 Main Research Approach

The objective of this study was to assess the influence of organization type and donation framing on consumer responses and the mediating role of skepticism as proposed in the conceptual framework in figure 1. Hence, primary data was collected in order to address the problem statement. The postulated hypotheses suggested a causal quantitative research approach (Saunders, Lewis, & Thornhill, 2009). Accordingly, the hypothesized independent variables were manipulated in an experimental setting and the variations of dependent variables between conditions were measured whilst aiming to exclude other explanatory factors (Shadish, Cook, & Campbell, 2002).

Thus, a structured online survey questionnaire including experimental manipulations and respective measures was developed and programmed on Qualtrics. Such an online approach yields the advantages of high versatility and flexibility in means of presentation of stimuli and an efficient data collection (Malhotra & Birks, 2007). Furthermore, it lowers the likelihood of social desirability bias, a potential issue in ethical consumption research (Clavin & Lewis, 2005), due to the anonymity of respondents (McDaniel & Gates, 2015). A Latin square design was especially suited as it allowed the effects of the two independent variables to be measured whilst reducing impact of extraneous variables (Malhotra & Birks, 2007). The dependent constructs were operationalized to make them measurable for inferential statistical analyses (Saunders et al., 2009).

The category of bottled water was chosen for three reasons: First of all, water is a highly comparable product with quality varying little between brands and we can assume aspects like taste not having a confounding influence on the data (Guzmán & Davis, 2017). Second of all, there are already two SEs on the German market selling water, one of them using a one-for-one framing approach, and it was therefore highly interesting to compare different framings in an experimental setting. Third of all, it is easy to establish a product-cause fit in this category as there are many water related humanitarian causes, which also have higher effect sizes (Lafferty & Edmondson, 2014). Yet, research has also observed that effects of CRM are

greater in hedonic products compared to utilitarian like water (Myers & Strahilevitz, 1998), which poses a slight disadvantage of this category.

3.2 Pretest

In order to ensure the future respondents' acquaintance with the SE, a short pretest was conducted. The pretest tested a convenience sample of German university students sourced through social media for aided brand awareness of the SEs *Viva con Agua* and *Share*. Out of a sample of 23 consumers, 80% were familiar with *Viva con Agua* while only 17% were familiar with *Share*. It was therefore concluded, that brand awareness, and therefore knowledge of key business values and operations of *Viva con Agua*, is acceptable for the main study. *Viva con Agua* started as a registered non-profit organization with a mission to raise attention and solve issues of water supply to people in need but later founded a business to support visibility and funding of the NPO's actions (Hamburg News, 2018; Viva con Agua de Sankt Pauli e.V., 2019). Many researchers (e.g. Birnkraut, 2018; Gebauer, 2014) confirmed *Viva con Agua* to be a SE. Hence, it can be considered an adequate choice to serve as the SE stimulus for this study.

3.3 Data Collection & Sampling

The target population consisted of consumers with primary residence in Germany as respondents needed to possess relevant brand knowledge. To ensure understanding of questions and therefore quality of data, regardless of academic background and language skills, the survey was translated into German. The sample was not restricted any further.

The survey was accessible from the 20th to 29th of March 2019. Survey links were distributed via social media and email to get a broad sample of this population. Hence, a nonprobability, convenience sampling procedure was followed. Convenience and nonprobability samples are often found in CRM research (Grau et al., 2007) and regarded to be suitable and externally valid for theoretical research as long as there are no unidentified confounding variables (Calder et al., 1982). Furthermore, they bear the advantages of accessibility and cooperativeness of respondents (Malhotra & Birks, 2007). Participation was stimulated by the prospect of winning 10€ amazon gift vouchers. Participants who finished the survey were also encouraged to share the link of the survey with other possible respondents. A sample of at least 120 respondents with thus 30 respondents for each condition was aimed at in order to allow the multivariate techniques for the analysis while not artificially inflating statistical power (Hair, Black, Babin, Anderson, & Tatham, 2014; Malhotra & Birks, 2007).

3.4 Research Design

The independent variables of the model were organization type (SE vs. for-profit) and donation framing (one-for-one vs. exact monetary) which resulted in a 2x2 Latin-square experimental design as shown in figure 2. The dependent and mediator variables purchase intention, willingness to pay and skepticism were scale measured.

		Type of Donation Framing	
		Exact Monetary	One-for-One
Type of Organization	Profit-Oriented	Condition 1	Condition 3
	Social Enterprise	Condition 2	Condition 4

Figure 2. Research Design.

Moreover, respondents were asked if they knew the water brands *Viva con Agua* and *Vio* in order to ensure their knowledge of the brands, the organizations they belong to and their values (Mendini et al., 2018). Only if they stated to know the brand, they would have the chance to be assigned to a condition with that respective brand. A disadvantage of that procedure is the possible selection bias, since the assignment is not completely random (Malhotra & Birks, 2007). However, data of respondents with no knowledge of the brand would be erroneous for the research purpose, which we argue to outweigh the possible selection bias. Furthermore, since the brand awareness was in fact very high, respondents were almost completely randomly assigned to one of the four conditions and so extraneous factors (such as individual ethical consumption behavior or altruism) can be expected to be balanced across all four conditions to a great extent (McDaniel & Gates, 2015). The item asking whether they knew the brands *Viva con Agua* and *Vio* also included filler brands disguise the research purpose and to prevent respondents from comparing the brands in advance.

Demographical data was assessed last. It included all relevant data to ensure its balance across conditions, to rule out confounding effects and describe the sample in detail. Variables were gender, nationality, age, income, education and occupation. All survey items forced a response to continue in order to avoid missing values. Upon finishing the survey, respondents were redirected to another Qualtrics survey to indicate their email address for the lottery of

amazon gift vouchers. Hence, the email address, which would allow tracing answers back to individuals, was obtained separately from the answers provided in the main survey.

3.4.1 Stimuli Development

The treatment was operationalized using actual brands while manipulating the donation framing in an advertisement poster. This practice is consistent with the majority of CRM studies in academia as respondents should possess prior brand knowledge and ideas of their values (Mendini et al., 2018). *Viva con Agua* served as the SE brand while *Vio* (a Coca-Cola brand) served as a for-profit brand active on the German market. This brand was especially suited as it has similar color schemes as *Viva con Agua*, decreasing the likelihood of perceptual biases based on colors. Brand familiarity was assessed in the main study to control for this variable in case there were significant differences.

Each stimulus showed a picture of a water bottle from one of the brands, the respective brand logo and a text explaining the charitable action in simple words. The stimuli only differed regarding the independent variables, that is the organization presented (*Viva con Agua* vs. *Vio*) and the description of the donation style (“For every bottle purchased we will donate **one day of drinking water** to a person in need” vs. “For every bottle purchased, we will donate **5ct** to projects giving water access to people in need”). The stimuli are attached together with the entire survey in appendix (A). No further description was given as comprehensive descriptions of products do not yield any advantages versus brief descriptions in measuring purchase intentions (Armstrong & Overton, 1971) and any further knowledge would stem from respondents’ prior knowledge of the brands and their values. Respondents were not able to proceed in the survey for 10 seconds in order to ensure proper elaboration of the stimuli and success of manipulation.

Two items were employed to check the success of the manipulation of independent variables. For SE vs. for-profit, respondents were given a definition of SE and were asked how much they perceive the shown brand to be part of such a SE on a 7-point scale with the end points *Absolutely not/Absolutely*. The donation framing was checked by a single-choice question asking respondents what kind of donation the company would make according to the advertisement (5 ct to water projects vs. one day of water), a method also used by Chang et al. (2018) and Langan & Kumar (2019).

3.4.2 Scale Measures

To measure the constructs of this study, work of other authors was consulted. For **purchase intention (PI)**, the 3-item scale by Putrevu & Lord (1994) was used since a high reliability was reported and it allows an efficient assessment of the construct. As proposed by the authors, it was measured on a 7-point Likert-scale with the end points *strongly agree/strongly disagree*.

Willingness to pay was simply measured by asking respondents to indicate an amount between 0€ and 5€ on a continuous rating scale on the question what they were willing to pay for the advertised bottle of water. This direct surveying approach is coherent with the work of many authors in CRM research (e.g. C.-T. Chang et al., 2018; Lafferty et al., 2016; Lee, 2016). Although there is the limitation of consumers usually understating their actual willingness to pay due to a hypothetical bias (Backhaus et al., 2005; Breidert et al., 2015), one can argue that it is sufficient for the purpose of this study, which is aiming on identifying significant differences in perceived value rather than measuring WTP most accurately for purposes like pricing. It is also a very simple and efficient method to measure WTP and is easily understood by respondents (Backhaus et al., 2005).

As mentioned before one can differentiate between situational and dispositional skepticism (Forehand & Grier, 2003). However, for this study the skepticism of interest was situational as it is supposed to stem from the advertisement in our experiment. The scale **CSR skepticism** developed by Skarmeas & Leonidou (2013) served as a tested and validated scale and was only altered by exchanging the word “*retailer*” for “*brand*” to match the subject of this study. The scale also had the advantage of inverted items for higher validity and attention of respondents (D. Harrison & E. McLaughlin, 1993). Items were again assessed with a 7-point Likert Scale with the end-points *strongly agree/strongly disagree*. Skepticism was measured after purchase intention and willingness to pay in order not to artificially reinforce skeptical thoughts.

To control for the possible confounding variable brand **familiarity**, a 7-point item with the end-points *unfamiliar/familiar* was used (Simmons & Becker-Olsen, 2006). All the scales used as well as their sources can be seen in table 2. Items of each construct were randomly displayed to avoid sequence effects. Moreover, respondents were asked how often they purchase PET bottles to control for consumers who avoid plastic bottles overall and therefore would indicate a low purchase intention and WTP in any case.

Table 2. Constructs and Scales Used in Data Collection.

Construct	Scale	Items	Literature Source
Purchase Intention	7-point Likert	3	Putrevu & Lord (1994)
Willingness to Pay	Continuous Rating Scale	1	C.-T. Chang et al. (2018), Lee (2016)
Skepticism	7-point Likert	4	Skarmeas & Leonidou (2013)
Brand Familiarity	7-point Likert	1	C.-T. Chang (2008)

3.5 Data Analysis

IBM SPSS was utilized as the statistical software to analyze the collected quantitative data. Differences in skepticism, purchase intention and WTP between organization types were analyzed using independent sample t-tests whilst testing for its assumptions of homoscedasticity and normality of data using Levene's and Shapiro-Wilk tests (Newbold, Carlson, & Thorne, 2013). The PROCESS macro version 3 for SPSS (Hayes, 2017) was used to calculate the statistical model incorporating the indirect effects of the metric mediation variable skepticism and the categorical moderation variable donation framing. Literature review implied the conceptual model to fit the PROCESS model 5 (Hayes, 2017).

4 Results

The fourth chapter describes the results of the previously described study. First, it will give a characterization of the sample on demographic aspects and sample size. Afterwards, results of manipulation checks and an assessment of the reliability of the multi-item scales skepticism and purchase intention will be provided. Finally, the hypotheses will be tested, and the results of the statistical model will be reported. Further interpretation will follow in chapter 5.

4.1 Sample Characterization

180 subjects participated in the study, of which 145 finished the survey, taking an average of 4,5 minutes. The demographic sample characteristics are presented in table 3. An ANOVA and various Chi-Square tests revealed that demographics as well as use of bottled water were equally distributed among experimental conditions, indicating high inter-group homogeneity. Only education significantly varied between groups ($\chi^2(12)=22,26; p=0,04$). There were no significant differences in brand familiarity between the two brands ($t(138)=1,25; p=0,22$). Data was further checked for outliers potentially distorting results of multiple regression (Hair et al., 2014) using the measures Leverage, Mahalanobis Distance and Cook's Distance (Senthamarai & Manoj, 2015). One outlier could be identified and was excluded from further analyses. The number of respondents per condition was balanced with 32 to 37 respondents per group. Since non-probability sampling was followed, 65% of respondents were female and the average age was 27 years. Consequently, the sample cannot be considered representative of the population.

Table 3. Sample Demographics.

	Demographics	Total Sample
Gender	Male / Female	35% / 65%
Age		$M=27,01; SD=8,94$
Profession	Student (High School)	5%
	Student (Bachelor)	14%
	Student (Master or higher)	46%
	Employed	32%
	Self-Employed	3%
	Unemployed	1%
Level of Education	High School or lower	26%
	Bachelor's degree	56%
	Master's degree	17%
	PhD	1%
Net Income	< 500€	40%
	501€-1000€	24%
	1001-1500€	13%
	1501-2000€	10%
	> 2000€	12%

4.2 Manipulation Check

For the organization type, success of manipulation was measured on a 7-point Likert scale. An independent sample t-test was run to see if perceptions differed significantly between brands. The item means showed that *Viva con Agua* ($M=5,61$; $SD=1,34$) was perceived significantly more as a SE than *Vio* ($M=2,86$; $SD=1,76$; $t(135,8)=-10,58$, $p<.001$). Note that the t-value with adjusted degrees of freedom was used to decrease likelihood of decision errors due to a significant Levene's test indicating different variances between groups. Regarding the framed donation type, 96% correctly identified one-for-one and 95% correctly selected exact monetary, indicating that also framing was manipulated successfully. Seven respondents, who failed to identify the framing correctly, were dropped from further analyses. Overall, the results of the manipulation checks show that manipulation was successful.

4.3 Measure Reliability

Even though measures were taken from previous studies that reported high reliabilities, it was still assessed to ensure overall consistency of the multi-item scales employed in the study. This was especially necessary for the scale of skepticism by Skarmeas & Leonidou (2013), which was slightly altered (exchange of *retailer* for *brand*). Cronbach's Alpha is an important measure of scale reliability and internal consistency (Nunnally, 1978). Values of Cronbach's alpha are recommended to well exceed .8 for scales to be reliable and suited for further analyses (Nunnally, 1978; Peterson, 1994). This was given for both multi-item scales in this study. The scale for purchase intention (PI) showed a value of .92 while the scale for skepticism had a Cronbach's Alpha of .88. Therefore, the scales could be assumed reliable. For the skepticism scale, all items, except for one inverted item, were recoded for a high value to represent higher manifestation of skepticism to facilitate later interpretation of results. Items of the scales were then aggregated into scale means for the analyses.

4.4 Testing of Hypotheses

4.4.1 Effect of Organization on Skepticism

H₁: Consumers perceive higher skepticism towards for-profits engaging in CRM than towards comparable advertisements by social enterprises.

Before calculating an independent samples t-test, its statistical assumptions of homoscedasticity and normality were tested using Levene's test for equality of variances and Shapiro-Wilk test for normality. Among all available tests for normality, Shapiro-Wilk is considered to have the most power (Yap & Sim, 2011). Normal distribution of values was

given, yet, homoscedasticity was not. Hence, the adjusted t -value was used to avoid decision errors. Respondents showed higher degrees of skepticism towards for-profits ($M_{ForProfit}=4,50$; $SD=1,31$) than towards SEs ($M_{SE}=2,96$; $SD=1,04$). Due to a significant t -test ($t(116,68)=7,4$; $p<.001$) we can discard the null hypothesis of means in skepticism being equal between types of organizations and can thus conclude that the gathered data supports H_1 .

4.4.2 Effect of Organization on Purchase Intention & Willingness to Pay

H_{2a}: Consumers will have higher purchase intentions (PI) for products of SE brands vs. for-profit brands engaging in CRM.

Both groups showed a non-normal distribution of the variable PI while variances within groups were approximately equal. Since t -tests are considered to be relatively robust to violations of the normality assumption given equal and big sample sizes (Ahad & Syed-Yahaya, 2014; Sawilowsky & Clifford Blair, 1992), this choice of statistical test is still considered adequate. On average, respondents in for-profit conditions reported lower PI ($M_{ForProfit}=3,17$; $SD=1,55$) than respondents of SE conditions ($M_{SE}=4,2$; $SD=1,42$). The t -test revealed that these differences in PI were highly significant ($t(128)=-3,93$, $p<.001$). Hence, H_{2a} is supported by the empirical observations.

H_{2b}: Consumers will have a higher willingness to pay (WTP) for products of SE brands vs. for-profit brands engaging in CRM.

Again, the t -test assumptions were tested first. Variances of both groups could be considered equal. Yet, distribution of the dependent variable WTP was non-normal in the groups. Due to the t -test's robustness (Ahad & Syed-Yahaya, 2014; Sawilowsky & Clifford Blair, 1992), the t -test is still considered the appropriate statistical method. Means in WTP differed only slightly between for-profits ($M_{ForProfit}=1,33$; $SD=0,65$) and SEs ($M_{SE}=1,43$; $SD=0,66$). The t -test's result indicated that these differences are not significant ($t(128)=-0,85$, $p=.40$). Consequently, the null hypothesis of equal means in WTP has to be maintained and the postulated hypothesis of differing WTP cannot be supported by the collected data.

4.4.3 Mediating Effect of Skepticism & Moderating Effect of Framing

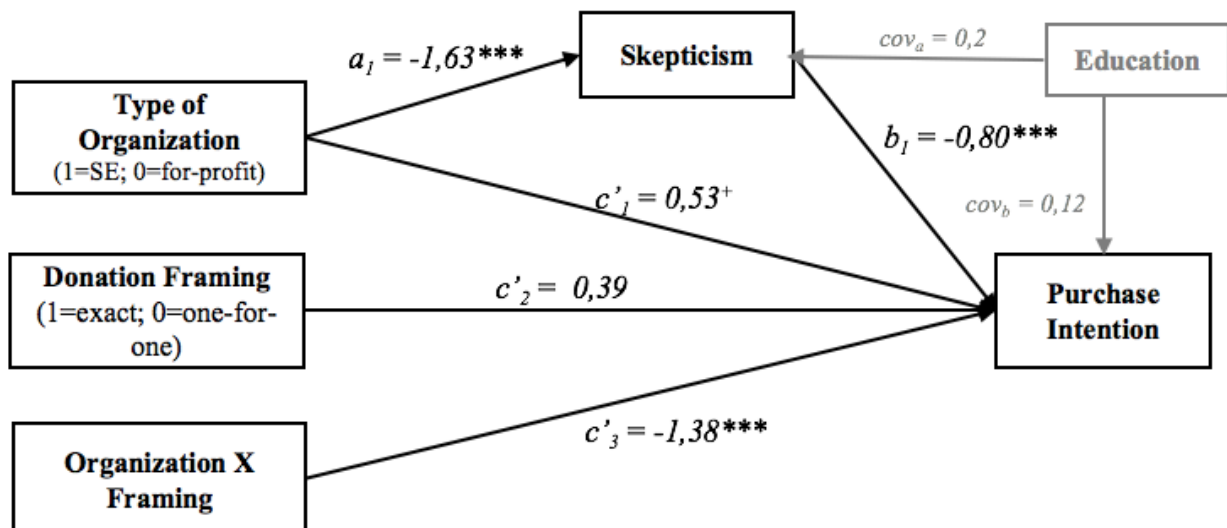
Variables were specified in a PROCESS code (Hayes, 2017) according to the conceptual model to calculate the statistical path model. Due the non-significance of H_{2b} , which postulated differences in WTP between organizations, the model was not calculated for the dependent variable of WTP but only for PI. Since the analysis of the sample revealed that level of education significantly varied between groups it was added as a covariate to control

for this variable. Table 4 shows the descriptive statistics of skepticism, PI and WTP across experimental groups, the PROCESS output can be seen in appendix B.

Table 4. Descriptive Statistics of Dependent Variables Across Groups.

Dependent Variables	Social Enterprise				For-Profit			
	One-for-One		Exact Monetary		One-for-One		Exact Monetary	
	<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>
Skepticism	2,96	0,99	2,99	1,14	4,66	1,31	4,49	1,31
Purchase Intention	4,72	1,27	3,72	1,40	2,80	1,54	3,31	1,54
Willingness to pay	1,72	0,66	1,22	0,57	1,34	0,69	1,37	0,67

Prior to calculations, assumptions of multiple regression modelling, on which the PROCESS bootstrapping is based, were examined (Hair et al., 2014). Multicollinearity was not a threat since variables correlated only marginally. Plotting the data also showed the assumptions of normality, linearity and homoscedasticity to be fulfilled. Figure 3 shows the statistical model and the unstandardized path coefficients with level of significance of each path. Note that the moderator postulated in the conceptual model is now displayed through the interaction term between type of organization and donation framing, which is statistically identical. It also includes the covariate education, which was incorporated into the model as a control variable due to imbalance of that variable across the experimental conditions. It did not yield any significant impact on the mediator or dependent variable.



Note: *** $p < .001$; ** $p < .01$; * $p < .05$; + $p \leq .1$

Figure 3. Statistical Value with Coefficients.

H_{3a}: Skepticism will mediate the relationship between type of organization and purchase intention.

Looking at the model, we see all hypothesized paths to be significant. The expected mediation is significant ($\beta = 1,32$; $CI_{95\%} 0,97$ to $1,70$) since the bootstrapping confidence interval of this indirect effect does not cross zero (Demming, Jahn, & Boztug, 2017). The strongest predictor in this mediation is the relationship between the dummy variable organization type and the continuous variable skepticism ($a_1 = -1,63$; $p < .001$), indicating again that skepticism is significantly lower in SEs (coded 1) versus for-profits (coded 0). A high value of skepticism subsequently significantly lowers PI ($b_1 = -0,80$; $p < .001$). The direct effect of organization type on PI is marginally significant ($c'_1 = 0,53$; $p = 0,08$). However, a significant direct effect is not necessary for significant mediation (Baron & Kenny, 1986). In fact, according to Baron & Kenny (1986), a significant direct effect indicates partial mediation of PI through skepticism whereas a lack thereof would speak for a total mediation of the effect of organization type on PI through skepticism. Therefore, we can conclude the hypothesis of mediation to be supported. Table 5 presents detailed statistics of the different paths.

Table 5. Results of Moderated Mediation.

Path	Variables	Unstandardized Coefficient	df	t-value	p-value
a_1	ORG→SKEP	-1,63	134	-7,99	.0000
b_1	SKEP→PI	-0,80	134	-10,06	.0000
c'_1	ORG→PI	0,53	134	1,76	.0815
c'_2	DON→PI	0,39	134	1,45	.1498
c'_3	ORG X DON→PI	-1,38	134	-3,66	.0004
cov_a	EDU→SKEP	0,20	134	1,47	.1442
cov_b	EDU→PI	0,12	134	0,94	.3493

Note: Variable abbreviations & coding are type of organization (ORG; 1=SE, 0=for-profit), skepticism (SKEP), donation framing (DON; 1=exact monetary, 0=one-for-one), purchase intention (PI), education (EDU)

H_{4a}: The donation framing moderates the effect of type of organization on purchase intention.

The model shows the hypothesized two-way interaction between donation framing and organization type on PI to be highly significant ($c'_3 = -1,38; p < .001$). This provides evidence for the expected moderation effect of H_{4a}. The disordinal cross-over interaction is displayed using the descriptive means in figure 4 to facilitate interpretation of results.

As one can see from the observed means of the dependent variable PI, one-for-one framing is superior in SEs whereas absolute monetary framing is superior in for-profits compared to the respective other framing method. Still, means in PI are always higher for SEs than for for-profits, albeit the differences in PI being strongest for one-for-one framing. The direct effect of donation framing on PI that is not significant ($c'_1 = 0,39; p = 0,15$). This is explained by the cross-over nature of the interaction as there is no type of framing that works best in general for all groups, which dissolves the main effect of donation framing (Hair et al., 2014).

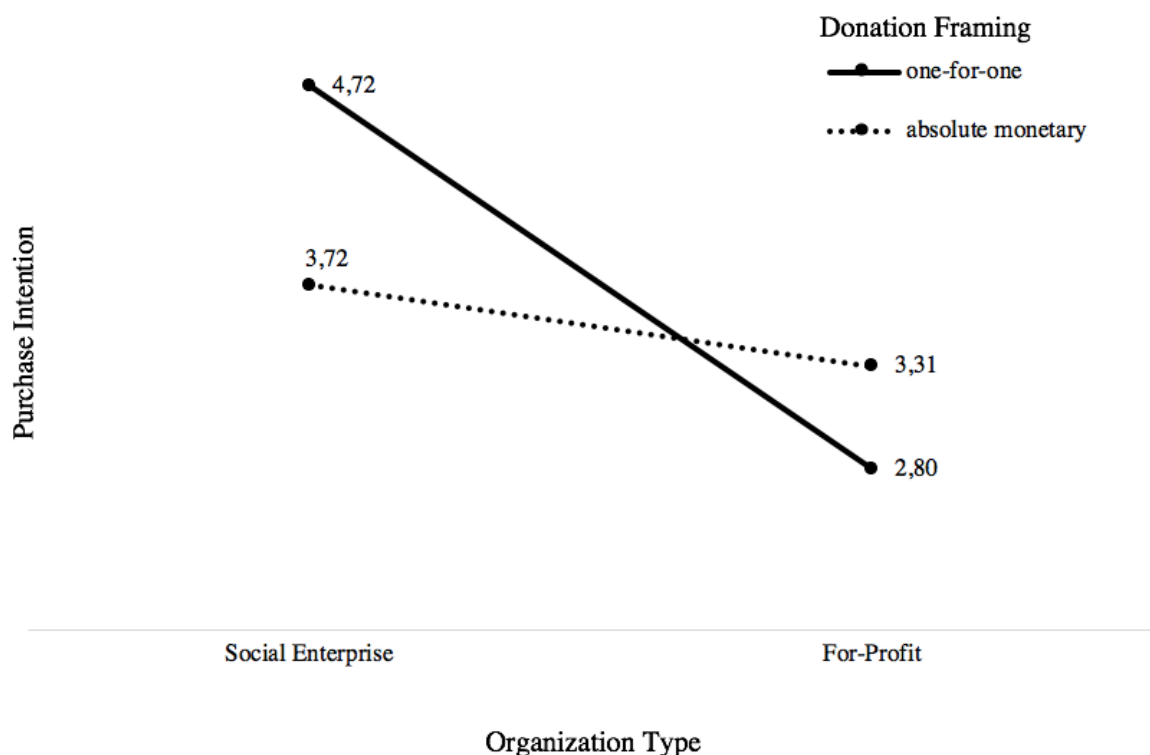


Figure 4. Interaction Effect Donation Framing X Organization Type.

4.4.4 Summary of Hypotheses Testing

The table 4 shows a summary of the results of the statistical tests.

Table 6. Results of Hypotheses Testing.

Hypothesis	Description	Result
H₁:	Consumers perceive higher skepticism towards for-profits engaging in CRM than towards comparable advertisements by social enterprises.	Significant
H_{2a}:	Consumers will have higher purchase intentions (PI) for products of SE brands vs. for-profit brands engaging in CRM.	Significant
H_{2b}:	Consumers will have a higher willingness to pay (WTP) for products of SE brands vs. for-profit brands engaging in CRM.	Not significant
H_{3a}:	Skepticism will mediate the relationship between type of organization and purchase intention.	Significant
H_{3b}:	Skepticism will mediate the relationship between type of organization and WTP.	Not tested (H _{2b} result)
H_{4a}:	The donation framing moderates the effect of type of organization on purchase intention.	Significant
H_{4b}:	The donation framing moderates the effect of type of organization on willingness to pay.	Not tested (H _{2b} result)

5 Conclusions

The following chapter will discuss the results derived from the study and the analyses conducted to answer the research questions originally formulated. Furthermore, it will put them into the context of other research and discuss the relevance for practitioners and academia. Lastly, the limitations of the study and opportunities for further research will be reviewed.

5.1 Discussion of Results

The goal of this thesis was to investigate whether consumer perceptions of for-profits' CRM differ from seemingly similar practices of SEs. It therefore compared purchase intentions and WTP as relevant measures of consumer behavior and examined the mediating role of consumer skepticism. Furthermore, donation framing in terms of exact monetary and one-for-one framing was explored as a possible moderator of those relationships. For this purpose, an online survey with a 2x2 Latin square experimental design was conducted with 145 participants finishing the survey. The nominal independent variables type of organization and donation framing were manipulated using different stimuli for each of the 4 conditions respondents were assigned to. Dependent variables of skepticism, PI and WTP were measured with metric multi-item and continuous scales.

RQ 1: Are there differences in consumer responses (purchase intention & willingness to pay) to products of SEs vs. products of profit-oriented companies using CRM?

The collected data showed that consumers do recognize the difference between known SEs and for-profits merely engaging in CRM, although the organizations' actions may appear similar. Hence, for-profits engaging in CRM struggle to reap the same rewards as a SE continuously working towards solving social issues. Participants responded significantly differently in terms of purchase intention, even in a simple, utilitarian category like bottled water. Therefore, consumers can be expected to prefer a SE brand to a for-profit brand with CRM at an actual point of purchase given similar prices, even if the companies' offers are exactly the same in terms of donation and product. The strong, genuine dedication of SEs to a social cause seems powerful enough to alter purchase intentions. As for the second hypothesized dependent variable of WTP however, no significant difference occurred between the two organizations. On the one hand, this is surprising, since SEs are usually charging price premiums (Markman et al., 2016) and one could intuitively expect higher purchase intentions to go along with increased WTP. On the other hand, this is coherent with

some research on the related field of ethical consumption stating that ethical products are preferred only if they do not pose additional costs, poorer quality or inconveniences (Attalla & Carrigan, 2001; Bray et al., 2011) and that a large amount of consumers do not have a higher WTP for ethical products (Mai, 2014). Another explanation could be the utilitarian nature of the product (Myers & Strahilevitz, 1998). WTP might differ in hedonic purchases, but practical goods, which are a basic everyday necessity and staple food, might just not lead to a higher WTP, regardless of the company. Overall, this leads to the conclusion that SE products may only be the preferred choice if their prices do not exceed those of the competitors' products, especially in utilitarian categories and situations where prices are highly comparable, and products cannot be further differentiated. It has to be highlighted here that this experimental design only tested SEs against for-profits engaging in CRM and did not include for-profits without any obvious philanthropic communication. Hence, products and donations have objectively equal values in both organizations and those equal values seem to result in subjectively equal WTP. We cannot make any statement however, on whether differences in WTP would become stronger if CRM is not being employed by the for-profit and donation values are hence disparate.

RQ 2: What level of skepticism is evoked in consumers and does it affect purchase intentions or willingness to pay?

First of all, respondents showed significantly higher levels of skepticism towards for-profit's CRM than towards the same advertisement by a SE. As reasoned before, we could argue that the higher fit between a SE and its chosen cause together with the consumers' perception of motives of SEs being more benevolent and genuine, cause these lower manifestations of skepticism. In fact, the calculated model showed that skepticism serves as a mediator between the type of organization and the respondents' purchase intention, with higher levels of skepticism reducing purchase intentions. Hence, we can infer that the lower level of skepticism evoked by SE brands is causing the differences in purchase intention between the two types of organizations to a considerable amount. Since SEs are facing less skepticism, they enjoy the position of potentially being preferred to a for-profit brand that also offers to take charitable actions through CRM. Due to the marginally significant direct effect of organization type on purchase intention, we can only conclude a partial mediation of purchase intention through skepticism (Baron & Kenny, 1986). Hence, variances in PI are not entirely caused by variances in skepticism and there potentially are other aspects causing the differences in PI that have not been hypothesized or measured in this study. Other plausible factors causing the differences in purchase intention could be greater likeability (McKechnie

& Leather, 1998) and greater proximity of a SE compared to a multinational for-profit corporation and the higher effort that is expected to be required from smaller companies (Langan & Kumar, 2019). However, the marginal significance of that direct effect between organization and purchase intention should not be regarded as a weakness of this study and might rather signal the mediation's strength or give indication for total mediation.

RQ 3: What kind of donation framing (one-for-one vs. exact monetary) yields more favorable consumer responses for the respective types of organizations?

For the donation type, the data showed that its direct effect was not significant. Hence, there is no type of donation framing that works best for all types of organizations in evoking purchase intentions. In fact, donation framing acts as a moderator on the relationship between organization type and purchase intentions. This interaction effect is responsible for the insignificance of the direct effect of donation framing on purchase intention as one cannot call any of the donation types superior in general. Their success simply depends on the organization that is employing them: The means of purchase intentions for SE products were higher when coupled with a one-for-one donation framing than with the alternative exact monetary framing. Previous research has delivered convincing explanations for this, such as the higher effort consumers perceive this tangible donation and its accomplishment to require and the higher emotionality of such a donation, just like tangible gifts are perceived as more emotional and thoughtful than gift vouchers in private gift giving (C.-T. Chang et al., 2018; Ellen et al., 2000). On the other side, for-profit CRM worked better with exact monetary donations than with a one-for-one framing. Past research has already explained that, in case of perceived conflicting motives, monetary donations are preferred since they represent an accessible, objective cue (C.-T. Chang et al., 2018), which is verified more easily and provides semblance of more transparency. Thus, this dissertation supports the reasoning developed by previous research. Adding to that, one could also argue that attributed capabilities of firms play an important role here: Consumers might attribute sufficient capabilities to a SE to realize a "one-for-one" donation, similar to a nonprofit's expertise. They might doubt a for-profit will have those and rather trust them to simply donate money. Yet, even though different types of donation framing are more effective for each type of organization, purchase intentions for the SE product are always higher than purchase intentions for the for-profit product, which is also shown through the main effect of organization type on PI. In other words, even though specific monetary framing is the weaker framing for SEs, it still resulted in higher purchase intentions for SEs than for for-profits who reach their highest values in purchase intention using that framing method.

5.2 Contributions

This study contributes to theory as it broadens scientific knowledge in the fields of SEs and CRM and proves the applicability of the for-profit concept CRM on SE research, which have yet only found attention separately (see Doherty et al., 2014; Thomas et al., 2019), while elaborating a clear differentiation between for-profit CRM and SEs. Overall, the study showed that consumer perceptions differ between SEs and for-profits engaging in similar yet peripheral charitable programs and that purchase intentions and skepticism are significantly different between the two. Compared with for-profits, skepticism issues are lower in SEs and consumers consequently show higher purchase intentions, even when not getting a lot of information on the SE, contrary to the concerns voiced by Ferdousi (2017). In fact, this study is in line with previous work in CRM research on the role of skepticism (Ellen et al., 2000; Forehand & Grier, 2003; Mendini et al., 2018), and clearly supports the strong mediating role of skepticism as discovered by Mendini et al. (2018) that could also be identified in the data obtained in this study. However, this study also shows that not every kind of consumer response is affected equally: WTP seems not to be altered by type of organization or lowered by skepticism in the same manner as purchase intention, highlighting the distinctness of those two constructs of consumer behavior. It also provides evidence that the issue of consumers generally being unwilling to pay more for ethical products and brands (Attalla & Carrigan, 2001; Bray et al., 2011; Mai, 2014) also applies to SE products and brands, which might therefore be an impediment to the generation of economic value through higher pricing (Chang, Lo, & Lee, 2016). As such, this study contributes to skepticism research (Ellen et al., 2000; Forehand & Grier, 2003; Mendini et al., 2018), showing that enjoying consumer trust does not automatically translate into consumers willing to pay more.

Furthermore, this thesis contributes to knowledge about different types of donations and donation framing, especially one-for-one. In fact, a moderating role could be identified, which shows that based on types of organizations different framings are expected to be more effective, which further contributes to the literature on framing that has yet only compared different methods between different for-profit brands, product types and categories, not between organization types (C.-T. Chang et al., 2018).

Managers of for-profits are hence advised to focus on gaining trust from their consumers as skepticism is a strong mediator and is therefore likely to influence the final result of a CRM campaign to a great amount, independently of whether they directly compete with a SE or not. It might be advisable to strongly communicate a nonprofit partner who will add the trust and

capabilities needed. The preference for exact monetary framing clearly shows that consumers need objective reassurance, which could be delivered either by a nonprofit partner or by sophisticated technological tracing mechanisms, which provide transparency and earnestness. Consequently, one-for-one framing, which is gaining so much popularity in businesses, might not be a suitable method for for-profits. However, if a for-profit engages in a close collaboration with a nonprofit and communicates this effectively, one-for-one might work after all since now the partner possesses the relevant trust and capabilities needed for one-for-one. After all, UNICEF and Pampers have had a successful one-for-one CRM campaign (C.-T. Chang et al., 2018), which yet also could have benefitted from a strong communication of an highly emotional cause of helping children.

According to the data obtained, social entrepreneurs might do well in considering a one-for-one framing approach to increase purchase intentions. However, it needs to be stressed that WTP did not differ between offers. Consequently, consumers might drift from the purchase intention for a SE product if for-profits price their products significantly lower. Pricing seems to be a powerful impediment to product choice, which is why SE managers are advised to take pricing decisions carefully, and not assume consumers to *value* their trustworthiness and benevolence too much, especially in utilitarian categories. While the clear dedication to a social mission does pay off in terms of consumer trust and purchase intentions, it does not necessarily in terms of actual money per unit sold. However, one ought to bear in mind that this study has compared SEs with for-profits engaging in active CRM. It is unclear whether there would be significant differences in WTP if a for-profit would not engage in a visible, active campaign of CRM. After all, most CRM campaigns are only of short-term nature (Chéron et al., 2012). One could hypothesize some significant differences in WTP in that case, however, this was not the goal of this study. Furthermore, some attention should be drawn to the fact that consumers did show some skepticism toward the SE brand in this study ($M=2,97$; $SD=1,06$; on a 1-7 scale). Even though skepticism was lower than towards its for-profit competitor, SEs need to keep their credibility and transparency high at all times due to the strongly mediating role of this construct. Even if motives of an SE are purely benevolent, skepticism is likely to rise, especially if more and more entrepreneurs copy the model and their missions drift towards commercial missions (Jones, 2007) and consumers thus perceive contradicting motives or information.

5.3 Limitations & Future Research

This study is not without limitations. First of all, our experiment was not conducted in an actual market setting (Schamp et al., 2019) and assessed purchase intentions and stated willingness to pay rather than actual purchase behavior, leaving some doubt whether our measurement would reflect actual behavior in the market (Morwitz, 1997; Newholm & Shaw, 2007). Additionally, the possibility of a gap between ethical purchase intentions and actual behavior should not be disregarded (Carrington, Neville, & Whitwell, 2010). Furthermore, consumers were only assigned to a condition if they knew the respective brand of that condition, which is also different from a real market place situation but was necessary to investigate the constructs theoretically with the same basis. Yet, brand awareness was high for both brands which eliminates this possible bias. Moreover, the sample's generalizability is restricted due to non-probability sampling and a thus unrepresentative sample. However, such convenience samples are frequent in research and still regarded suitable to investigate relationships between theoretical constructs as was done here (Calder et al., 1982). Furthermore, there is a possible impact of social desirability (Clavin & Lewis, 2005) on the respondents' answers, yet the anonymous nature of the data collection method combined with the omission of direct measurement of ethical attitudes should have kept this at bay.

In addition, we only compared CRM against SEs and did not use a control group with no CRM. Hence, we cannot make any inferences about PI or WTP in comparison to SEs if for-profits do not use CRM. While one could expect the differences in PI and WTP to grow when for-profits abstain from CRM, effects of CRM could hypothetically also have been detrimental in our design if inferred motives had been perceived as self-serving (Ellen et al., 2006). Further research should investigate this issue, but generally research shows CRM to increase PI, so we would assume a similar outcome here. Furthermore, the study only investigated the utilitarian category of water. Further research should see if results may differ between categories and between practical and hedonic product types, as frivolous products usually yield higher effects of CRM (Myers & Strahilevitz, 1998) and might even yield differences in WTP. In strength-related product categories, ethicality might also even be perceived a liability by consumers (Luchs, Walker Naylor, Irwin, & Raghunathan, 2010) and consumers may not trust SEs to deliver products that are more complex (Aaker et al., 2010). Therefore, it might be highly interesting to investigate those product categories.

SE research would also do well in further investigating consumer perceptions and concerns, since skepticism was also existent for the SE to some degree. Research should evaluate how

SEs can communicate credibly and effectively to build greater brand awareness and knowledge, especially as consumer awareness is currently still limited (Ferdousi, 2017). It could further investigate the triggers of consumer skepticism for SEs. Furthermore, we have assumed or concluded numerous influencing factors like the higher perceived effort of a SE, the greater degree of fit and higher assumed capabilities. Further research could review these aspects quantitatively to see if those mediating effects actually apply. Another factor that has not found attention in this study is the common CRM practice of cooperating with NPO's (Lafferty et al., 2016) which also function as a medium of trust (Child, 2018). It is unclear whether skepticism towards for-profits and SEs would have been equally reduced by a cooperation with an NPO and if at all.

Moreover, we only tested one for-profit brand *Vio*, which is a rather young brand without any noteworthy scandals. Results may possibly differ for for-profit brands that have a more impaired reputation. Skepticism and attribution of non-altruistic motives might be an even higher issue here, negatively impacting the purchase intentions to an even greater extent. However, having used a for-profit brand with a neutral reputation speaks even more for the significant results of this study, highlighting the differences consumers perceive between for-profits and SEs.

Appendix

A. Survey (English Version)

Dear participant,

This survey is part of my dissertation to obtain my master's degree from Católica Lisbon School of Business & Economics. Your participation is very important and contributes to its completion.

I kindly ask you to carefully read through the questions and answer the questions as honestly and diligently. There are no right or wrong answers.

All data obtained will be anonymous and confidential. They will serve the purpose of this academic research only.

Thank you for your participation,

Verena Drews

[page break]

D5: Do you know the following brands for water?

Vio	<input type="checkbox"/> yes	<input type="checkbox"/> no
Viva con Agua	<input type="checkbox"/> yes	<input type="checkbox"/> no
Evian	<input type="checkbox"/> yes	<input type="checkbox"/> no
Vittel	<input type="checkbox"/> yes	<input type="checkbox"/> no
Volvic	<input type="checkbox"/> yes	<input type="checkbox"/> no
Share	<input type="checkbox"/> yes	<input type="checkbox"/> no

Filter: If D4a & D4b = no screen-out to demographics; only put into condition with VcA/Vio if brand is known

[page break]

Main Survey (Q)

Q1: [random assignment] Experiment

Please look closely at the following advertisement. When you think you are ready, press the arrow to continue to the next page. [timed 10 seconds to proceed]



[page break]

Q1b: manipulation check:

A social enterprise is a company that primarily pursues a social mission that is funded by its commercial revenue. To what extent do you perceive the brands **Vio/Viva con Agua** to belong to such a social enterprise?

(1=Absolutely not /7=Absolutely)

Q1c: What kind of donation does the company make for each purchase, according to the advertisement? [] one day of water [] 5 ct to water projects

Q2: *familiarity with brand*: How familiar are you with the brand shown in the advertisement? (1=*not at all familiar*/7=*very familiar*)

[page break]

Q3: *purchase intention*: How much do you agree with the following statements regarding the advertisement you have just seen? (7-point Likert-scale (*strongly agree/strongly disagree*))

Q3a: It is very likely that I will buy this brand.

Q3b: I will purchase this brand the next time I need this type of product.

Q3c: I will definitely try this brand.

Q4: *willingness to pay*: How much would you be willing to pay for the bottle of water from the advertisement before? Please indicate the amount in €: 0€ 5€ (*continuous scale via ruler*)

[page break]

Q5: *skepticism*: How much do you agree with the following statements regarding the advertisement? (7-point Likert-scale (*strongly agree/strongly disagree*))

Q5a: It is doubtless that this is a socially responsible *brand*.

Q5b: It is certain that this *brand* is concerned to improve the well-being of society.

Q5c: It is sure that this *brand* follows high ethical standards.

Q5d: It is questionable that this *brand* acts in a socially responsible way. (-)

[page break]

Q6: How often do you purchase water in PET bottles?

[] several times a week

[] several times a month

several times a year

less or never

Demographics (D):

Lastly, I need some demographic data for my analysis. Be assured, that it will not be possible to trace the data collected back to you.

D1: Please indicate your gender: Female Male

D2: Please indicate your age: _____ years

D3: Please indicate your current profession:

Student (High-School) Student (Bachelor) Student (Master or higher)
Employed Self-employed unemployed

D4: What is your highest level of education?

High School or lower Bachelor degree Master Degree/Diploma PhD

D5: What is your current monthly net income after payment of all fixed expenses?

500€ or lower 501€-1000€ 1001-1500€ 1501-2000€ more
than 2000€

D5: Please indicate your nationality:

German other

Thank you for your time spent taking this survey. Please do not hesitate to share this survey link with your network. Your help is very much appreciated.

If you have any questions or remarks, you may contact me (drewsverena@web.de).

You are now forwarded to a new survey. If you want to participate in the lottery for the amazon gift vouchers, please enter your email address there.

B. Process SPSS Output

Run MATRIX procedure:

***** PROCESS Procedure for SPSS Version 3.3 *****

Written by Andrew F. Hayes, Ph.D. www.afhayes.com
Documentation available in Hayes (2018). www.guilford.com/p/hayes3

Model : 5
Y : PI
X : ORG
M : SKEP
W : DON

Covariates:
D4

Sample
Size: 137

OUTCOME VARIABLE:
SKEP

Model Summary

	R	R-sq	MSE	F	df1	df2	p
	,5684	,3231	1,3977	31,9755	2,0000	134,0000	,0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	4,0280	,3931	10,2468	,0000	3,2505	4,8054
ORG	-1,6344	,2045	-7,9925	,0000	-2,0388	-1,2299
D4	,1967	,1339	1,4690	,1442	-,0681	,4615

OUTCOME VARIABLE:
PI

Model Summary

	R	R-sq	MSE	F	df1	df2	p
	,7361	,5419	1,1971	30,9925	5,0000	131,0000	,0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	6,2245	,5187	12,0003	,0000	5,1984	7,2506
ORG	,5333	,3038	1,7554	,0815	-,0677	1,1344
SKEP	-,8049	,0800	-10,0607	,0000	-,9631	-,6466
DON	,3921	,2707	1,4487	,1498	-,1433	,9276
Int_1	-1,3808	,3773	-3,6592	,0004	-2,1273	-,6343
D4	,1181	,1257	,9393	,3493	-,1306	,3668

Product terms key:

Int_1 : ORG x DON

Test(s) of highest order unconditional interaction(s):

	R2-chng	F	df1	df2	p
X*W	,0468	13,3896	1,0000	131,0000	,0004

Focal predict: ORG (X)
Mod var: DON (W)

Conditional effects of the focal predictor at values of the moderator(s):

DON	Effect	se	t	p	LLCI	ULCI
,0000	,5333	,3038	1,7554	,0815	-,0677	1,1344
1,0000	-,8474	,2914	-2,9082	,0043	-1,4239	-,2710

***** DIRECT AND INDIRECT EFFECTS OF X ON Y *****

Conditional direct effect(s) of X on Y:

DON	Effect	se	t	p	LLCI	ULCI
,0000	,5333	,3038	1,7554	,0815	-,0677	1,1344
1,0000	-,8474	,2914	-2,9082	,0043	-1,4239	-,2710

Indirect effect(s) of X on Y:

	Effect	BootSE	BootLLCI	BootULCI
SKEP	1,3155	,1890	,9665	1,7041

***** ANALYSIS NOTES AND ERRORS *****

Level of confidence for all confidence intervals in output:

95,0000

Number of bootstrap samples for percentile bootstrap confidence intervals:

5000

----- END MATRIX -----

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