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The impact of Cause Related Marketing  
on purchasing behaviour for high and low involvement  
purchase context -  
The case for diapers in Portugal

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## **Abstract**

**Title** \ The impact of Cause Related Marketing on purchasing behaviour for high and low involvement purchase context - The case for diapers in Portugal

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Consumers are progressively looking for the best quality-price relation in their purchase. Hence, promotions have become essential.

On the other hand, shoppers aim to buy with a purpose that is aligned with their values and also fulfils their needs. Actually, consumers are more alert to company's responsible behaviour and to their Corporate Social Responsibility (CSR) practices.

This study investigates if Cause Related Marketing (CRM) campaigns, executed as part of enterprises CSR strategy, drive consumers purchase intention. To understand this, diapers category was chosen since it is heavily promoted. The investigation also discusses if CRM is an efficient strategy when opposed to promotions. Lastly, it intends to discover if brand choice differs when the purchase context is manipulated between high and low involvement. To address the objectives, qualitative research was employed and eleven interviews conducted.

Key findings suggest CRM is not determinant when buying diapers. Several features are evaluated by subjects, and price is one of the most relevant - consumers are only open to pay a restricted price premium to adopt a prosocial behaviour. Moreover, CRM generates dissimilar reaction in consumers, and campaigns may be more effective in private label brands. Finally, in regards to context, CRM impacts consumers differently according to their personal beliefs.

**Keywords:** cause related marketing; CRM; Corporate Social Responsibility; CSR; high and low involvement purchase;

# Resumo

**Título** \ O impacto do Marketing Social na escolha da marca comprada em contexto de alto e de baixo envolvimento: O caso das fraldas em Portugal.

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Atualmente, os consumidores procuram a melhor relação qualidade-preço aquando da compra. Assim, as promoções tornaram-se essenciais.

Esperam também comprar produtos alinhados com os seus valores e que satisfaçam as suas necessidades, estando cada vez mais atentos ao comportamento responsável da empresa e às suas práticas de Responsabilidade Social Corporativa (RSC).

Este estudo investiga se as campanhas de Marketing Social (MS), executadas como parte da estratégia de RSC das empresas, influenciam a escolha das fraldas que detêm alto nível promocional. Assim, questiona também se o MS é uma estratégia eficiente comparativamente às promoções. Pretende ainda descobrir se a escolha da marca difere quando o contexto de compra varia entre alto e baixo envolvimento.

Os resultados de pesquisa qualitativa e onze entrevistas sugerem que o MS não é determinante na compra de fraldas. Várias características são avaliadas, sendo o preço uma das mais relevantes - os consumidores estão abertos a pagar um diferencial de preço restrito para adotar um comportamento pró-social. Adicionalmente, o MS gera reações díspares, e os resultados sugerem que as campanhas podem ser mais eficazes em marcas próprias. A perceção de MS do consumidor difere consoante o contexto. Os resultados indicam que os consumidores reagem de maneira diferente, i.e., conforme as suas crenças.

**Palavras-chave:** responsabilidade social corporativa; marketing social; contexto de compra; alto envolvimento; baixo envolvimento.

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# 1. INTRODUCTION

## 1.1. Topic presentation

According to the Kantar World Panel, one in every five dollars globally is spent on promoted goods. Promotions play a crucial role in increasing sales for most fast-moving consumer goods (FMCG). Consumers are progressively looking for the best quality-price relation and promotions have become essential to fulfil this requirement. From a company's perspective a question regarding this strategy arises - Is financial value being destroyed? Are categories losing money not to lose customers? Are there any viable alternatives to this escalating trend?

In Portugal, according to Nielsen, in 2018 a new promotion peak was reached. 47% of all FMCG's sales were sold on deal, the highest percentage on the last 6 years, with the percentage increasing year by year. To categories in which consumers stay only for a limited amount of time, such as the baby category, how impactful is this? At the end, when looking for a specific product as diapers, shoppers only buy them for 4 years maximum in the majority of cases. Brands and retailers should be able to extract as much value in this period as possible and promotions are a bottleneck to that. In fact, they increase volume sold on the short term but at a lower value (Kantar World Panel, November 2018). On top of this, since 2011 the goal of 100.000 newborns per year in Portugal has not been reached. In 2017 the gross birth rate situated in 8.4 births per 1000 residents and, even though, Portugal might be recovering and increasing the rate, it will not be neither easy nor a fast path (Pordata, 2019). Not many babies are born, which implies sales for the baby category cannot escalate growth.

Can firms extract the maximum value, in the limited amount of time parents stay in the diapers category, not relying solely on the promotions? At the moment, every week, at least, one brand (retailers' brand included) is in promotion, reaching levels that vary between 15% up to 50%.

An alternative could be the alignment of the firm's Corporate Social Responsibility (CSR) towards a long-term sales growth goal. Past research has shown consumers perceive companies that engage in socially responsible activities as warmer and more trustworthy (Aaker et al., 2011; Chernev & Blair, 2015; Hansmann, 1981) among other characteristics. Therefore, Cause Related Marketing (CRM) could be an approach to

consider. When engaging in CRM campaigns firms “promise a donation to a cause every time a consumer makes a purchase”(Müller, Fries, & Gedenk, 2014). This strategy allies both the commercial and social responsibility strategies of a firm. It might also be a solution which drives consumer purchase intention or differentiates a certain brand within the baby category whilst being a viable alternative to the high promotional intensity.

## **1.2. Problem Statement and Research Questions**

The aim of the dissertation is to understand the impact of CRM on purchase intention of products where consumers stay only for a limited amount of time, more specifically, on diapers. The impact of CRM on purchase intention will be studied both in high and low involvement context:

- High involvement context purchase: Households buy diapers for their own children
- Low involvement context purchase: Households buy diapers to offer a Social Cause (Ajuda de Berço)

The choice for diapers is based on several reasons. According to past research by Ross, Patterson and Stutts (1992), CRM campaigns are more effective and lead to more favourable responses when the targeted audience has children. The investigation done in the field has used FMCG to verify and analyse the impact of CRM campaigns. These products are suitable since they vary in price, are usually in promotion and allow to understand if CRM is indeed a differentiating factor in the purchasing moment. However, the goods chosen for these researches have never impacted the referred audiences’ children.

Despite being a FMCG, diapers are special in their relation with the shoppers. Indeed, new parents tend to be particularly more sensitive to social causes and one can assume they do not want to jeopardize their own baby’s well-being when making their purchase decision. To our knowledge, there is no research regarding the effectiveness of CRM campaigns in the diapers category nor if they lead to a purchase intention different from the buyer’s initial will.

Having the above queries into consideration this dissertation aims to answer the following research questions:

Research Question 1: Does CRM influence diapers brand choice?

Research Question 2: Is the influence of CRM on diapers brand choice different in high and low involvement contexts?

Research Question 3: Is CRM more efficient influencing diapers brand choice than regular promotions?

## **2. LITERATURE REVIEW**

### **2.1. CSR Definition and Importance**

The need for businesses to address social issues urged after the second world war, mostly after the 60's with companies being pressed to assume more than their commercial interests (Carroll & Shabana, 2010; Mohr, Webb, & Harris, 2001). Thus, social responsibility started to be seen as an investment towards better long term performance of companies (P. Rajan Varadarajan & Anil Menon, 1988).

Over time several Corporate Social Responsibility definitions were constructed, and for the purpose of this dissertation Aguinis (2011) definition will be taken into consideration - "CSR are context-specific organizational actions and policies that take into account stakeholders' expectations and the triple bottom line of economic, social and environmental performance." However, for this concept to be complete, it is important to account for past definitions such as the one given by Carroll (2011) which highlights that CSR actions are framed in a specific period of time and can either be required, expected or desired by stakeholders and Kottler and Lees' (2005) which highlights the importance of using corporate resources to meet the mentioned expectations.

Arguments against and in favor of CSR are discussed over time. On one hand, against CSR practices, Friedman (1962) argues that "the only responsibility of business is to maximize profits of owners and shareholders" and Davis (2018) contends that businesses don't have the expertise to make socially oriented decisions and those actions might be distractors. Additionally, by providing businesses with the ability to undertake



social responsibility, companies are even more empowered in other domains of the society.

Contrariwise, literature shows that CSR practices above and beyond contributing to society, also have a positive effect on consumers attitudes towards the brands (Sen & Bhattacharya, 2001), purchasing intent and sales (Green & Peloza, 2011). Thus, rewarding firms' for their engagement in prosocial activities (Mohr et al., 2001).

It has further been shown CSR can provide value for consumers in three different forms that are distinctive between them and may enhance or reduce the overall product (brand or company) value proposition for the consumer (Green & Peloza, 2011).

The 3 forms are:

- Emotional value: Donations to Not for Profit Organizations (NPO) generate this kind of value. It is more associated to the more conventional way of aiding, i.e. in the giving form. It can create positive and negative value for the consumer;
- Social value: this value is generated having into consideration society's norms and expectations. Is the consumers' behavior approved by the society and by the individual as well? Is it aligned with personal and group values?
- Functional value: it is created when consumers face a win-win situation. A good example is to increase fuel efficiency since it helps to protect the environment and leads to money savings.

To highlight that more than one value form can be attained simultaneously.

## **2.2 Relevance of Marketing for CSR Strategy: Cause-Related Marketing**

According to literature CSR strategies can be accomplished by leveraging on multiple disciplines, such as operations, human resources management, organizational behavior or marketing. CRM is an example of the later one and it is defined as a strategy which satisfies the organizational objectives by acknowledging and communicating product benefit and linking the brand to a charitable cause through a specific social contribution, (Varadarajan & Menon, 1988). In other words, companies that choose to apply CRM "promise a donation to a cause every time a consumer makes a purchase" (Müller et al.,

2014). In line with Varadarajan and Menon (1988) research, several corporate and marketing objectives can be accomplished, some examples include:

- a) increasing customer database and gathering retailers support for merchandising activities at a store level, potentially leading to the goal of higher sales (through multiple units sell-out at once or repeated sales throughout time);
- b) enhancing brand image and promoting brand recognition;
- c) reaching new market segments.

At the same time, cause related objectives can also be pursued, for instance, generating funds and awareness for the supported causes and promoting direct contributions, ( financial, in-kind or in volunteering format) from retailers and/or consumers.

Hence, according to literature CRM is part of a company's CSR strategy. Nevertheless, alone it cannot fully represent a successful CSR strategy. In addition, several factors influence the effectiveness of a CRM campaign (i.e., the effectiveness of using guaranteed contributions to Not for Profit Organizations as purchase incentives). The bellow table summarizes the most relevant and depicting aspects:

<b>Authors &amp; Year</b>	<b>Success Factor for CRM</b>
Strahilevitz & Myers, 2002	Company holding the campaign; Product associated with the campaign
Bhattacharya & Sen, 2003	Consumer identification with the company - Consumer company congruence
Bendapudi & Singh, 1996	Company's motivation to engage in CSR practices (extrinsic or intrinsic/ egoistic or altruistic)
Samu & Wymer, 2009	Consumer Identification
Barone, Norman, & Miyazaki, 2007	Fit between company and the supported cause
Zdravkovic, Magnusson & Stanley, 2010	Fit between product and NPO
Dahl & Lavack, 1995; Müller et al., 2014	Donation size; Donation size and Donation framing (monetary, in-kind, mixed)
Müller et al., 2014	Presence/ Absence of financial trade-off
Ellen, Mohr, Webb, 2000	Donation situation ( on going vs disaster relief) and Effort put in the CRM campaign implementation

**Table 1 – CRM success factors overview**

Literature also states CRM can be used by firms as a tactical tool to boost sales and a strategic activity to enhance brand image (Müller et al., 2014). Past research conveys that CRM is more effective for frivolous or hedonic products (which are motivated by pleasure, fantasy or fun) than for utilitarian products which are practical and answer a specific consumer need. The fact described derives from consumers' sense of guilty when buying hedonic items. The higher the sense of guilt, the higher the likelihood to contribute to a charitable cause. Indeed, Strahilevitz & Myers (2002) described this

phenomenon as affect-based complementarity. The stimulus of giving and contributing to charity offsets the purchase guilty feeling. However, and as noticed by Chang (2008), such hypothetical argument has still not been empirically proven recurring to emotion-related measures.

Moreover, CRM has proven to be successful since consumers derive utility from the fact of giving and get a moral satisfaction from the act of purchasing while associating it to a good cause (Kahneman & Knetsch, 1992) – the effect is named warm glow. Consumers, at least partially, recognize the company as a gift-giver. For that purpose consumers must perceive firm's motivations to engage in CRM as genuine, intrinsic and altruistic (Ellen, Mohr & Webb, 2000). In order to evaluate whether or not warm glow is present, shoppers evaluate the benefits and costs of the CRM campaign for themselves.

Furthermore, Pracejus & Olsen, (2004) demonstrate that cause-brand fit is an important measure to quantify the CRM campaign effectiveness. According to their study, a high fit campaign had between 5 and 10 times the impact of a low fit campaign, when considering monetary donation framing. Additionally, the right donation size, the donation framing (monetary, nonmonetary or mixed) and the existence of financial trade-off are key to influence the effectiveness of CRM campaigns (Müller et al., 2014).

### **2.2.1 Cause-related marketing: Advantages and disadvantages**

From the company's perspective CRM presents some key advantages when compared to other CSR strategies. First, it is easier to communicate to shoppers (focused marketing campaign). Second, it is cheaper in the sense that it can be restricted to a limited donation in a percentage of price/profit/number of items donated. For instance, in Procter & Gamble's Dodot premature campaign, for each pack of diapers bought by the consumer 1 diaper for premature babies was donated to hospitals, up to the limit of 200.000 diapers. Third, it is potentially more adjusted to firms' consumer and customer segments as well as to the firms' corporate ability (e.g., firms ability to offer products or services in which they are experts); (Chernev & Blair, 2015; Sheikh & Beise-Zee, 2011).

Likewise, practicing CRM allows to create purchasing incentives and to enhance company image (Smith & Alcron, 1991). Moreover, selecting one specific cause to support may lead to positive spillover effects for the company, such as:

- a) increased customer awareness
- b) increased support to the company
- c) improved brand recall and recognition (Sheikh & Beise-Zee, 2011).

Moreover, Bhattacharya & Sen (2001) highlight that the focal company is not the only beneficiary of a CSR initiatives. Building on this consideration, consumers derive utility from helping and the aided charity, in addition to the funds or in-kind donation, increases their visibility and subsequently populations' awareness towards the supported cause.

However, CRM if not well executed also presents some disadvantages: campaigns may be perceived as company's self-interest/egoism rather than genuine concern. According to attribution theory "consumers evaluate and respond to CRM campaigns by making inferences about a company's underlying motives for engaging in such a campaign" (Ellen, Mohr & Webb, 2000). Indeed, donation is contingent on sales and sales are perceived as a benefit for the company more than a pro-social behavior. These considerations can negatively impact brand image and consequently future sales. (Barone et al., 2007).

From consumers' perspective the more cause-affinity there is with the CRM campaign, more likely they are to purchase the product (Sheikh & Beise-Zee, 2011). Even when a cause has strong support from many consumers, the market segment that has low cause affinity is not impacted, being therefore a disadvantage for CRM since it might not impact every shopper the same way. Also, if the supported cause is controversial or has members that oppose it, the negative spillovers will damage the company image.

On top of these, Bhattacharya and Sen (2001) state that the impact of any CSR initiative (such as CRM) is significantly higher from consumers' internal perspective (awareness about the campaign, attitudes and perceptions of the company and/or brand) than from external and tangible outcomes (purchasing behavior, word of mouth).

### **2.3. Purchasing Intention for High and Low involvement context products**

Purchase intention is defined as a persons' conscious plan to make an effort to buy a certain product (Spears & Singh, 2004). It is personal, related to a brand and divergent from attitudes (Bagozzi, Tybout, Craig, & Sternthal, 2006; Ostrom, 1969). Extensive research on consumer behavior indicates there are differences in decision making processes and, subsequently, on purchasing intentions for products according to the degree and type of involvement associated to the product in analysis. Theory suggests that when subjects are involved they make informed choices and proactively search for information (e.g., Bettman 1979; Engel, Kollat & Blackwell 1978). However, Olshavsky and Granbois (1979) highlight consumer's behavior is not based on extensive research or in a comprehensive evaluation of the choice alternatives. Situation, emotions and several areas of involvement also may play a critical role at this moment (Bloch & Richins, 2006; Kapferer & Laurent, 1983).

Zaichkowsky, Lynne, & Zaichkowsky, (1985) have clarified that involvement means “a person's perceived relevance of the object based on inherent needs, values, and interests.” This definition recognized past descriptions of involvement (e.g. Engel and Blackwell 1982; Krugman 1967; Mitchell 1979). Looking more in detail to the involvement areas, it is possible to list them in 3 categories:

- Personal Involvement - defined as “inherent interest, values or needs that motivate the subject towards the product”;
- Physical Involvement - related to product characteristics based on differentiation and that intensify subjects' interest
- Situational Involvement – subject interest for the product is timed and due to the specific situation dependent relevance

In that sense, the same product/object might be linked to different involvement categories according to the person and context in study.

The level of involvement influences both consumers' purchase decision extensiveness and their communication processing. The number of attributes shoppers compare between existent brands and the time they take to choose are indicative of the decision extensiveness. Communication processing is analysed through buyers' degree of

information quest, openness to advertisements and the responses generated by this stimulus at a cognitive level (Krugman, 1967).

### **2.3.1. Relevance of High and Low involvement contexts to CRM**

Intuitively one may assume from observed behavior that consumers' purchase choice are different when buying for personal use or when doing it for donation. For instance, many times when observing donation baskets to food banks it is possible to note shoppers' preference for private label products. One reason could be the appreciation of distinct attributes when buying for donation. Interestingly, to the best of my knowledge, no research has been done to investigate the differences in purchasing choices considering high involvement purchase as products for personal use and low involvement purchase as products to donate through a CRM campaign.

Nonetheless, on one hand, research by Heeler, Francis, Okechuku, & Reid (1979) has investigated gift purchase in two contexts – for close friends and to offer as a wedding gift. To some extent a parallelism can be considered in this study: close friends represent the high involvement context, the wedding gift purchase represents the low involvement context. The major limitation in this comparison would be the absence of an intermediary entity that would allow the donation to happen. In the parallelism the donation would be the act of purchasing to offer, not expecting anything in return. The referred study outlined shoppers examine less information regarding their purchase options when obtaining a wedding gift, hence putting less effort in the choice. Evidence also demonstrated that the number of brands and attributes considered by shoppers while purchasing presented no significant differences between purchasing contexts.

On the other hand, investigation conducted by Clarke and Belk (1979) described shoppers predicted they would spend more time (i.e., visit more stores) and even spend higher values when purchasing as gift rather than for personal use. Shapiro (1970) also stated price would be less of a barrier when buying as gift. Further research by Belk, (1982) attempted to discover the reason behind such discrepancies. In this study high involvement purchases included buying a gift for a wedding and buying an anniversary gift for a close friend, whereas low involvement meant buying a thank-you gift to repay a favour and buying an anniversary gift for a casual friend. Findings corroborate that there are differences in purchasing for self-purpose or as a gift. However these results cannot be generalizable for high and low involvement contexts, since other variables

also determine the purchasing behaviour. One of the most depicting factors seems to be the occasion of purchase – in high involvement, when the gift was bought for a wedding occasion, respondents thought the gift should be more expensive and purchased thoughtfully whereas when the gift was bought to an anniversary it could be less expensive and almost bought instantly, without much reflection. For low involvement, considering the scenarios of buying a thank you gift and an anniversary gift. Results were consistent once more. The price range considered for purchase was similar to the one in high involvement and the level of dedication in finding the right purchase varied according to the occasion of purchase. For all these, Belk (1982) outlines generalization would only constitute an oversimplification of reality when considering the comparison between gift giving and purchase for self-use.

In summary, previous research shows that most of the times, involvement does not seem the differentiating factor in the purchase moment when comparing gift giving and purchase for self-use. It is thought-provoking to understand if these same inferences hold true when the purchased gift is in fact a donation through a CRM campaign.

### **3. METHODOLOGY**

To conduct the present study interviews with household diaper's purchasers were run. Each face-to-face interview followed a semi-structured script prepared with the essential questions as well as some follow-up interrogations. Afterwards, the data was systematically analysed, and the results were described leading to the major findings and managerial implications.

#### **3.1. Sample**

The data was collected through interviews. Eleven in person interviews were done. The household buyers were mainly women (ten out of eleven). The participant's age ranges between 30 and 37 years old, with a mean age of 33 years. 55% of participants have two children and 45% only one. The group was heterogeneous in terms of level of education: 30% had high school education, 40% had a bachelor's degree and the other 30% vary between postgraduate studies and PhD. At the end of the interviews, participants were surveyed and shared they enjoyed participating in the study, found the questions easy to understand and found the subject of the study interesting.



### **3.2. Data Collection**

A pre-test was run to validate the appropriateness of the method as well to validate the script. The pre-test consisted in one focus group in which the feedback regarding the script was collected and small changes incorporated. Individual interviews were then taken as the primary data source. The final script was composed of four sections designed as it follows:

Section 1 – Key determinants of purchasing choice: this section aimed to discover which factors are considered by participants' and influence their purchasing choices. Additionally, it explored why those factors are important drivers;

Section 2 – Perceptions about CRM campaigns: this category intended to learn about buyer's perception on past CRM campaigns in the Baby Care category. Covered topics included brands' perceived motivation to engage in CRM, company-cause fit, consumer-cause fit and CRM campaigns' expected impact on purchasing behaviour;

Section 3 – Purchase intention assessment towards CRM on High Involvement Purchase Context: the goal of this section was to discover in which situations subjects are more influenced to purchase diapers with a CRM campaign on going, knowing they are buying for their own children. To accomplish this, respondents were exposed to fictional diapers purchasing scenarios, as presented in Diagram 1.

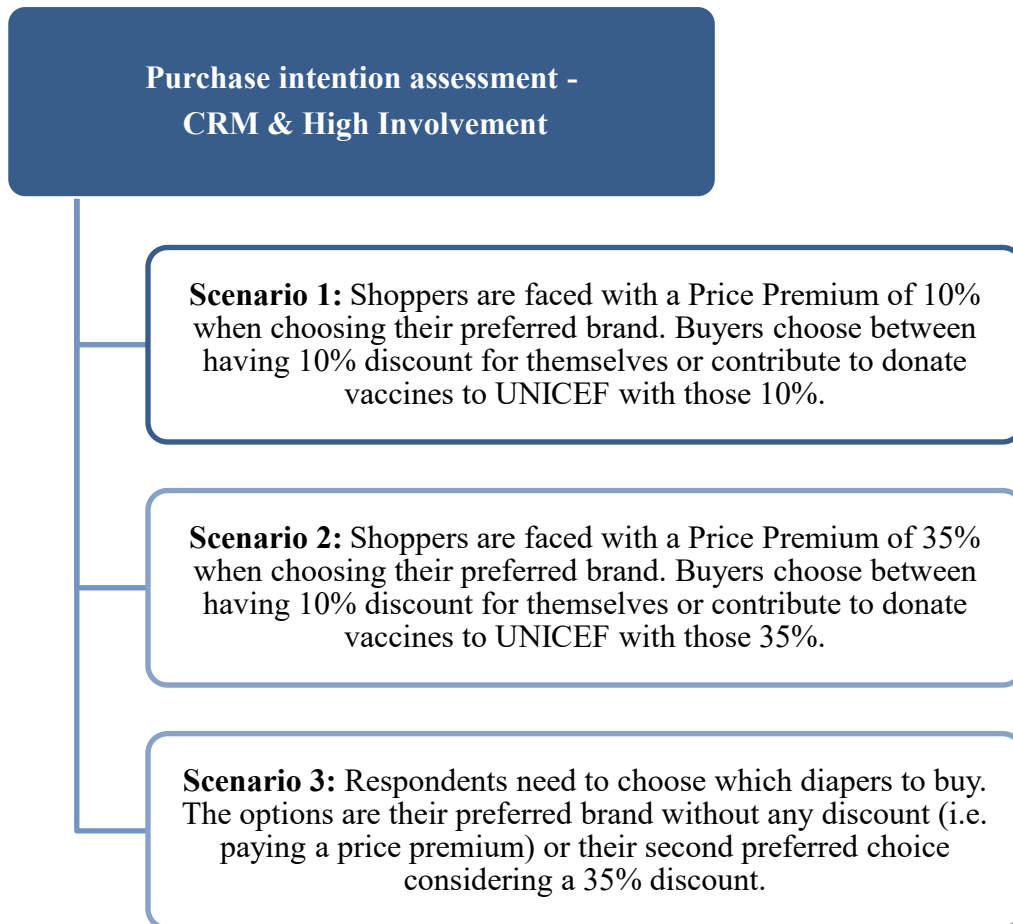


Diagram 1 – Interview Scenarios for High Involvement Purchase

Section 4 – Purchase intention assessment towards CRM on Low Involvement Purchase

Context: the objective of this section was to discover in which situations respondents are more influenced to purchase diapers with a CRM campaign on going, knowing they are buying to donate for a social cause. To achieve this, respondents were exposed to imaginary purchasing scenarios, as presented in Diagram 2.

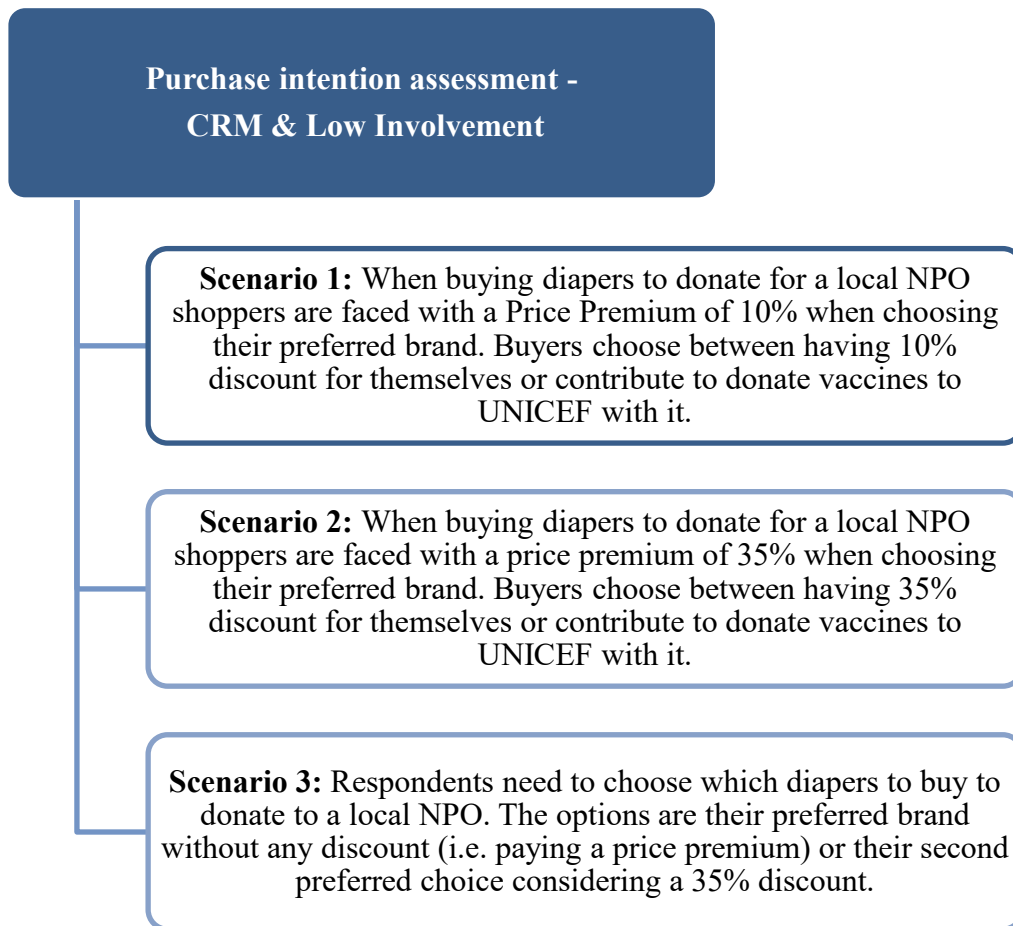


Diagram 2 – Interview Scenarios for Low Involvement Purchase

The full script is available on Appendix A.

Participants were selected based on personal contacts and invited to participate in the study via text message or a phone call.

Interviews allow to take advantage of social clues, e.g. voice and body language whilst analysing and perceiving respondents spontaneous reactions towards the questions and presented information (Opdenakker 2006). Furthermore, interviews allow to infer causal relations (Saunders, Lewis, & Thornhill, 2007) such as the one investigated here for CRM and purchase decision.

A total of eleven in depth face-to-face semi-structured interviews were conducted. Follow up questions were used to incentivize participants to explain their perspectives and further develop their purchase behaviour and decision-making process. According to Miller and Crabtree (1992) this method allows participants to elaborate on their initial answer and build their opinion with fundament.

The interviews lasted up to 30 minutes and took place in a comfortable and convenient local for participants. The conversations were recorded with the permission of the participants and afterwards transcribed.

At the end of the interview participants were requested to fill-in a survey with their demographic information, including age, number of children, level of education and nationality. Additional information regarding their participation in the interview was requested. This information included how easy respondents found answering and understanding the questions, the perceived level of interest of the studied issue, and participants' satisfaction level with their participation.

The full survey is available on Appendix B.

### **3.3. Data Analysis**

Interviews transcripts were analysed individually and then grouped according to the common themes which appeared. The data was analysed through a thematic analysis. A thematic analysis consists of a rigorous qualitative research method which identifies, analyses, organizes, describes and reports themes found within a data set (Braun & Clarke, 2006; Maguire and Delahunt,2017).

According to Braun and Clarke (2006) thematic analyses provide a useful way to examine different perspectives highlighting similarities and differences from responses plus generate unexpected insights, making it a very flexible research tool.

There are two different levels of themes, namely the semantic and latent. The prior one which states exactly what participants have said, organising it, and the latter one which starts to identify and examine the underlying ideas beyond what has been said. (Braun & Clarke, 2006). For the purpose of this dissertation, both levels were sequentially applied.

The procedure of data analysis followed three phases. First, the recorded interviews were transcribed into paper. Afterwards, patterns were recognized, and the data organized into themes and codes. Lastly the themes and codes were validated by an independent experienced researcher and the consolidated information organized.

## 4. RESULTS

In the following part, I will present the results from the conducted interviews. The outputs are organized according to the studied topics and participants are referred as Participant 1 (P1), Participant 2 (P2) so forth.

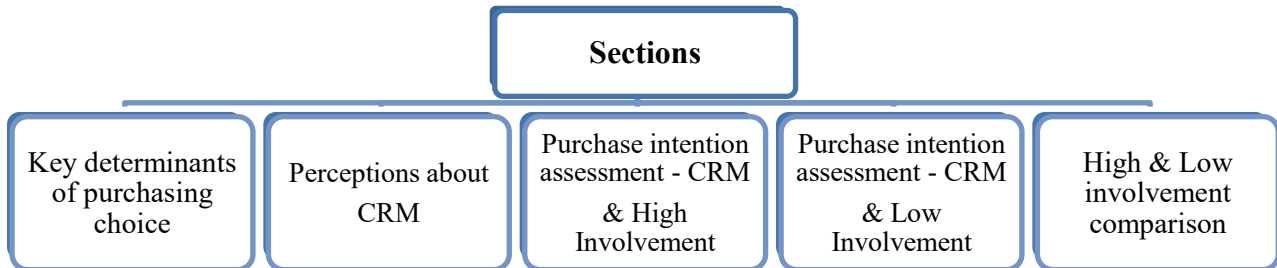


Diagram 3 – Results structure overview

The main results regarding each section follow below and the full thematic analysis is available on Appendix C.

### 4.1. Section 1 – Key determinants of purchasing choice

Respondents refer to eight different diapers purchase determinants. For each of them they provide an explanation of why it is important from their perspective. Further down you may find each factor detailed.

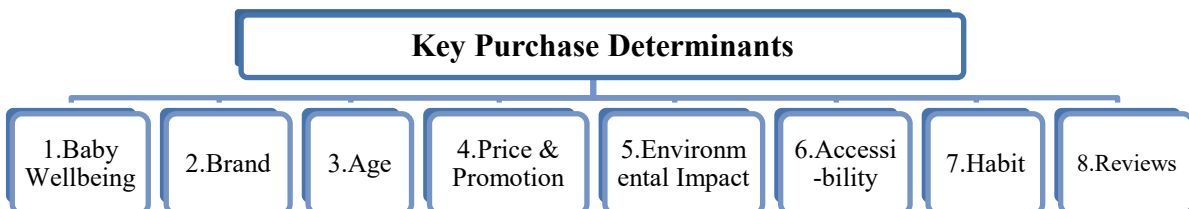


Diagram 4 – Key purchase determinants referred by participants

1. **Baby wellbeing** - In this category parents refer factors important to guarantee the baby's well-being. The variables include baby's comfort and dryness throughout the night. The diapers specifically should be affordable, adjustable and prevent rashes, bad odours and allergies.  
"The diapers must be very comfortable for the baby and should not cause allergies or rashes" - P1  
"The diapers should be adjustable, avoid leaks and rashes" – P5
2. **Brand** - Most interviewee's highlight they are loyal to one or two brands, with few factors possible to influence them to switch to another brand.

Participants that are in the experimental phase refer they are trying different brands according to the price and testing their baby's adaptation.

"I only buy the blue Dodot. (...) I am so happy that I consider myself very loyal to the brand. The only thing that might make me rethink it is the environmental impact. I would consider ecological brands." – P3

"I am very loyal to Dodot and Pingo Doce's private label. My choice is always between these 2, depending on the price" – P4

3. **Age** - Several subjects show concern regarding the fit between the baby's age and the diapers they are using. Parents show preference towards manufacturers' brand when babies are smaller, usually around 6 months. After this age parents say they lean more towards private label diapers. Some parents, who have their second child, show themselves more prone to use private label even before the 6 months.

"I think there are 2 different moments, when they are newborns, we want to buy the best for the baby's skin so we go for the safer and most well communicated brands. When the baby is older (more than 1 year), price became more important and I switched from Dodot brand to Private Label (Pingo Doce)" – P2

4. **Price & Promotions** - Parents highlight price and promotion as a key purchase determinant. It is considered one of the most important factors. Some parents are very sensitive to price, opting for private labels the most of times. Other respondents are somewhat sensitive to price, saying they would choose private label only when their preferred brand is not in promotions. Lastly, some shoppers are not price sensitive at all and always buy the same diapers brand.

"Price and quality are 2 main factors I consider important (...). Depending on the price, meaning promotion level, I either choose Dodot or Pingo Doce" – P5

"Private label is always cheaper than actual brands, that's why even if Dodot is in promotion for example, we would still choose private label." – P11

5. **Environmental Impact** - Many parents proactively referred their environmental concern when choosing disposable diapers. It is important to notice that in most cases this worry didn't translate to real behaviour change and the use of alternative diapers. Indeed the majority of respondents say

they are concerned with their ecological footprint, but not open to change for environmentally friendly diapers in the near future. The reasons presented are economic and unpractical diaper changing. Parents who are open to change await friend's reviews to switch or hope to find more competitive prices.

"If I change, it would only be to ecological diapers if I knew, as a fact, that those provide the same baby well-being as the disposable ones, but with a lower environmental footprint. In my second baby, if my friend that is pregnant now has a good experience with ecological diapers, I will also try."

– P3

"I know the impact of all these diapers is huge, but logistically it seems impossible to use the re-usable one" – P5

- 6. Accessibility** - One person refers diapers choice depends on the place of purchase and which are the accessible brands.

"For my first child I used to always buy Dodot. Now, with the little one, I have started trying and using private label according to the supermarket where I am. I use Pingo Doce, Jumbo or Continente." - P8

- 7. Habit** - The respondent refer to her purchase choice as a habit, with few external stimuli impacting in the decision moment.

"I feel like too many times I go to buy things in auto-pilot mode and I don't notice if other things are happening in the store, but if there is a stimulus with prosocial campaigns with a big highlight maybe I can be impacted and re-think my choices..." – P10

- 8. Reviews** - Some interviewees refer the importance of reviews to consider distinctive diapers brand. They refer reviews are especially relevant when trying new brands.

"We take into consideration the reviews of mum's on Facebook and, according to that and the price, we are trying different diapers." – P11

## 4.2. Section 2 – Perceptions about CRM

Respondents share their perceptions about CRM considering six different perspectives. Each of them is detailed in the following.

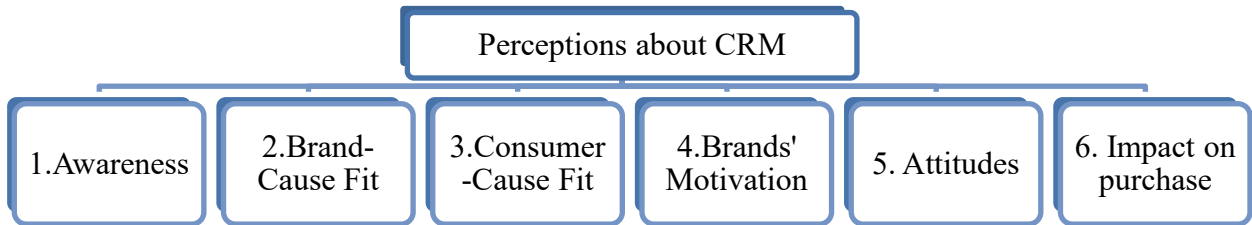


Diagram 5 – Participants Perception about CRM

- 1. Awareness** - Respondents share their awareness regarding past CRM campaigns in the baby category. Some respondents say they either knew the two campaigns presented or at least 1 of them. Others refer they didn't know any of the campaigns.

“I knew the campaign of Dodot Prematures and become aware through social media” – P4

- 2. Brand-Cause Fit** - Shoppers say they believe the supported cause is aligned with the brands' core business.

“There is a match between the brand and the supported cause. It is not a “forced match”. It makes all the sense and I can understand the campaigns were well thought and presented.” – P2

Literature states brand-cause fit is driver for purchase as consumers do not perceive the association as a way to be fooled into buying more a certain product.

- 3. Consumer- Cause Fit** - Shoppers explain how much they identify and connect with the supported causes. The vast majority states they relate more with emotional campaigns.

“I emotionally connect and identify with Dodot's campaign because my daughter was premature. It is amazing they have developed these diapers. It is not that common to see brands associating and dedicating to causes in this way. It is an interesting product and answers a real need” – P2



According to literature this factor is an enabler for purchase. Indeed in the interviews participants who connected more emotionally with the CRM campaign showed themselves more prone to buy.

4. **Brands Underlying Motivation** -Shoppers explain which they believe are the reasons behind brands prosocial activities such as CRM campaigns. Some shoppers believe firms' actions are altruistic, others that they are merely conceived to increase profit and few others see it as a double goal strategy, to do good and sell more. These results corroborate previous literature stating the importance of attribution theory for the effectiveness of CRM campaigns. Consumers that relate the campaign with brands' intrinsic motivation present a more positive attitude towards CRM campaigns.

"If Dodot wanted to donate, they shouldn't need me to buy diapers for them to make it. This only reinforces that brands do this only to earn more money." - P3

"Chicco and Dodot are big brands, so they are powerful in their messages to the consumers...So I think they developed such campaigns to raise awareness and because they can have a positive impact. If it was for example a small brand that sells biodegradable diapers, the impact would not be as strong as with these 2 brands." – P7

5. **Attitude towards CRM** - Some consumers claim they distrust the results of CRM campaigns and if they are aligned with society's real needs. Additionally, other shoppers refer they are sceptic about the truth of the campaigns and question the amounts donated. Other customers highlight they prefer not to associate with brands to support causes. The main reason is they can donate by themselves and see the results.

"I think it is impactful the way brands communicate the causes. One of the thing I've asked myself is if the campaigns answer real needs of the community? Are the items really being donated? Are brands aware that consumers may be more quantities due to their communication and so they must really be accountable for their acts? But I haven't put more in depth thought in to the subject." - P8

6. **Impact on purchasing moment** - Shoppers elaborate on their beliefs about the impact of CRM campaigns at the purchasing moment. Many elucidate CRM by itself, in this category would not be a differentiating factor nor a

buying driver. Determinants such as price and baby wellbeing play a more important role. Others elaborate on the requirements a brand must follow for CRM to be effective: a) reasonable amount donated; b) good instore communication of the campaign; c) information regarding the expected end result of the campaign; d) no price premium to pay and see the purchase as a trial moment.

“None of the campaigns would make me buy the brands. The most important factors would be the ones I referred previously.” – P7

“I would think about buying Dodot diapers if I was indcisive in which brand to choose or if I had never tried the brand before. (...)” – P4

### 4.3. Section 3 – Purchase intention assessment towards CRM on High Involvement Purchase

Shoppers are faced with the three different purchase scenarios explained in the methodology section and share their most likely behaviour. For each scenario respondents’ answers are specified next.

**Scenario 1** – In this scenario participants respond with three different possibilities which are summarized in Diagram 6 and detailed afterwards.

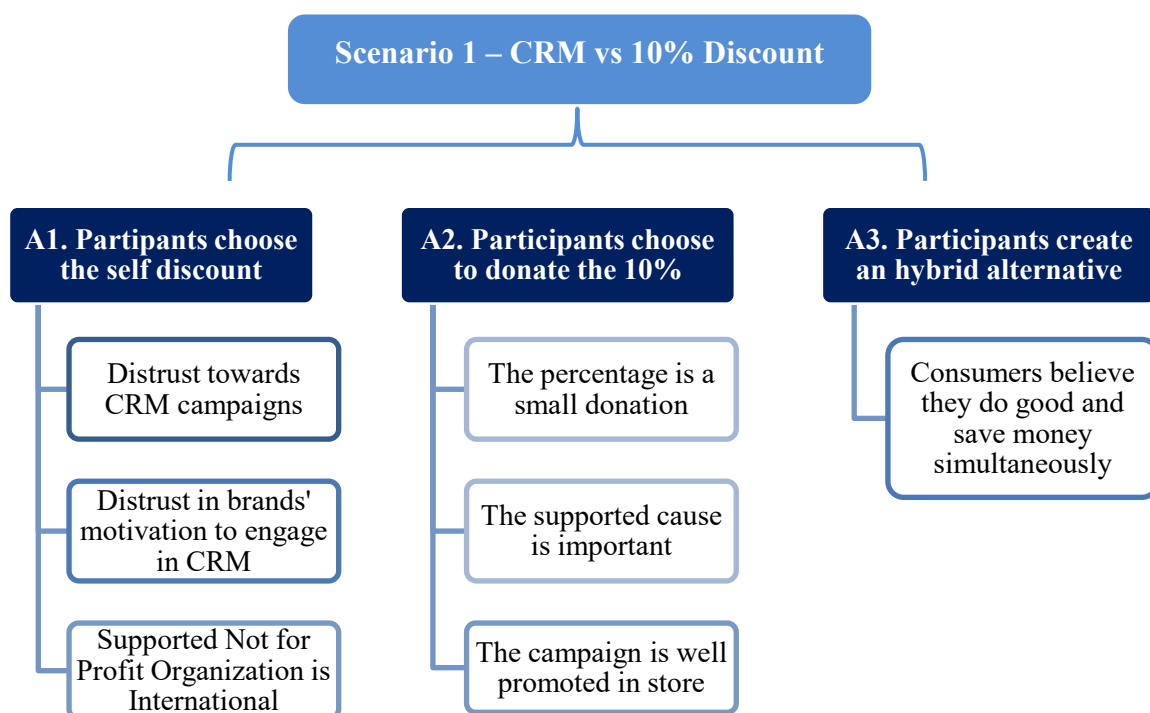


Diagram 6 – Participants purchase choices in High Involvement considering a 10%

Some shoppers choose the 10% discount for themselves. The reasons mentioned are:

- a) Customers don't trust in campaigns' real impact towards the cause nor in brands' purpose to create a CRM campaign;  
"I would choose option a, i.e. the discount for me. I really don't know if what the campaign claims is actually going to happen and the item's will be donated. (...) I prefer to go myself and donate to UNICEF, even though I assume that behaviour from my side would not be very likely" – P5
- b) The supported NPO is International hence less accessible  
"(...) After the campaign we have seen the actual in kind donation happening to the association because it was geographically and mentally closer to me as consumer. With UNICEF and other organizations alike it seems and feels like the output is hidden or unrevealed and nobody exactly knows how the campaign finished." – P9

However, 7 out of 11 respondents choose to donate 10% towards UNICEF. This result is an evidence of the warm glow effect when purchasing diapers with a small contribution towards a social cause. Indeed, respondents were not asked for a too high monetary effort and were rewarded with moral satisfaction. Participants who choose to donate refer that:

- a) The donation size is a small percentage of the pack value;  
"Option b without any doubt, to see if I can also help someone in need through UNICEF. Of course the 10% would make the difference for me because diapers are expensive but I would easily help someone that needs." – P6
- b) They understand the importance of the cause;  
"Vaccines is a very specific issue... I understand how expensive they can be, because I felt it when I had to buy them for my baby girl, so, if with only 10% I can help on that, I would go for option b and buy the diapers with the campaign." –P8
- c) Their attention was caught while they were instore buying diapers.  
"If the campaign was well promoted and highlighted in store I would probably go for option b. Otherwise I buy in auto pilot and would miss the campaign" – P2

Alternatively, few shoppers create a hybrid answer scenario where both purchases are possible due to economic reasons.

"I'm not sure if I would be able to always choose the pack that donates. Most likely sometimes I would choose to donate other to have the discount for myself. " – P4

**Scenario 2** – In this scenario participants respond with three different possibilities which are summarized in Diagram 7 and detailed afterwards.

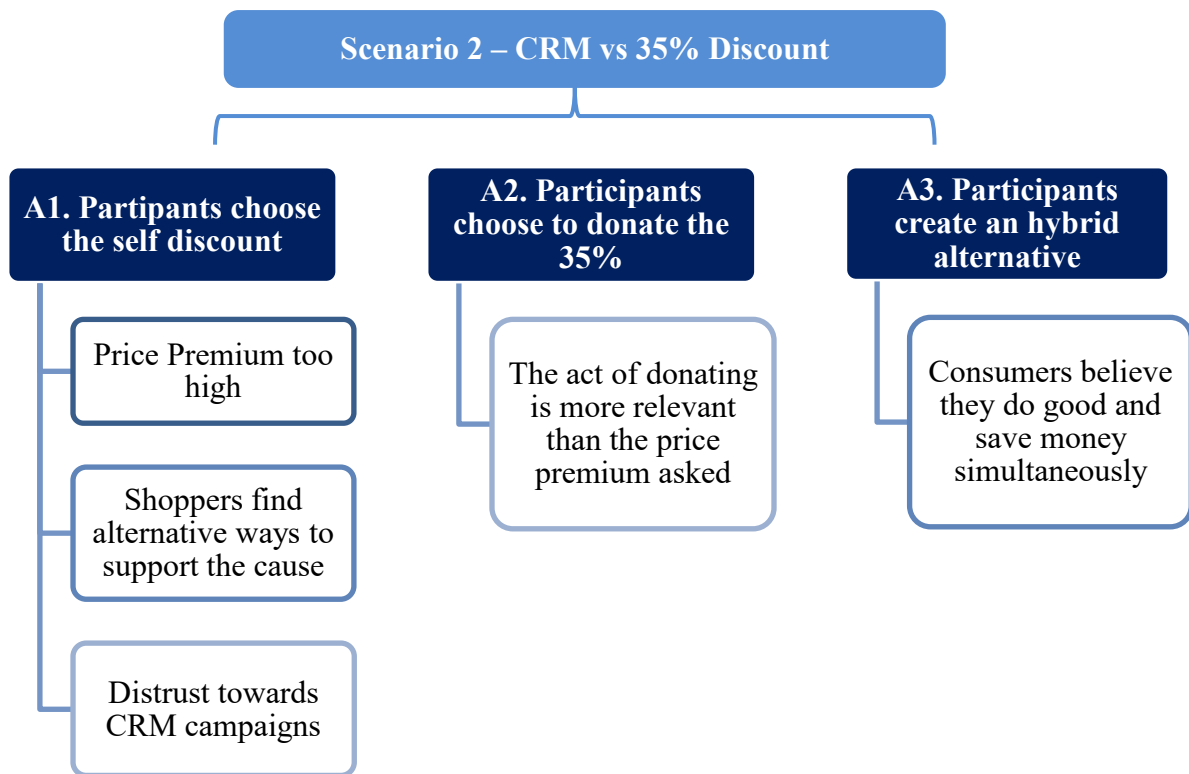


Diagram 7 – Participants purchase choices in High Involvement considering a 35% price premium

When considering a higher price premium, respondents opt to get the self-discount more often than in the previous scenario, with half of the participants choosing the discount stating:

- a) the price premium for diapers is too high for them to be indifferent:
 

“Very honestly, I would go for option a. 35% weights on the budget and also, I do understand vaccines are important, but I cannot afford to spend this much...” – P8
- a) they can find alternative ways to support social causes which do not depend on the act of purchasing something:
 

“I would choose option a, the discount for me, because my solidarity action do not need to have a brand or a purchase as an intermediary.” – P2
- b) they distrust donation campaign such as the one presented:
 

“The discount, for the same reason, I mistrust a lot these campaigns and the after effects.” – P5

The other half of shoppers is dispersed between:

a) hybrid option due to economic reasons:

“Well I don’t know, but maybe I would find an intermediate solution and buy one pack with the donation campaign and one with the discount for me. And then I could do both things.” – P6

b) donating the value asked, keeping the consistency with previous answer and claiming this would be the right thing to do:

“Option b – for the same reason as before, if I can help, I choose to do it.”- P1

c) no answer, stating they cannot predict which option they would choose in real life:

“Here’s something (*referring to the price premium*) that makes me think twice in the scenario. The fact is there are many brands that associate themselves with good causes and as a consumer I need to choose which ones to support. I cannot help every cause, even if I want to. I will need to understand which causes I relate to more and where I really think I will make the difference, you know? “– P11

**Scenario 3** – In this scenario participants respond with three different possibilities which are summarized in Diagram 8 and detailed afterwards

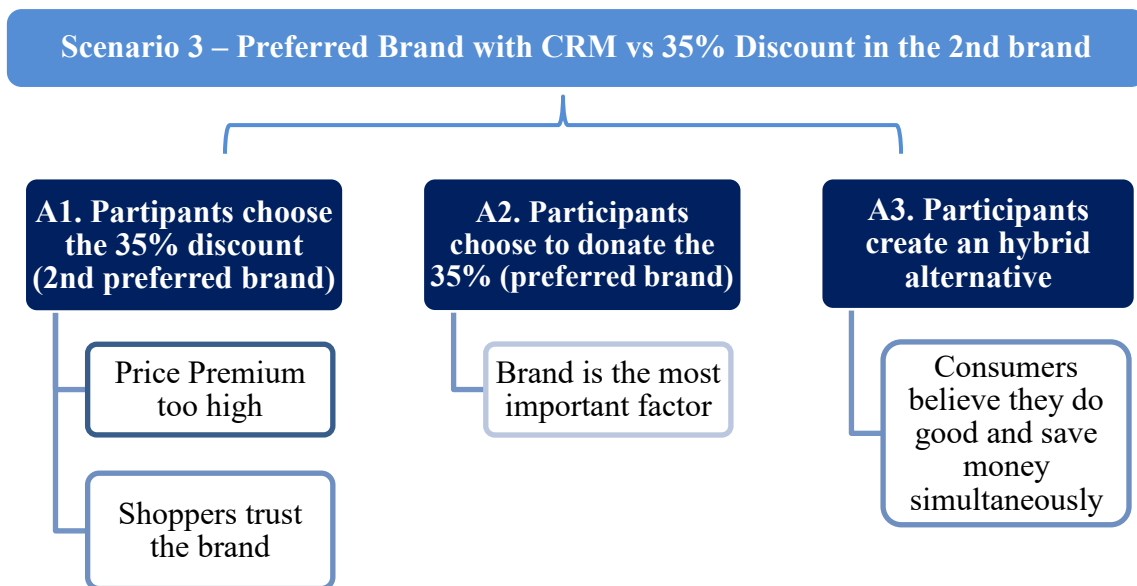


Diagram 8 – Participants purchase choices in High Involvement considering their brand

Some shoppers choose the self-discount, i.e. their second preferred brand [Private label] since it’s cheaper than suppliers’ brand and on top is on promotion. Price is the main purchase driver:

“Option a since I know the brand and could have the discount” – P10

Half of the participants choose their preferred brand, considering either suppliers brand or private label. When suppliers' brand is the preferred one, consumers refer they feel good by choosing the best brand whilst donating.

“Option b, brand and how much I trust in the diapers I usually use are the most important factors. Even though I don't get the discount, I am buying my preferred brand and helping at the same time” – P1

When private label is the preferred brand shoppers refer they feel good since they are able to save money, choose their preferred brand and also support a good cause.

“Option b. If my usual brand, in this case, Pingo Doce, is with the campaign I would choose it at the moment even though Dodot was with promotion. I think would not even compare prices. Pingo Doce is the brand I prefer and on top is helping. I would keep loyal to the brand and it would be a win-win situation. I would not change my purchasing habit.” - P2

Lastly, some shoppers say they would choose a hybrid option as it would allow them to save money whilst still helping.

“In this case, once more, I would buy 2 packs, 1 of each. I would be helping and also saving some money.” – P6

#### **4.4. Section 4 – Purchase intention assessment towards CRM on Low Involvement Purchase**

Shoppers are faced with the three different purchase scenarios explained in the methodology section and share their most likely behaviour. For each scenario, respondents answers are specified next.

**Scenario 1** – In this scenario participants respond with two different possibilities which are summarized in Diagram 9 and detailed afterwards.

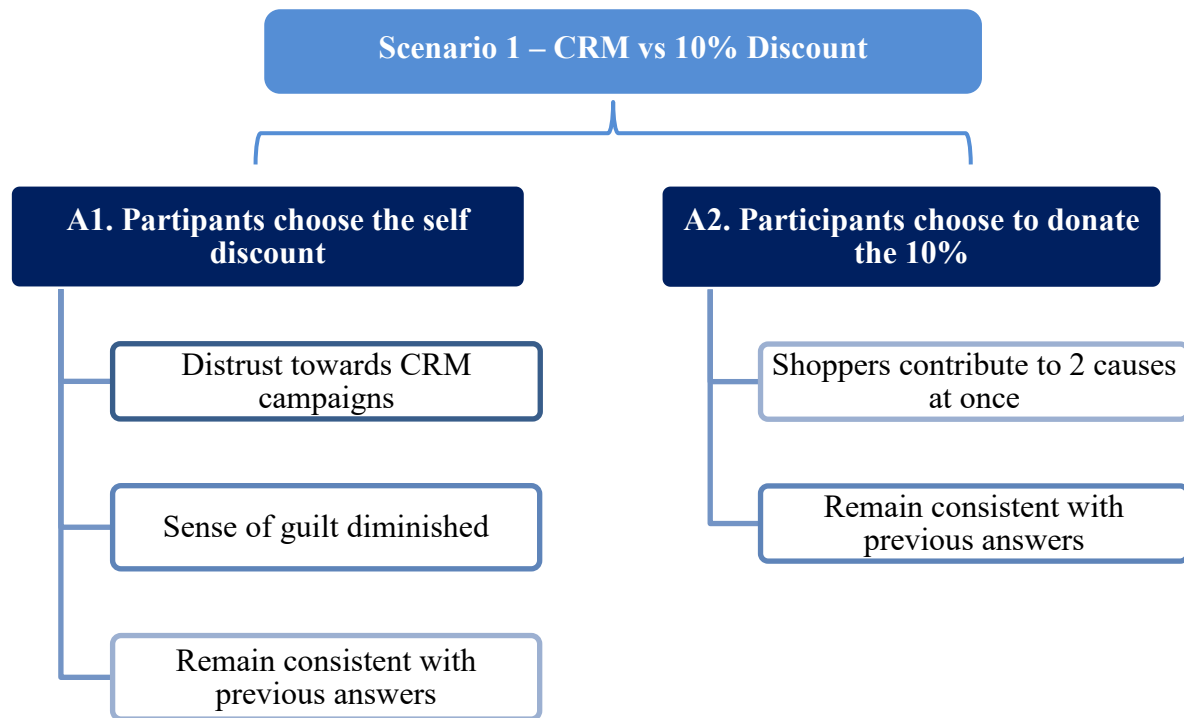


Diagram 9 – Participants purchase choices in Low Involvement considering a 10% price premium

The respondents are divided in their choices. There is no majority in any choice but there are no hybrid answers either, contrary to choices in high involvement context.

Shoppers who choose the self-discount are consistent across their previous answers and also reveal less guilt by choosing this option claiming they would already be aiding a cause by donating.

“I would keep choosing the discount every time, it doesn’t really matter if it is for me or to offer.” - P5

“Here I would go for the discount because I would feel less guilty about taking the discount for me as I am already helping by donating to “Ajuda de Berço”. – P11

On the contrary, buyers who choose to purchase diapers with the CRM campaign share their will to help 2 causes in a single purchase and in some other cases just share they still would be consistent with their previous answers.

“I would choose the diapers with the campaign since I can help, and it doesn’t make the difference if it is for my children or to offer. The only difference would be in the quantity I

would buy. Let's imagine my preferred brand is in promotion and on top has this campaign. Then instead of buying just one pack to offer I would consider buying more." – P1

"I would choose the option that has the campaign since I would be helping in 2 different ways, UNICEF and Ajuda de Berço"- P7

**Scenario 2** – In this scenario participants respond with three different possibilities which are summarized in Diagram 10 and detailed afterwards.

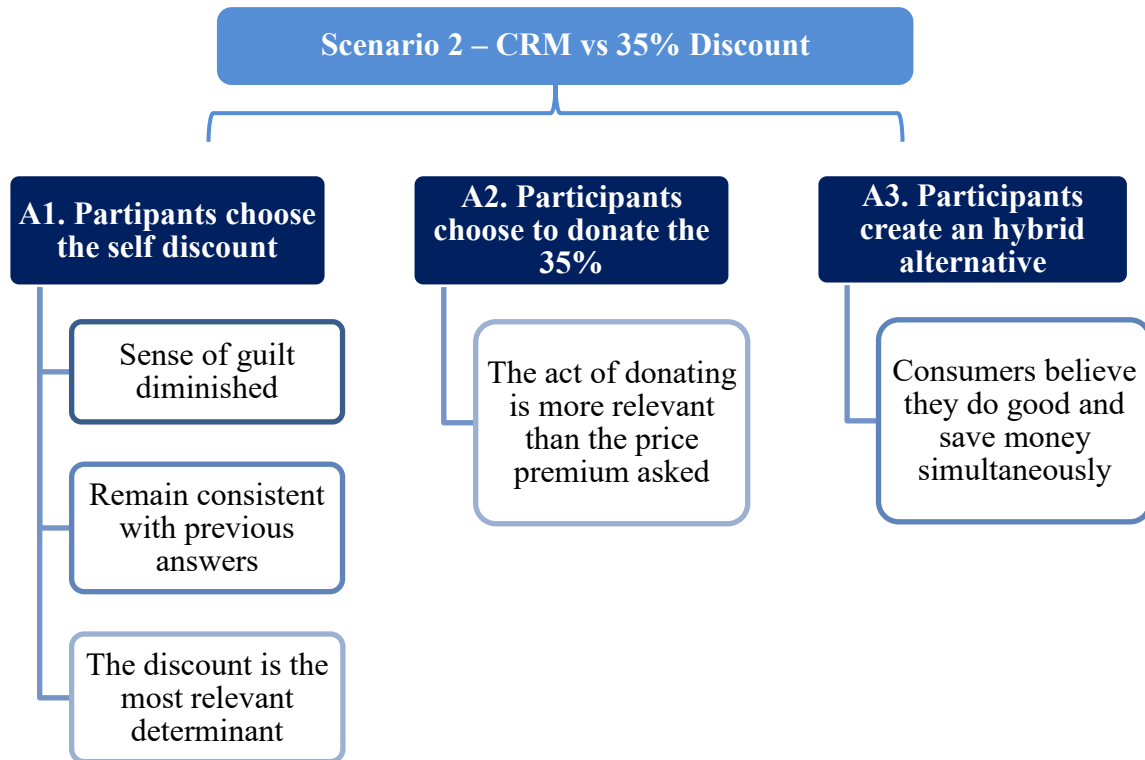


Diagram 10 – Participants purchase choices in Low Involvement considering a 35% price premium

In this scenario, the majority of respondents chooses the self-discount. The reasons pointed out are:

- a) shoppers refer they feel less guilty to take the discount since it is a purchase for donation.

"Option a, for the same reason, I'm already donating and helping "Ajuda de Berço", so I wouldn't feel as guilty as in the first scenarios you showed me when I was buying to my baby girl." – P11



b) shoppers are consistent with their previous choice and continue to be distrustful of CRM campaigns

“When donating I choose the same products as for my kids, so the brand I choose would not vary. Once more and being consistent I would choose the discount for me since I am very sceptical about the campaign.” – P5

c) consumers value more the discount than the CRM campaign

“Option a, since the discount is considerable. In this case, to donate, if I would see another brand with 50% discount I would consider buying it. I only buy some specific diapers for my daughter because I know it suits her, but that doesn’t mean other babies won’t adapt to a different brand. What is the best for my baby girl is not necessarily the best for other babies.” – P8

Consumers who choose to buy the diapers with the CRM campaigns were consistent on their choices and also referred they perceived a double benefit when purchasing the brand in cause.

“I would still go for option b for the same reasons as before. I think helping through these campaigns is amazing and if I can help I will choose to do it... but the campaigns by themselves would not be the decisive factor to buy. Since the campaign is in the brand I usually use, I buy it anyway and it doesn’t really matter if it is to offer as in the donation case we were talking about.” – P1

“Option b, as long as it is still affordable I would like to help the causes, UNICEF and Ajuda de berço. “ – P7

Lastly, few shoppers opt for a hybrid solution stating it would allow saving money and also supporting two different causes.

“I think I would buy again 2 packs, 1 of each option.” – P6

**Scenario 3** – In this scenario participants respond with two different possibilities which are summarized in Diagram 11 and detailed afterwards.

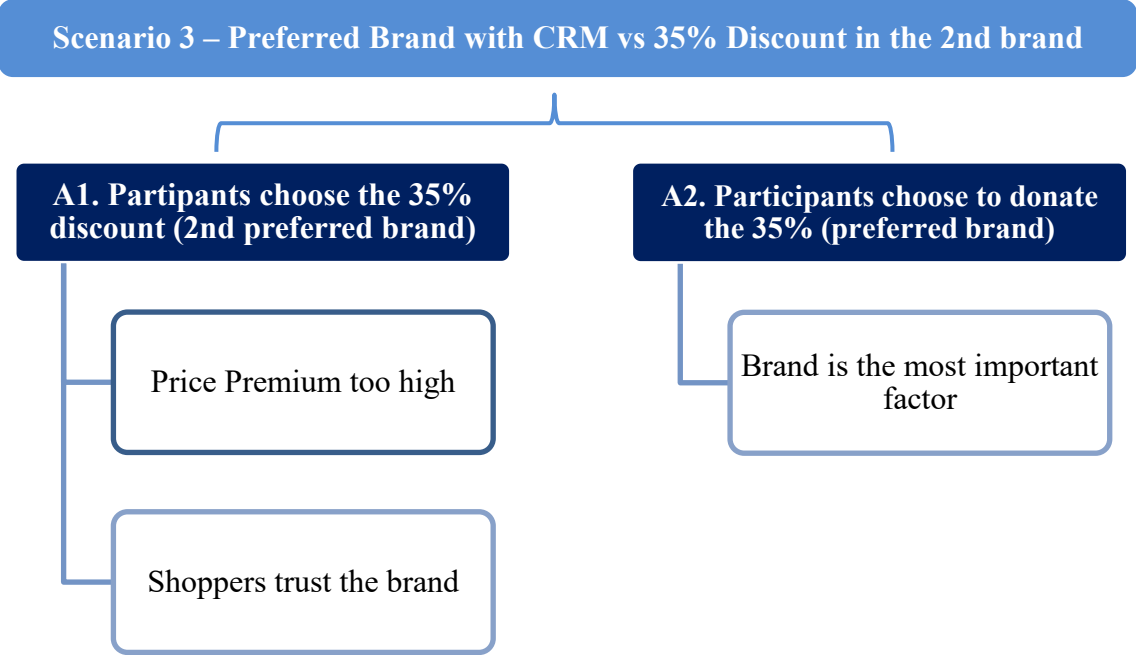


Diagram 11 – Participants purchase choices in High Involvement considering their brand

The majority of respondents acknowledges discount would be the decisive factor on which option to choose. In fact, if there were other diaper brand’s with more than 35% of discount, the top two preferred brands could even be disregarded for this scenario. Shoppers declare they find the price premium high and put in perspective that they are already donating, hence making an effort.

“It’s more complicated here to have to choose between my preferred brand (Dodot) and Pingo Doce, however the price would be the most important factor and I wouldn’t feel as guilty to buy Pingo Doce as I am helping... for these reasons, the discount,i.e. Pingo Doce diapers.” – P11

Some shoppers give up the discount and choose their preferred brand. However, the existence of the CRM campaign is usually not an incentive and the brand they trust in is the most important factor, as seen in the below testimonies.

“Dodot with the ongoing campaign. I am choosing the brand I find suitable and by chance it has the campaign on going. It’s not the campaign that makes me choose Dodot as I am very

loyal to the brand plus my options for donation are the same as if I was buying for my baby.”

– P1

#### **4.5. Section 5 – High & Low involvement comparison**

This section discloses the key similarities and differences on shopper intended behaviour regarding brand choice and the importance of discount for the two different purchase contexts explored above.

##### **A) Brand Choice**

Shoppers acknowledge, at the beginning of the interviews, they are somewhat loyal to just two brands when purchasing diapers for their kids while mentioning price as the decisive factor many times. The majority of respondents keeps choosing their usual two brands referring there are no differences when buying for themselves or for donation. Nonetheless, some participants would consider other brand options to donate according to the price since they believe their preferences are not necessarily the same as the receiver’s ones’.

This phenomenon somehow supports the underlying assumption of the study which aims to discover if there are differences when purchasing to personal use or to donate. Brand is a decisive factor in diapers, but circumstances of purchase play an important role in the choice, making it less of a decisive factor when the attachment with the end user reduces.

“To donate, I think I would look more for the discount than for the brand. So if there was another brand with a cheaper price, I would probably go for the latter one” – P6

##### **B) Importance of Discount**

As previously referred, when purchasing diapers in high involvement context consumers would only consider a maximum of 2 brands, even when in store other brands offered a higher discount. From the moment the context of purchase changed to low involvement, some shoppers show themselves more open to analyse different promotions occurring in store. In fact, I highlight the change of behaviour in some participants who became more price sensitive in the donation framework, hence considering brands which did not make part of the set of options at the beginning of the study. This change was observable for both small monetary donations (10%), making participants opt for the discount instead of the CRM campaign brand, and bigger donations (35%) in which they would not choose the offered discount in the known brand but rather a 50% discount in a new brand. Actually, even if one

of the top 2 brands had a CRM campaign, still different brands would be considered and chosen in order to allow savings.

Once more, context influences buying choices and price is proven to be a fundamental purchase driver in the diaper's category.

## **5. CONCLUSIONS**

The aim of this research was to investigate if diapers brand choice is influenced by the presence of CRM campaigns and if this choice differs when the purchase context is manipulated, varying between high and low involvement context. In addition, the study aimed to understand if CRM is an efficient alternative strategy to persuade brand choice when compared to regular promotions. Eleven in person interviews were conducted to address the objectives.

### **5.1. Major Findings**

The findings from this study have managerial implications for brands that wish to introduce CRM campaigns as part of their marketing and CSR strategies.

#### **1. CRM success is contingent on campaigns design and execution**

According to the present study CRM does not seem to be a key determinant factor considered when purchasing diapers. Nevertheless, participants often mention they are not aware of such campaigns and that would be highly relevant during the actual act of purchase. One must highlight that awareness is decisive in allowing CRM to be a successful purchase determinant. Henceforth the importance of designing and executing flawless CRM campaigns. First, the campaign design should enable emotional connection towards the supported cause and explain why it is a relevant issue to solve. Additionally, it should state when will donations take place and where can the results of the campaign be accessed. In fact, to avoid the sense of distrust regarding CRM causes, consumers need to understand the positive impact generated. Second, the campaign execution should privilege two main channels– instore execution and campaign presence in social networks. The former channel allows to impact the consumer in the exact moment of their purchase. Drawing shopper's attention towards a CRM campaign may be effective in increasing the likelihood of purchase. To accomplish it one possible recommendation is to have specific point of sales materials communicating the campaign during the valid period. The latter channel allows to reach consumers even before

they go into stores and it seems to be effective as some of this study participants referred, they only knew past CRM campaigns through social networks. One recommendation to pursue this communication goal is to have influencers as brand ambassadors promoting the ongoing CRM campaign. According to Kiss and Bichler (2008) influencers allow messages to be conveyed to the general public in a fast and trustworthy way.

In sum, CRM campaigns must appeal to consumer's emotions, be heavily communicate in store and the campaign results should be shared.

2. CRM generates dissimilar reactions in consumers and they are only open to pay a restricted price premium

This study also allows to conclude CRM impacts differently each person. Some respondents reacted positively to the campaigns, but others completely distrusted them. Undeniably several factors influence these reactions. For instance, the perceived underlying motivation to engage in CRM. Consumers who believe in the benevolent intention of the brand are more prone to buy whilst the ones who believe brands are doing it for self-interest are very unlikely to buy it. From another perspective, past research by Muller et al (2013) has concluded that consumer is price sensitive and CRM campaigns are only effective if donations do not exceed approximately 13% of product value. The present study demonstrates this finding for the diapers category which had not been studied yet. As mentioned by Burnett and Wood (1988) the pro-social behaviour is dependent on the price trade-off and this study confirms that 35%, even when considering a single purchase and considering consumers preferred brand, seems to be an unbearable cost to a majority of respondents.

3. CRM Campaigns may be an effective strategy to drive private label brands choice

Before babies are 6 months, old key purchase determinants include providing the best baby wellbeing and using brands with a good reputation, ensuring babies' safety is privileged. Price is also not an unneglectable factor therefore promotions play an important role. They allow parents to buy suppliers' brand with the best possible deal and often in higher quantities at once, permitting parents to stock up diapers at home.

Typically, and as referred in the results section, when babies are older than 6 months parents are more open to try brands different from the ones they usually purchase. This happens mainly due to economic reasons as parents often realize diapers represent a considerable

expense on their household budget. According to mother's beliefs babies' skin is less sensitive as the baby grows. The probability of jeopardizing a child's wellbeing when switching brands is reduced.

Nonetheless, subjects need an incentive to try unknown brands. One common encouragement is the recommendation provided by other parents. Truthfully, some of the participants have mentioned brand referrals as an important purchasing driver. Another mentioned factor was instore stimuli that could catch shopper's attention towards a presumably unexpected purchase. The latter fact allied to a transition moment could be the ideal moment for private labels to invest in a CRM campaign to promote their diapers. Price would not be a consumption barrier as private label brands have a main advantage when compared to suppliers' brand – they are in essence cheaper. In this way, a well promoted CRM campaign might be a differentiating factor to trigger parents purchase intentions when in store. The CRM campaign could be effective in achieving three different goals: (a) bring new consumers to trial private label; (b) capture shoppers that are indecisive between suppliers' brand in promotion or private label and finally (c) improve private label brands' reputation among shoppers due to the adopted prosocial behaviour.

“For instance, if it was Pingo Doce with UNICEF campaign and Dodot with discount I think I would go for Pingo Doce diapers because it is a Portuguese company, I could understand how the campaign ended up... with Dodot I think we would never be completely clarified on the results. That's why if Dodot is with UNICEF's campaign and Pingo Doce with the discount I would still choose Pingo Doce and, in that way, have the discount for me. I would choose according to the price. Indeed Pingo Doce is already a relatively cheap *brand*, so it wouldn't be so harmful financially for me. Pingo Doce, being Portuguese, but associating with an international organization as UNICEF, I would feel safer and more comfortable donating knowing the campaign would, as a matter of fact, accomplish what it had proposed to.” – P9

#### 4. CRM influences consumers brand choice in a heterogeneous way when considering high and low involvement contexts

The underlying assumption of the current study relied in the belief there are differences in purchasing choices when for self-use or for others. According to the results and for the diapers category the majority of consumers stated the products they chose for their children are the same as the one they choose to donate. Despite it, some shoppers who did not opt to donate when in a high involvement context have chosen to donate when in a low involvement

context and the contrary behaviour intention was also observable. When purchasing for self-use, not choosing CRM often meant the trade-off only considered the monetary expenditure whereas when choosing to donate, the reward of the double impact was added in the decision. The positive benefits deriving from the purchase choice supported and increased the warm glow felt by consumers in two different ways (a) – reducing subjects sense of guilt when choosing the discount rather than the brand with a CRM campaign ongoing and (b) – leveraging participants sense of mission accomplished and pride when choosing the brand with the CRM campaign, even in a donation scenario.

## 5.2. Limitations and Future Research

Some future research directions stem from the limitations of the present study.

The first limitation is associated with the use of interviews as a primary source of data. It is feasible to assume that, to a certain extent, the responses may be biased due to a social desirability bias. According to Robert Fisher (2002), the bias results from “the desire of respondents to avoid embarrassment and project a favourable image to others.”, in this case for the interviewer. A proposed solution to validate the findings from the study and overcome the outlined limitation is conducting a field experiment. It would be particularly valuable, since it would not be based on imaginary storyboards, hence allowing to study the actual behaviour of participants and not their intentions.

For example, when considering the second scenario of purchase (in which respondents had to choose between getting 35% of discount for themselves or donate the same value) some participants admitted they would choose the discount, while others being indecisive either opted to say they would choose an hybrid option or that they would actually donate. In the latter cases the doubt remains if what consumers said they will do will correspond to their real behaviour. A suggestion to overcome this limitation is to expose shoppers in a supermarket with the same options as in the study. Furthermore, adding a third option with a higher discount could also help on understanding whether or not the discount option was not chosen in the interviews due to social desirability bias, but it would be chosen in real context where there is no third person judgement.

The third finding from the current investigation suggests CRM will be more effective in private label brands. It would be interesting and valuable to conduct an experiment field to test and validate this theory. For retailers this finding, if holding true, can become a font of additional revenue by bringing in more consumers and, for social causes, it would be an affordable way to showcase their work, share their results and to raise funds.

Second, interviews have allowed to disclosure relevant topics in the field of CRM nonetheless it is relevant to see if the results are congruent when running some quantitative research based on the findings. It is suggested future research which applies quantitative scales to evaluate purchase intention and efficacy of CRM campaigns recurring to a larger sample. Taking once more the third finding as an example, future researches may evaluate if in a scale of purchasing likelihood shoppers are more prone to buy private labels or suppliers brand with CRM campaigns ongoing. Moreover, scaled questions regarding the perceived underlying



motivation of brands to engage in such campaigns may be adapted to aid on understanding if consumers, by feeling closer to retailers, when they are Portuguese, actually translates in more trust towards the campaigns promoted by them.

Lastly, this research has used diapers as a specific object of study. Future research could investigate the efficacy of CRM for other products within the baby category, validating whether context is or not important in such conditions. Doing such would (a) generate knowledge to potentially extract more value for companies that operate in categories in which consumers stay just a limited period of time (b) allow more generalizable conclusions.

Following on the above, it is known family's expenditure increases when babies are born, leading to higher price sensitive for most households, such as the one referred when purchasing diapers. For instance, it may be interesting to see if this price sensitive applies to two different categories of baby products (a) baby milk, since it is usually less expensive than diapers and is a frequent purchase for newly constituted families and (b) child care category such as baby carriages which are usually one shot premeditated purchase that demands a big expenditure.

## 6. BIBLIOGRAPHY

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## 7. APPENDIX

### Appendix A – Interview Script

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**Note : consumers = participants = subjects**

#### **Part A.**

##### **Introduction**

Welcome participants and share the study will take about 1h/1h30. The information is anonymous and will only be used for the dissertation purpose. Ask for permission to Audio and Video record the session, explaining the records intend to help analyse the outputs from the focus group.

Comments made during the group discussion will not be attributed to any individual and there are no right or wrong answers.

##### **Purpose of the study**

To understand what factors are important when purchasing diapers, mainly if CSR actions influence purchasing choices

#### **Part A – Identification of factors**

##### **A1. Factors.**

What factors are important when you buy diapers for your baby?

- Why are X and X factor important?
- Did the factors change according to the baby stage?
- When in store are there any stimulous that make you re-consider the importance factors you described above?

#### **Part B – Cause Related Marketing**

Cause Related Marketing are initiatives brands take to support social causes through every purchase you make.

Here are some campaigns I would like you to watch:

##### **Example 1 – Chicco dá Vida**

##### **Example 2 – Dodot Prematuros**

Perceptions about the campaign. What do you think about these campaigns?

- Did you know about any of the campaigns?
- Do you think the supported causes are relevant issues to be solved? How important?
- How do you perceive the fit between the supported cause and the brand?
- Why do you think the company engage in such a campaign?

#### **Part C – Cause Related Marketing High Involvement**

Campaigns and purchasing behavior. Imagine that you are about to buy diapers and you have to choose between 2 options.

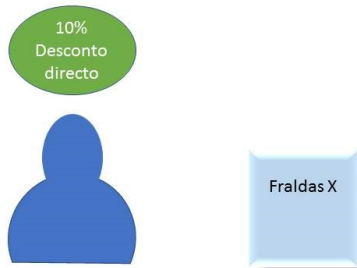
- What did you think about the 2 options?

- Which option did you choose and why?
- What campaigns do you think are more effective in influencing your purchasing behavior?

### Cenário 1

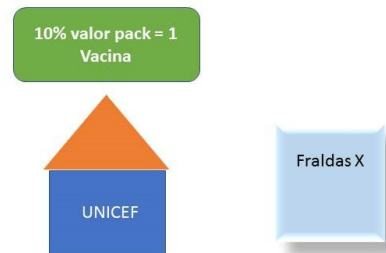
#### OPÇÃO A

##### Promoção da Semana



#### OPÇÃO B

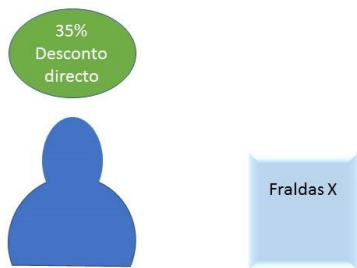
##### Campanha UNICEF



### Cenário 2

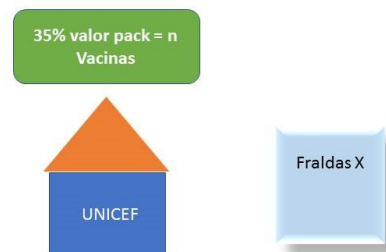
#### OPÇÃO A

##### Promoção da Semana



#### OPÇÃO B

##### Campanha UNICEF

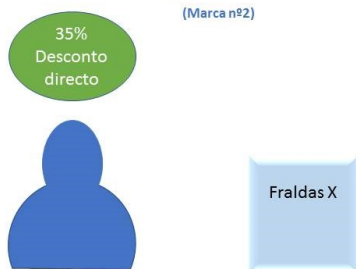


### Cenário 3

#### OPÇÃO A

##### Promoção da Semana

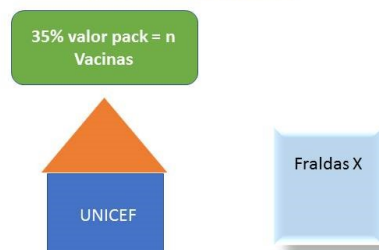
(Marca nº2)



#### OPÇÃO B

##### Campanha UNICEF

(Marca comprada habitualmente)



## Part D. Cause Related Marketing Low Involvement

“Now imagine you went shopping and **"Ajuda de Berço" is asking shoppers to donate diapers.** You have the chance to contribute. *"Ajuda de Berço" is an organization for unprotected babies and children. It aims to provide shelter and comfort to orphan children aged 0 to 3 years.*”

- What did you think about the 2 options?
- Which option did you choose and why?
- What campaigns do you think are more effective in influencing your purchasing behavior?

## Part E.

Thank presence and ask if there is any information not discussed about the topic that subjects would like to add.

Share with participants survey to collect demographic information & overall satisfaction with the participation in the experience.

## Appendix B – Participation Survey

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Olá!

Obrigada pela tua disponibilidade para a entrevista. Está a ser muito importante para a minha tese. Para completar os dados que recolhi preciso que me contes um pouco mais sobre ti.

São perguntas muito rápidas e diretas.

Uma vez mais, obrigada!

Mirali

---

Qual o teu género?

Feminino

Masculino



Qual a tua nacionalidade?

Qual a tua idade?

Qual o grau máximo de escolaridade que completaste?

Ensino Básico

Ensino Secundário

Licenciatura

Pós-Graduação

Mestrado

Doutoramento

Outro, pf especifica

Quantos filhos tens?

Qual a idade dos teus filhos? (No caso de terem até 4 anos, pf responde em número de meses exemplo - 6, 9, 12, 15)

Considera as afirmações abaixo:

	Concordo totalmente	Concordo parcialmente	Não concordo nem discordo	Discordo parcialmente	Discordo totalmente
Gostei de participar nesta entrevista	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Considerei as questões fáceis de entender	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Achei o tópico abordado interessante	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



Obrigada pelo teu tempo!

## Appendix C – Detailed Thematic Analysis

<b>Section 1 – Key Determinants of purchasing choice</b>	
<p><b>Baby Well Being</b>            In this category parents refer factors important to guarantee the baby's well-being. The variables include baby's comfort and dryness throughout the night. The diapers specifically should be affordable, adjustable and prevent rashes, bad odours and allergies.</p>	<p>“ The diapers must be very comfortable for the baby and should not cause allergies or rashes” - P1            “When she was new born, her comfort was my main concern. Her skin was very sensitive and I was afraid to hurt her” – P2            “Price, comfort and respect for the baby's skin are the 3 main factors I'm concerned about when buying diapers.” - P2            “It is important the baby is comfortable and dry, I know I should also mention the environmental impact, but in fact the 2 factors I mentioned are more important for me at this stage” – P3            “I like the diapers to be absorbent and do not leak. Also the fact they don't create rashes is important” – P4            “The diapers should be adjustable, avoid leaks and rashes” – P5            “I choose the diapers that keep my baby dry the longest time without hurting her” – P6            “Absorption, diapers that do not leak , prevent rashes. And then I consider the price and look to have a good price-quality balance. “ – P7            “For me quality implies: diapers that do not cause allergies to my girls, do not leak and aren't smelly. Also they should be comfortable for the babies, soft and adjustable.” – P9</p>
<p><b>Brand</b>            Most interviewee's highlight they are loyal to 1 or 2 brands, with few factor weighting to make them switch for another brand. Parents that are I the experimental phase refer they are trying different brands according to the price and testing their baby's adaptation.</p>	<p><b>Preference for a single brand</b>            “I am loyal to Dodot and even the family of the diapers. I only changed under the same brand because there was no longer my baby's size. In other products, for example creams, if there is promotion I may think about switching brand, but not in diapers” – P1            “Once I've tried Pingo Doce private label and my baby is fine, I do not find it necessary to buy Dodot or any other brand, just because of the brand itself.” – P2            “I only buy the blue Dodot. (...) I am so happy that I consider myself very loyal to the brand. The only thing that might make me rethink it is the environmental impact. I would consider ecological brands.” – P3            “At the moment I only use DODOT, since my baby's skin is ultra-sensitive. However for my first girl I only used brands In the 1<sup>st</sup> year ( according to the promotions I chose Dodot or Huggies), but afterwards I started using Pingo Doce's diapers and didn't change more until she didn't need them anymore.” – P6  <b>Preference for 2 brands</b>            “I am very loyal to Dodot and Pingo Doce's private label. My choice is always between these 2, depending on the price” – P4            “I only use Dodot or Pingo Doce, since these 2 were the brands I knew from my first child and one of them is always in promotion.” – P7</p>

	<p>“I use Dodot when there is promotion. Otherwise I use Pingo Doce.” – P9</p> <p><b>Experimental phase</b></p> <p>“At the beginning we used Dodot during 3 weeks. After that we’ve found another brand – Libero, that is cheaper and to which our baby has adapted. But we are still trying different brands, including private labels.” P10 and P11</p>
<p><b>Age</b></p> <p>Age is an important factor. Several parents show concern regarding the fit between the baby’s age and the diapers they are using. Parents show preference towards manufacturer brand when baby’s are smaller, usually around 6 months. After this age parents lean more towards private label diapers. Some parents, who have their second child show themselves more prone to use private label even before the 6 months.</p>	<p><b>Less or equal to 6 months:</b></p> <p>“Until the second month I only used Dodot Sensitive, after that I also started using Pingo Doce’s private label diapers.”- P5</p> <p>“When she turned 6months I started using private label as well. It was the right timing since she was using less diapers per day” – P7</p> <p>“Diapers size is also an important factor. Since our baby had less than 3.5kg when she was born, there weren’t many brands to choose from. Only Dodot had size 0 and later we found another brand with the size we needed.” – P10</p> <p><b>Between 6 and 12 months</b></p> <p>“At the beginning I only used Dodot Sensitive. Now that she is 10 months, her skin is not that sensitive, so I also buy Pingo Doce’s diapers” – P4</p> <p><b>More than 12 months</b></p> <p>“I think there are 2 different moments, when they are new borns, we want to buy the best for the baby skin so we go for the safer and most well communicated brands. When the baby is older ( more than 1 year), price became more important and I switched from Dodot brand to Private Label (Pingo Doce) “ - P2</p> <p>“I started using private label brands more or less when she turned 1 year old. She is now 14months old. “ – P8</p>
<p><b>Price &amp; Promotions</b></p> <p>Parents highlight price and promotions as a key purchase determinant. It is considered one of the most important factors. Some parents are very sensitive to price, opting to choose private labels the majority of times. Other respondents are somewhat sensitive to price, saying they would choose private label only when their preferred brand is not in promotions. Last, some shoppers are not</p>	<p><b>Price as purchase determinant:</b></p> <p>“The first factor I consider is the price. Afterwards is the absorption, meaning she is dry when she wakes up.” – P8</p> <p>“(…) And of course the price is important” – P4</p> <p>“Price and quality are the 2 factors I consider when buying diapers.” – P9</p> <p>“Without any doubts price is important.” - P10</p> <p><b>Parents very sensitive to price</b></p> <p>“The price is important but only to the extent I do not jeopardize my baby’s well-being. I’ve tried private label and she was ok, there was no intense smell so I started buying these cheaper ones, because at the end of the day diapers represent a big expenditure” – P2</p> <p>“I do not see a difference in the product that justifies paying more for branded diapers when compared to Pingo Doce’s private label ones” – P2</p> <p>“Price and promotions are very important indeed. For example, for my first baby I tried several brands and since she adapted well, I always used the cheapest ones, Pingo Doce.” – P6</p> <p>“Private label is always cheaper than actual brands, that’s why</p>

<p>price sensitive at all and always buy the same diapers.</p>	<p>even if Dodot has promotion for example, we would still choose private label.” – P11</p> <p><b>Parents somewhat sensitive to price</b></p> <p>“I am very loyal to Dodot and Pingo Doce’s private label. My choice is always between these 2, depending on the price” – P4</p> <p>“Price and quality are 2 main factors I consider important(...). Depending on the price, meaning promotions level, I either choose Dodot or Pingo Doce” – P5</p> <p>“I only use Dodot or Pingo Doce, since these 2 were the brands I knew from my first child and one of them is always in promotion.” – P7</p> <p><b>Parents that are not sensitive to price always choose their preferred brand, as exemplified in the “Brand category”</b></p>
<p><b>Environmental Impact</b></p> <p>Many parents proactively referred their environmental concern when choosing disposable diapers. Important to notice in most cases this worry didn’t translate to real behaviour change and the use of alternative diapers. Indeed the majority of respondents say they are concerned with their ecological footprint but not open to change for environmentally friendly diapers in the near future. The reasons presented are economic and unpractical diaper changing.</p> <p>Parents who are open to change await friends reviews to switch or hope to find more competitive prices.</p>	<p><b>Parents concerned with their ecological footprint but not open to change for environmentally friendly diapers</b></p> <p>“I think it important to care about the environment, but in my case it would be very hard to consider buying re-usable diapers since cleaning them afterwards would be annoying and I don’t have enough information to exactly know the amount of work having these type of diapers implies in my day to day life. I am not that open to try, but if someone would explain me how it works I would hear and maybe think if it is an option. “ – P4</p> <p>“I know the impact of all these diapers is huge, but logistically It seems impossible to use the re-usable one” – P5</p> <p>“I’ve seen the prices for eco diapers and also how to use them, but they were very expensive in comparison to the ones I bought at the time” – P6</p> <p>“At the beginning I was open to try re-usable diapers. Actually I had a close person telling me about her experience with the diapers and how excited she was. However I didn’t move forward for several reasons, some of them being the actual negative impact I would have by using more water, the increase in water expenses, the logistics. I’ve done the math and I would probably save around 150€ in diapers, but this saving was not accounting for the water expenditure increase. All in all, the balance for me was negative and I would still have a negative impact on the environment and would not save me money. “ – P11</p> <p><b>Parents concerned with their ecological footprint and open to change for environmentally friendly diapers</b></p> <p>“If I change it would only be to ecological diapers if I knew as a fact that those provide the same baby well-being as the disposable ones but with a lower environmental footprint. In my second baby, if my friend that is pregnant now has a good experience with ecological diapers, I will also try.” – P3</p> <p>“If I had better financial conditions I would go for more ecological diapers. I understand disposable diapers pollute a lot and if there was an affordable way for me to reduce my ecological footprint I would consider doing it.” – P7</p>
<p><b>Accessibility</b></p>	<p>“For my first child I used to always buy Dodot. Now with the</p>

One person refers diapers choice depends on the place of purchase and which are the accessible brands.	little one I have started trying and using private label. According to the supermarket I am at I use Pingo Doce, Jumbo or Continente.” - P8
<b>Habit</b> The respondent refers her purchase choice as an habit, with few external stimuli impacting in the decision moment.	“I feel like many times I go to buy thins in auto-pilot mode and I don’t notice if other things are happening in store, but if there is a stimulus with prosocial campaigns with a big highlight maybe I can be impacted and re-think my choices...” – P10
<b>Reviews</b> Some interviewee’s refer the importance of reviews to consider distinctive diapers brand. They refer reviews are especially relevant when trying new brands.	“(…) and the brand is also important. In the sense I will choose a brand that has credibility among other mum’s” – P10 “To my daughter, if I had my second brand with a 35% discount and another brand I had not tried yet with 50% I am not sure if I would consider buying it. That option would only be considered if I had heard any good reviews or had heard about it enough to make me want to risk and change.” – P4 “We take into consideration the reviews of mum’s on Facebook and according to that and the price we are trying different diapers.” – P11

<b>Section 2 – Perceptions about Cause Related Marketing Campaigns (CRM)</b>	
<b>Awareness</b> Respondents share their awareness regarding past CRM campaigns in the baby category. Some respondents say they either knew the 2 campaigns presented or at least 1 of them. Others refer they didn’t know any of the campaigns.	<b>High awareness about the campaigns - Respondents knew both campaigns</b> “ I knew both of the campaigns” – P2 “I knew both campaigns through social media.” – P9 & P10 <b>Partial awareness about the campaigns - Respondents knew at least 1 campaign</b> “I got to know Dodot’s campaign through social media. I knew only that one.” – P3 “I knew the campaign of Dodot Prematures and become aware through social media” – P4 “I only knew Chicco’s campaign” – P5 “I only knew Chicco’s campaign. I think I’ve seen it on TV” – P8 <b>No awareness about the campaigns – Respondent’s didn’t know about any of the campaigns</b> “I actually didn’t know any of the campaigns.” – P1 “I didn’t know any of the campaigns. However maybe if when I was buying I had known it I would have tried Chicco’s Diapers.” – P6
<b>Brand-Cause Fit</b> Shoppers say they believe the supported cause is aligned with the brands’ core	“I believe both causes relate to the brands and are important issues to be solved. Above all I think the brands will help the most in need “ – P1 “There is a match with between the brand and the supported cause. It is not a “forced match”. It makes all the sense and I

<p>business.</p>	<p>can understand the campaigns were well thought and presented.” – P2  “I think the brand and cause association makes sense in the 2 examples you have shared with me. For Dodot, I can’t even imagine how the mum’s must feel having so tiny babies. I guess it is a huge concern and knowing there are products as these premature diapers to help on the baby comfort is something that somehow must them make feel better. For Chicco I didn’t exactly understand for what are they donating, but I feel like for the brand is just 1%, but for sure for the hospital is a huge help on providing better service”- P4</p>
<p><b>Consumer – Cause Fit</b>  Shoppers explain how much they identify and connect with the supported causes. The vast majority states they relate more with emotional campaigns.</p>	<p>“I emotionally connect and identify with Dodot’s campaign because my daughter was premature. It is amazing they have developed these diapers. It is not that common to see brands associating and dedicating to causes in this way. It is an interesting product and answers a real need” – P2  “I identify more with Dodot Prematures’campaign. For Chiccos’ the problem being solved should not be a brand concern but more of the Government. And 1% is too little, even if it makes the difference, if there was more public resources invested it would make more sense.” – P7  “I relate more with Dodot Prematures’ campaign. It is a sensitive topic and touches me. Also they’ve done a great job in the add by showing the baby and all that. Prematurity is a reality very different from the one mum’s with full-term birth babies face. These babies may have a lot of complications.” P8</p>
<p><b>Brands’ underlying motivation</b>  Shoppers explain which they believe are the reasons behind brands prosocial activities such as CRM campaigns. Some shoppers believe firms’ actions are altruistic, others that they are merely conceived to increase profit and few others see it as a double goal strategy, to do good and sell more.</p>	<p><b>Intrinsic motivations – Consumers who believe the brand has altruistic motives to engage in CRM</b>  “Well, I believe in the past few years CSR has been increasingly important for companies and they are working more towards that field. So I think these campaigns go in line with that in the first place. Moreover I like to believe these engagement occurs also to answer a real need the companies have identified, i.e. , they have thought in depth how they can use their best knowledge to actually help and haven’t done it just because they look to pursue their commercial interests above all the rest.” –P2  “Chicco and Dodot are big brands, so they are powerful in their messages to the consumers...So I think they developed such campaigns to raise awareness and because they can have a positive impact. If it was for example a small brand that sells biodegradable diapers, the impact would not be as strong as with these 2 brands.” – P7  “Both brands are powerful and reach people more easily than other brands.” – P8</p> <p><b>Extrinsic motivations – Consumers who think the brand has egoistic reasons to engage in CRM</b>  “If Dodot wanted to donate, they shouldn’t need me to buy diapers for them to make it. This only reinforces that brands do</p>

	<p>this only to earn more money.” - P3</p> <p>“The idea is to raise awareness about the problems and also influence mum’s to buy the product. If parents are buying and they are see information saying they are donating to an hospital they are special sensitive to it and might think about buying the product, or eventually buy more to feel they are also doing their part to help. It is likely the communication influences people a lot, especially with a touching campaign such as Dodot Prematures’ one. Being trustworthy or not, the companies end up reaching their target.” - P5</p> <p><b>Intrinsic and extrinsic motivations – Consumers who think the brand has both genuine and egoistic reasons to engage in CRM</b></p> <p>“I think the brands want to help. And honestly they probably don’t lose that much money doing it and they get benefits such as more visibility and brand awareness. Consumers perception on the brand also become more positive regarding socially responsible practices when compared to other brands. I feel Dodot and Chicco are not only concerned about selling more, but actually making the difference and helping those more in need. Of course they also look for the publicity and awareness they get out of doing this.” – P4</p> <p>“I’m not sure why brands engage in such campaigns, but maybe it is marketing related with some good will to aid people that are more in need in way the company can sell more and also help.” – P6</p> <p>“ I’m not sure why they did it but I think they must do campaigns like these to show their social responsibility. Overall I would say it’s to build their image and sell more. They want to differentiate from competition. Also I think Dodot offering diapers is the perfect match and for Chicco, they are still aiding children, so it makes sense, but it’s not a direct connection as It is with Dodot.” – P9</p> <p>“I think these campaigns are part of the company’s CSR activities but it is also a marketing tool. Brands’ reputation and credibility among consumers will increase. Also, both brands are big enough to create a positive impact and raise awareness” – P10</p>
<p><b>Attitude towards CRM</b></p> <p>Some consumers claim they distrust the results of CRM campaigns and if they are aligned with society’s real needs. Additionally other shoppers refer they are sceptic about the truth of the</p>	<p><b>Consumers distrust the results of CRM campaigns and if they are aligned with society’s real needs</b></p> <p>“I always wonder why companies engage in such campaigns. Will they really donate what they say they will donate? Do they ask what is needed or they just give what suits them the best? What are the results? How are they tracked?” – P3</p> <p>“I think its impactful the way brands communicate the causes. One of the thing I’ve asked myself is if the campaigns answer real needs of the community? Are the items really being donated? Are brands aware that consumers may be more quantities due to their communication and so they must really</p>



<p>campaigns and question the amounts donated. Other customers highlight they prefer not to associate with brands to support causes. The main reason is they can donate by themselves and see the results.</p>	<p>be accountable for their acts? But I haven't put more in depth thought in to the subject." - P8</p> <p>"I'm not quite sure whether the brand actually donates what it says it will donate. For the campaign of Dodot and premature you showed me, it's not the fact that he brand is donating that triggers something in me, but more the fact they actually developed such a needed diaper with their expertise. Also, they are donating one diaper, it's not much compared to the size of the company and even though is better than nothing, the impact will be for the 2 hours the premature baby uses the diaper. So much more could be done" –P3</p> <p><b>Customers who are sceptic about the truth of the campaigns and question the amounts donated</b></p> <p>"I really don't know how true these campaigns are...It's not a factor that influences my purchasing behaviour. At all. I would not be tempted to buy just because the brands claim to be helping." – P5</p> <p>"1% seems almost nothing for Chicco... Dodot's campaign makes more sense for me –donating 1 diaper per purchased pack sounds more trustworthy and fair. Also I didn't like Chiccos' diapers when I tried in my first baby, so that could be biasing my answer." – P9</p> <p>"Maybe if the campaigns communicate what exactly are we giving instead of % I feel more secure as it is more tangible." – P10</p> <p>"Also, in Chico's campaign we are talking about 1% it is a residual amount and I don't personally connect with the cause as it happened with Dodot and the Prematures campaign. (...)" –P2</p> <p><b>Shoppers preference not to associate with brands to support causes</b></p> <p>"I think these campaigns purpose is to raise awareness but mostly also a marketing strategy to make me choose a specific brand as consumer. But I don't believe in having to associate to a brand or other in order to help. If I want to support a cause I can do it myself in other ways." – P7</p> <p>"I'm not a believer in these type of campaigns. I prefer to donate myself than trust third parties to donate for me." – P3</p>
<p><b>Impact on purchasing moment</b> Shoppers elaborate on their beliefs about the impact of CRM campaigns at the purchasing moment. Many elucidate CRM by itself, in this category would not be a differentiating factor</p>	<p><b>Shoppers claim CRM campaigns are not a purchase driver in the purchasing moment – Determinants such as price and baby wellbeing play a more important role</b></p> <p>"The fact the brands are engaging in such campaigns would not be enough to make me buy. Maybe I could buy more, but I would not change what I already use to this brand because of the campaign. I would not change for diapers that I believe are for example harmful for my children, just to help others as publicized in the campaign" – P1</p> <p>"For these baby products I don't think I would buy just because the brands have these campaigns. Maybe if we were</p>

<p>nor a buying driver. Determinants such as price and baby wellbeing play a more important role Others elaborate on the requirements a brand must follow for CRM to be effective :</p> <ul style="list-style-type: none"> <li>a) Reasonable amount donated;</li> <li>b) Good instore communication of the campaign;</li> <li>c) Information regarding the expected end result of the campaign;</li> <li>d) No price premium to pay and see the purchase as a trial moment</li> </ul>	<p>talking about other categories I could act differently and think about switching the brands. Also, in Chicco’s campaign we are talking about 1% it is a residual amount and I don’t personally connect with the cause as it happened with Dodot and the Prematures campaign. (...) Still, if I had to choose buying Pingo Doce diapers in promotion or Dodot with the campaign, I would choose Pingo Doce because of the price. ” – P2</p> <p>“I work in the social field, so I don’t really need these campaigns to know how to help, I wouldn’t need to associate to a brand. If I need to buy the product I will buy it, it’s not the fact that there is campaign that will trigger the intention to buy, at least for me.” – P2</p> <p>“None of the campaigns would make me buy the brands. The most important factors would be the ones I referred previously.” – P7</p> <p><b>Shoppers elaborate on the requirements CRM needs to fulfil to be considering a deciding factor in the purchasing moment</b></p> <ul style="list-style-type: none"> <li><b>a) Reasonable amount donated</b> <p>“1% is so little. It seems the brand is doing it much more for marketing and selling purposes. I would not stop buying the brand because of the campaign but I would not buy it or buy more because of it.” – P3</p> <p>“1% seems almost nothing for Chicco... Dodot’s campaign makes more sense for me –donating 1 diaper per purchased pack sounds more trustworthy and fair. Also I didn’t like Chiccos’ diapers when I tried in my first baby, so that could be biasing my answer.” – P9</p> </li> <li><b>b) Instore communication of the campaign</b> <p>“This (Dodot Prematures Campaign) is something that could lead me to potentially buy the products. But I don’t think when in store I was exposed to the campaign. I’ve only seen it on Facebook” – P4</p> <p>“I feel in these type of campaigns the end consumer doesn’t have much information. When I am actually shopping, either the campaigns are not communicated at all or I don’t see enough information. In store communication would be the more effective way to make me re-think what to buy.”- P4</p> <p>“In order to make me re-think my usual purchase the campaign should be very emotional and I would need to connect strongly with it. On top I should be exposed to it often, especially in the store when I am deciding what to buy.” – P2</p> <p>“For example, the way the campaigns are presented in store when I go shopping is important. If I had a very discreet mention to Dodot’s premature campaign informing about the donation and another social campaign very visible and with a strong message about UNICEF, even if I connected more with prematures before I would probably help UNICEF. ” – P11</p> </li> <li><b>c) Information regarding the expect end result of the campaign</b></li> </ul>
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	<p>“These campaigns are not a decisive factor to choose the diapers I will buy. Mostly because I cannot see the direct effect of my donation, plus if I wish to help there are other ways to accomplish it, I don’t need to associate to a brand or purchase something. More, sometimes I get the sense brands may even be exploiting too much kids image in the communication.” P8</p> <p>“For example in the Chicco campaign you showed me earlier, if I knew the hospital got equipped it would be probably enough for me to believe in other future campaigns, even for other brands.” – P5</p> <p>“I really think the donation part should be more transparent! The brand should show me how much money was given? Where did it go to? How was the money used? The truth is we contribute but we don’t understand what happened. Plus, there are so many news about sensitive stories about ONG’s that didn’t use the money they’ve received in the correct way that we become more afraid to donate. “ – P9</p> <p>“Sometimes I feel unsure about these campaigns because we don’t really know if the brands are telling the truth, if the donation we are doing goes directly to the organizations or not.” – P11</p> <p>“ I think I would go and approach UNICEF in Portugal asking about this specific campaign to get details. Is it real? Which vaccines are we talking about? How will they be stored? Which countries are they going to be donated to and why? “ – P3</p> <p>“I have doubts about the campaign.. I know it’s happening, but for example regarding UNICEF I don’t know if things actually happened. Were the vaccines bought and given to the children?” – P5</p> <p><b>d) No price premium to pay and be a trial moment</b></p> <p>“I would think about buying Dodot diapers if I was indecisive in which brand to choose or if I had never tried the brand before. For Chicco, since I had a bad experience with the product in the past, I would not buy it for my baby even though I could be helping. There is one important thing, If the price was 2x higher for example than I would not consider buying, but if the price was similar or slightly higher than the usual I would. The other day, for a bag I chose the brand I didn’t know just because it was helping a NGO and the price was ok. In the end if the price premium is not high, I consider the brand suitable even if I don’t know it and is supporting a good cause, I would buy it to try and help. ” – P4</p> <p>“ If the price was similar and I had not experimented the brand with the campaign, then maybe I would buy. ” P7</p>
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**Section 3 – Purchase intention assessment towards CRM on High Involvement Purchase**

<p><b>Shoppers are faced with a Price Premium of 10% when choosing their preferred brand. In other words, buyers choose between having 10% discount for themselves or contribute to donate vaccines to UNICEF with those 10%.</b></p> <p>Some shoppers choose the 10% discount for themselves. The reasons mentioned are:</p> <ul style="list-style-type: none"> <li>a) Customers don't trust in campaigns' real impact towards the cause nor in brands' purpose to create a CRM campaign;</li> <li>b) The supported NPO is International hence less accessible</li> </ul> <p>But the vast majority chooses to donate the 10% towards UNICEF, claiming:</p> <ul style="list-style-type: none"> <li>d) The donation size is a small percentage of the pack value;</li> <li>e) They understand the importance of the cause;</li> <li>f) Their attention was</li> </ul>	<p><b>Shoppers choose the option in which they benefit from the 10% discount (option a). The reasons are:</b></p> <ul style="list-style-type: none"> <li>a) <b>Customers don't trust in campaigns' real impact towards the cause nor in brands' purpose to create a CRM campaign (Attribution theory)</b></li> </ul> <p>"I would choose option a, i.e. the discount for me. I really don't know if what the campaign claims is actually going to happen and the item's will be donated. (...) I prefer to go myself and donate to UNICEF, even though I assume that behaviour from my side would not be very likely" – P5</p> <p>"Being very honest I would go for option a, meaning the 10% discount for me because I am very distrustful towards these campaigns. And the feeling applies for brands like Dodot or Chicco too, but, maybe since in Dodot's campaign it was expressed 1 diaper I was more leaned to believe it, it is more tangible than 1% or any percentage. In this case 10% of the pack value is equal to a vaccine that afterwards will go for UNICEF, I am not convinced enough to buy. Also, I don't know the results of the campaign. For example, sometime ago I went to a "Kid to Kid" store and they had a donation initiative on-going where we could choose between buying a bag and help "Acreditar" or donate the value we thought it was ok. After the campaign we have seen the actual in kind donation happening to the association because it was geographically and mentally closer to me as consumer. (...) I acknowledge this decision might be selfish, however I would still go for option a." - P9</p> <p>"I think I would go for option a and I would prefer to buy the actual vaccine and donate it. After all the main goal of the company is to sell and I am not sure if the donation is reaching those in need. I really wouldn't mind buying the pack of diapers and the value of the vaccine, but I would rather do it directly than through this campaign. . Also to consider the other option I would need more information on the campaign" – P3</p> <ul style="list-style-type: none"> <li>b) <b>The supported NPO is International hence less accessible</b></li> </ul> <p>"(...) After the campaign we have seen the actual in kind donation happening to the association because it was geographically and mentally closer to me as consumer. With UNICEF and other organizations alike it seems and feels like the output is hidden or unrevealed and nobody exactly knows how the campaign finished." – P9</p> <p><b>Shoppers opt for the socially rewarding cause (option b)). The reasons are:</b></p> <ul style="list-style-type: none"> <li>a) <b>Shoppers are only asked to donate "a small" percentage to help the cause and derive social utility from the actual purchase ( warm glow effect)</b></li> </ul> <p>"Option b - I would choose to buy the diapers that are contributing to UNICEF with 10% of the value because if by buying I can help, I help and believe in the campaigns'</p>
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<p>caught while they were instore buying diapers</p> <p>Alternatively, few shoppers create a hybrid answer scenario where both purchases are possible due to economic reasons.</p>	<p>credibility. But my preference is about the brand and my baby's needs." – P1</p> <p>"Option b without any doubt, to see if I can also help someone in need through UNICEF. Of course the 10% would make the difference for me because diapers are expensive but I would easily help someone that needs." – P6</p> <p>"Option b, as long as the pack with the campaign has the usual pack price, meaning, the price didn't increase to support this cause. The price is very important so I would always need to evaluate it." – P7</p> <p>"I would choose option b because it is consistent with my values. I've been a scout for many years and that has developed more my socially oriented side. An example of that is my contribution to "Banco Alimentar" every time there is food collection. The difference is in that situation I am donating the product itself and here it's money. Maybe I would think, oh the price is lower in option a but in the end I would choose to help anyhow and choose option b." – P10</p> <p>"I am a very social oriented person, so I would go for <b>option b</b> and help UNICEF." – P11</p> <p><b>b) Shoppers understand the importance of the cause</b></p> <p>"Vaccines is a very specific issue... I understand how expensive they can be, because I felt it when I had to buy them for my baby girl, so, if with only 10% I can help on that, I would go for option b and buy the diapers with the campaign. It's not the 10% that would make the difference. Also, if we are talking about the private label, which are the ones I usually buy, they are already cheap it wouldn't make the difference more 10%." – P8</p> <p><b>c) The CRM campaign catches shopper's attention while they're instore buying the diapers</b></p> <p>"If the campaign was well promoted and highlighted in store I would probably go for option b. Otherwise I buy in auto pilot and would miss the campaign ( if it was for example just a stamp in the packging), buying option a instead. I am more predisposed and attentive to promotions rather than other things happening in this category." – P2</p> <p><b>Shoppers cannot decide for either option. They create a hybrid answer scenario where both purchases are possible, mostly due to economic reasons</b></p> <p>"I'm not sure if I would be able to always choose the pack that donates. Most likely sometimes I would choose to donate other to have the discount for myself. I don't think I would be able to always spend 10% more... other option is to buy several packs at once, choosing some with direct discount for me and others providing vaccines. Of course the campaign would make think about what to do, but I am sure I would not choose to always donate and would try to find a way to combine both things." – P4</p>
<p><b>Shoppers are faced</b></p>	<p><b>Shoppers choose the option in which they benefit from the</b></p>

<p><b>with a Price Premium of 35% when choosing their preferred brand. Buyers choose between having 10% discount for themselves or contribute to donate vaccines to UNICEF with those 35%.</b></p> <p>In this scenario respondents opt to get the self-discount more often than in the previous scenario. 50% of buyers choose the discount stating the price premium for diapers is too high for them to be indifferent. To support this decision shoppers also mention they can find alternative ways to support social causes which does not depend on the act of purchasing something. The other half of shoppers is dispersed between:</p> <ul style="list-style-type: none"> <li>- hybrid option due to economic reasons</li> <li>- donating the value asked, keeping the consistency with previous answer and claiming this would be the right thing to do</li> <li>- no answer stating they cannot predict which option they would choose in</li> </ul>	<p><b>35% discount (option a). The reasons are:</b></p> <p><b>a) Shoppers distrust CRM campaigns</b>          “I am consistent in my choices, I would still go for the discount – option a. I am really distrustful of these campaigns. And I say the same even for brands which I trust a lot product wise.” – P3          For the same reasons as above ( UNICEF is not a local organization and I don’t know the end result of the campaign), I would still choose option a. “ – P9          “Option a, for the same reason, I mistrust a lot these campaigns and the after effects.” – P5</p> <p><b>b) Buyers consider the price premium too high to afford</b>          “Very honestly, I would go for option a. 35% weights on the budget and also I do understand vaccines are important, but I cannot afford to spend this much...” – P8</p> <p><b>c) Respondents claim they’ll find alternative ways to support causes which do not depend on brands or the act of purchasing</b>          “I would choose option a, the discount for me, because my solidarity action do not need to have a brand or a purchase as an intermediary. I already feel I do several things on my day to day to help, that I don’t need to buy to directly help. I don’t need to buy to alleviate my conscious you know? It would not be a differentiating factor to purchase ... and on top there are things I can do to help organizations that are not cost dependent. I can donate my time for example.” – P2</p> <p><b>Shoppers opt for the socially rewarding cause (option b) since they believe it’s the right thing to do.</b>          “Option b, despite believing Governments ( and not brands or us – consumers) should be accountable for solving this problem. I would still try to do my part, but under my financial conditions.” – P7          “Option b – for the same reason as before, if I can help, I choose to do it.”- P1</p> <p><b>Shoppers cannot decide for either option. They create a hybrid answer scenario where both purchases are possible due to economic reasons</b>          “Once more I think I would try to balance both options. I would probably buy less times to donate than I did when it was just 10%... I don’t know, but I think I wouldn’t give always the vaccines. Also seeing 35% and not a concrete value it’s harder to judge. These campaigns are always positive, because even if it is a small percentage of people that actually choose the diapers with the campaign, it would be a help for the cause for sure. I would try to do at least my small part once.” – P4          (hesitates) “Well I don’t know, but maybe I would find an intermediate solution and buy one pack with the donation campaign and one with the discount for me. And then I could do both things.” – P6          “Here the factor time also plays a role. How long would the</p>
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<p>real life.</p>	<p>campaign be in store? Is it a one shot thing? There the decision would be harder. But if it is more time on-going, then sometimes I would buy as option a and others as option b. I think I would somehow try to have both possibilities since it is a hard decision... And to some extent the type of cause that is being supported matters. I connected more with the premature's campaign than maybe with the vaccine donation to UNICEF. And I am not saying both causes aren't important, I'm just stating how I felt and maybe the decision to help prematurity would be easier to make than for vaccines." –P10</p> <p><b>Consumers avoid answering directly to the question.</b>  "Here's something (<i>referring to the price premium</i>) that makes me think twice in the scenario. The fact is there are many brands that associate themselves with good causes and as a consumer I need to choose which ones to support. I cannot help every cause, even if I want to. I will need to understand which causes I relate to more and where I really think I will make the difference you know? " – P11</p>
<p><b>Respondents need to choose which diapers to buy. The options are their preferred brand without any discount (i.e. paying a price premium) or their second preferred choice considering a 35% discount.</b>  Some shoppers choose their second preferred brand [Private label] since it's cheaper than suppliers' brand and on top is in promotion. Price is the main purchase driver. However the majority of buyers chooses their preferred brand. When suppliers' brand is the preferred one consumers refer they feel good by choosing the best</p>	<p><b>Shoppers choose their second preferred brand [Private label] since it's cheaper than suppliers' brand and on top is in promotion. Price is the main purchase driver.</b>  "I would choose option a, the promotion is more important in this case and I would not know the campaign results. I don't know if things were done or not." – P5  "Option a, meaning Pingo Doce diapers because are the cheapest one. But for example if Dodot (my preferred brand) diapers were in promotion and on top would have this campaign on-going I would go for Dodot, even if the price was slightly higher up to more2€ than Pingo Doce." – P7  "Option a since I know the brand and could have the discount" – P10  <b>Consumers choose their preferred brand paying the price premium in comparison to their 2<sup>nd</sup> preferred choice. The reasons are:</b>  - <b><u>Dodot as preferred brand</u></b>  <b>a) Shoppers benefit of warm glow in 2 ways – by choosing the best brand for their baby and by donating to a good cause</b>  "Option b, brand and how much I trust in the diapers I usually use are the most important factors. Even though I don't get the discount I am buying my preferred brand and helping at the same time" – P1  "In this case I would still go for my preferred brand, so option b. Even though I am concerned about the truth and impact of the campaign, my baby's well-being is more important and I would not change the brand (Dodot) based on that, The existence of the campaign doesn't inhibit me from buying it but it is not an incentive either." - P3</p>

<p>brand whilst donating. When private label is the preferred brand shoppers refer they feel good since they are able to save money, choose their preferred brand and also support a good cause. Lastly some shoppers say they would choose a hybrid option as it would allow them to save money whilst still helping.</p>	<p>“In this case I would choose option b, meaning Dodot since is my preferred brand and on top I would be helping with vaccines. Not sure I would do it every time this situation happens, but here it would be easier to go for Dodot, because It is the brand I like the most and also in a smaller way because it has the campaign on going.” – P4</p> <p>- <b><u>Private label as preferred brand</u></b></p> <p><b>b) Shoppers benefit of warm glow in 3 ways – by choosing their preferred brand, by donating to a cause and by saving money since private label is usually cheaper than suppliers’ brand’s, even when the latter ones are in promotion</b></p> <p>“Option b, in this case it wouldn’t make any difference since the private label I buy is already cheap and I would be helping. I think I would pretend I haven’t seen the other diapers with promo. If I was to go and buy diapers I would buy these ones anyhow.” – P8</p> <p>“Option b. If my usual brand, in this case, Pingo Doce, is with the campaign I would choose it at the moment even though Dodot was with promotion. I think would not even compare prices. Pingo Doce is the brand I prefer and on top is helping. I would keep loyal to the brand and it would be a win-win situation. I would not change my purchasing habit.” - P2</p> <p><b>Shoppers choose a hybrid alternative in which they feel rewarded since they helped and satisfied because they also saved money.</b></p> <p>“In this case, once more, I would buy 2 packs, 1 of each. I would be helping and also saving some money.” – P6</p> <p>“It depends... for instance if it was Pingo Doce with UNICEF campaign and Dodot with discount I think I would go for Pingo Doce diapers because it is a Portuguese company I could understand how the campaign ended up... with Dodot I think we would never be completely clarified on the results. That’s why if Dodot is with UNICEF’s campaign and Pingo Doce with the discount I would still choose Pingo Doce and in that way have the discount for me. I would choose according to the price. Indeed Pingo Doce is already a relatively cheap <i>brand</i> so it wouldn’t be so harmful financially for me and Pingo Doce, being Portuguese but associating with an international organization as UNICEF I would feel safer and more comfortable donating knowing the campaign would as a matter of fact accomplish what it had proposed to.” – P9</p>
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<p><b>Section 4 – Purchase intention assessment towards CRM on Low Involvement Purchase</b></p>	
<p><b>When buying diapers to donate for a local NPO shoppers are</b></p>	<p><b>Shoppers choose the option in which they benefit from the 10% discount (option a). The reasons are:</b></p>



<p><b>faced with a Price Premium of 10% when choosing their preferred brand. In other words, buyers choose between having 10% discount for themselves or contribute to donate vaccines to UNICEF with those 10%.</b></p> <p>The respondents are divided in their choices. There is no majority in any choice but there are no hybrid answers either, contrary to the previous scenarios. Shoppers who choose the self-discount are consistent across their previous answers and also reveal less guilt by choosing this option claiming they would already be aiding a cause by donating. On the contrary, buyers who choose to purchase diapers with the CRM campaign share their will to help 2 causes in a single purchase.</p>	<p><b>a) They feel less guilty for choosing the self-discount as the purchase will be a donation by itself</b></p> <p>“Option a, meaning the discount for me because I don’t need a brand to be an intermediary to help and I would already be helping.” – P2</p> <p>“Here I would go for option a because I would feel less guilty about taking the discount for me since I was already helping by donating to “Ajuda de Berço”. “ – P11</p> <p>“Option a having the discount but donating anyway.” – P6</p> <p><b>b) Shoppers are consistent with their previous choice and continue to be distrustful of CRM campaigns</b></p> <p>“Option a. I would not change my option just because it is to donate”- P3</p> <p>“I would keep choosing option a every time, it doesn’t really matter if it is for me or to offer.” - P5</p> <p>“Option a, because it is what makes more sense for me. I would though buy the brand that I already know and I am sure have a good price-quality balance. I wouldn’t donate the private label I don’t know even if it was cheaper, exactly because I don’t know it.” – P8</p> <p><b>Shoppers opt for the socially rewarding cause (option b)). The reasons are:</b></p> <p><b>a) They are consistent with their previous answers</b></p> <p>“Option b since I can help, and it doesn’t make the difference if it is for my children or to offer. The only difference would be in the quantity I would buy. Let’s imagine my preferred brand is in promotion and on top has this campaign. Then instead of buying just one pack to offer I would consider buying more.” – P1</p> <p><b>b) They perceive a double benefit and impact on the purchase by supporting 2 causes at once</b></p> <p>“To offer? Well in that case I would go for <b>option b</b>, because then I would be helping twice. If I’m donating, I think, instead of spending just 10€ I am spending 20€ and I am donating it all at once for 2 causes. I would put the effort of buying like this unless I was for any reason going through a financial stretch...” – P4</p> <p>“<b>Option b</b> since I would be helping in 2 different ways, UNICEF and Ajuda de Berço”- P7</p> <p>“To donate I would go for <b>option b</b>. Since I was already donating to “Ajuda de berço” I would go with the flow and help 2 causes at once. I know it doesn’t make much sense, because previously I chose the discount since I didn’t know the results of the campaign, but I feel like this is what I would. Maybe because If I was already backing one cause I would go and help the other one too.” – P9</p> <p>“<b>Option b</b> since I would be helping both “Ajuda de Berço” and UNICEF.” . P10</p>
<p><b>When buying diapers to donate for a local</b></p>	<p><b>Shoppers choose the option in which they benefit from the 35% discount</b></p>

**NPO shoppers are faced with a price premium of 35% when choosing their preferred brand. I.e., Buyers choose between having 35% discount for themselves or contribute to donate vaccines to UNICEF with those 35%.**

**(option a). The reasons are:**

**a) They feel less guilty for choosing the self-discount as the purchase will be a donation by itself**

“Option a, for the same reason, I’m already donating and helping “Ajuda de Berço”, so I wouldn’t feel as guilty as in the first scenarios you showed me when I was buying to my baby girl.” – P11

**b) Shoppers are consistent with their previous choice and continue to be distrustful of CRM campaigns**

“Option a, keeping the same rationale as above.” – P2

“It’s not just because in this scenario I am donating to “Ajuda de Berço” that I am going to change. I’ll choose the discount for myself but donate only Dodot brand since it is the one I use for my baby. I don’t make a distinction if it is for my baby or not, I will choose the most suitable brand and get the discount.” – P3

“When donating I choose the same products as for my kids, so the brand I choose would not vary. Once more and being consistent I would choose the discount for me since I am very sceptical about the campaign.” – P5

**c) Customers value the discount more than the CRM campaign**

“Well, it’s a hard one to answer... I believe if the price premium was lower I would be easier to choose the diapers with the campaign... In the end, if we think about 1 diapers pack, it’s 3€, but 3€ times all the packs I buy is a lot... then I would be tempted to choose the discount for myself, so option a.” – P4

“Option a, since the discount is considerable. In this case, to donate, if I would see another brand with 50% discount I would consider buying it. I only buy some specific diapers for my daughter because I know it suits her, but that doesn’t mean other babies won’t adapt to a different brand. What is the best for my baby girl is not necessarily the best for other babies.” – P8

“Option a, once more. It is a very high discount to give up on! However if I see another brand, that I don’t usually use for my babies with 50% discount I would still not consider those to donate. If I don’t think their suitable for my baby I don’t believe they are suitable for other babies either.” - P9

**Shoppers opt for the socially rewarding cause (option b)). The reasons are:**

**a) They are consistent with their previous answers**

“I would still go for option b for the same reasons as before. I think helping through these campaigns is amazing and if I can help I will choose to do it... but the campaigns by themselves would not be the decisive factor to buy. Since the campaign is in the brand I usually use I buy it anyway and it doesn’t really matter if it to offer as in the donation case we talking about.” – P1

	<p><b>a) They perceive a double benefit and impact on the purchase by supporting 2 causes at once</b></p> <p>“<b>Option b</b>, as long as it is still affordable I would like to help the causes, UNICEF and Ajuda de berço. “ – P7</p> <p>“<b>Option b</b> because I would be helping 2 entities. “ – P10</p> <p><b>Shoppers choose a hybrid alternative in which they feel rewarded since they helped and satisfied because they also saved money</b></p> <p>“I think I would buy again 2 packs, 1 of each option.” – P6</p>
<p><b>Respondents need to choose which diapers to buy to donate to a local NPO. The options are their preferred brand without any discount (i.e. paying a price premium) or their second preferred choice considering a 35% discount.</b></p> <p>For the majority of respondents discount would be the decisive factor on which option to choose, in fact if there were other diaper brand’s with more than 35% of discount the top 2 preferred brands could even be disregarded. Shoppers find the price premium high and put in perspective that they are already donating, hence making an effort.</p> <p>For shoppers who give up the discount the existence of the CRM campaign is usually not an incentive and the brand they trust in is the most important factor.</p>	<p><b>Shoppers choose their second preferred brand [Private label] since it’s cheaper than suppliers’ brand and on top is in promotion. Price is the main purchase driver.</b></p> <p>“I will choose the discount, option a. It is already a considerable value to give up on and I am donating, so they probably also have people that use Pingo Doce brand as me. On the other hand, if there was another brand (one that I don’t know or one that I’ve used but disliked) with a higher promotion on that moment I would buy it to donate for the same reasons – it might fit the receivers’ need even though it is not my preferred choice for my baby girl.” – P4</p> <p>“I think I would go for option a once more, the discount for me. The diapers are not for me, any diaper must be suitable, hence I don’t know if the brand makes such a difference. I have a preference but it doesn’t mean “Ajuda de Berço” will have the same one. For that reason I would choose the discount because it is a significant value. “ – P5</p> <p>“Option a is more likely because of the price.” – P7</p> <p>“Option a once more. I would choose my second usually bought brand since the discount is higher and I trust the brand as well.” – P8</p> <p>“Option a since 35% is a high discount and I also have 2 baby girls...Though, once more , I would not consider donating diapers that I don’t know or have used to my babies.” – P9</p> <p>“Option a, meaning the discount for me because in this case I use Pingo Doce and it’s good and I am contributing by donating and could take the discount for me.” – P10</p> <p>“It’s more complicated here to have to choose between my preferred brand (Dodot) and Pingo Doce, however the price would be the most important factor and I wouldn’t feel as guilty to buy Pingo Doce as I am helping... for these reasons, option a, Pingo Doce diapers.” – P11</p> <p><b>Shoppers choose their preferred brand paying the price premium in comparison to their 2<sup>nd</sup> preferred choice. The reasons are:</b></p> <ul style="list-style-type: none"> <li>- <b><u>Dodot as preferred brand</u></b> <ul style="list-style-type: none"> <li>a) <b>Shoppers benefit of warm glow in 2 ways – by choosing the preferred brand and contributing to UNICEF in that way and by donating the branded pack to a NPO</b></li> </ul> </li> </ul> <p>Option b. I am choosing the brand I find suitable and by</p>

	<p>chance it has the campaign on going. It's not the campaign that makes me choose Dodot as I am very loyal to the brand plus my options for donation are the same as if I was buying for my baby." – P1</p> <p>"Option b even though I don't trust these campaigns It would not prevent me of buying the brand I find suitable for my baby hence also to donate. " – P3</p> <p>- <b><u>Private label as preferred brand</u></b></p> <p><b>b) Shoppers benefit of warm glow in 3 ways – by choosing their preferred brand, by donating to a cause and by saving money since private label is usually cheaper than suppliers' brand's, even when the latter ones are in promotion</b></p> <p>"Option b. If my usual brand, in this case, Pingo Doce, is with the campaign I would choose it at the moment even though Dodot was with promotion. I think would not even compare prices. Pingo Doce is the brand I prefer and on top is helping."- P2</p> <p>"(...)But if in option b I was only paying up to more 2€ then I would choose option b." – P7</p> <p>(hesitant) "<b>Option b</b>, I would choose to help both UNICEF and Ajuda de Berço. But if there was a third brand with a promotion higher than 35% I still think I would go for that option, despite the campaign." – P6</p>
<p><b>Brand choice</b> Shoppers acknowledge at the beginning of the interviews they are somewhat loyal to 2 brands when purchasing diapers for their kids while mentioning price as the decisive factor many times. This section explores whether shoppers would consider other brand options to donate if the price was cheaper. The majority of respondents keeps choosing their usual brands claiming there are no differences when buying for themselves or for donation. On the</p>	<p><b>Some shoppers would not change the diapers brand because it is for donation since they think what is suitable for their baby is what is adequate to donate as well.</b></p> <p>"If I believe private label Pingo Doce is good for my daughter I would not have an issue buying it for donate either. I would not go and buy a brand just to look good or to help."- P2</p> <p>"For me it is indifferent if I am buying for me or to other children. I will buy the brand I use for my baby, since that is the one I find the most suitable for the baby well-being. I this case it would be DODOT" –P3</p> <p>"Even if there was another brand in promotion I would not consider it. I choose to donate what I use for my kids, I would not change it. Even if there were cheaper diapers I would not consider it. " – P5</p> <p>"Even if I see another brand with 50% discount, I would choose the brand I already know to donate." – P7</p> <p>"I cannot think differently about the brand of my choice to donate. It's just something that doesn't make sense to me. What I find the best or good for my girls is what I find good to offer to an association." – P9</p> <p>"If I had another brand that I don't know or use with a higher discount I still wouldn't choose that one to donate. I would keep the brand I know even with the lower discount. " – P11</p> <p><b>Some shoppers would change the diapers brand because it is for donation since they think other brands can be</b></p>

<p>contrary few respondents say they would consider a different brand to donate according to the price since their preferences are not necessarily the same as the receiver's ones'.</p>	<p><b>suitable and satisfy the receivers' need's the same way their preferred brands also do with the benefit of allowing some savings.</b></p> <p>“To donate, if in store I would see some diapers that I don't use, with a higher discount than the 35% I would consider buying those because I don't know the receivers' preferences. A brand that is <i>bad</i> for my baby might not be bad for others. Just as an example, Chiccos' diapers don't work on my baby girl, but a friend of mine uses them without any issue.” –P4</p> <p>“To donate I think I would look more for the discount than for the brand. So if there was another brand with a cheaper price, I would probably go for the latter one” – P6</p>
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