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Cause-Related Marketing (CrM):

How does brand-cause fit influence the success of
CrM campaigns?

by

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Católica Porto Business School

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Abstract

Currently companies' investment on Cause-Related Marketing initiatives as part of their marketing strategy and programs continues to grow. Consumers are becoming more socially concerned and are demanding more from the companies in terms of socially responsible practices. Considering the actual economic paradigm and the competitive environment in which companies are operating, the use of Cause-Related Marketing can result in several benefits for the agents involved in the process, for the company conducting such initiatives, for the cause and also for the consumers.

The purpose of this research paper is to understand the how brand-cause fit affects CrM campaigns success. We will also research which other factors affect the way consumers respond to brand-cause fit. To conduct this research paper, a qualitative study was employed using a case study methodology with a sample of five campaigns, conducted in Portugal in the last ten years. The chosen brands were Worten, Zippy and Continente, these brands are part of the Portuguese multinational SONAE. The study was conducted through interviews that contained both open and closed questions in order to characterize and distinguish the features of each campaign and to obtain data regarding campaigns performance objectives and outcomes.

The results suggested that CrM campaigns success cannot be directly linked to brand-cause fit. The impact of brand-cause fit on purchase intention is often moderated and influenced by other factors, which influence consumers in considering other aspects of the campaign, namely the consumer-cause involvement and the corporate image, thus diminishing the impact of their evaluations of fit. A good corporate image, positive track records in CrM initiatives engagement and cause relevance to the consumer leads to a superior level of consumers trust towards the company and also impacts CrM initiatives success.

Keywords: cause-related marketing, brand-cause fit, transactional campaigns, success, Portuguese market.

Resumo

Atualmente, o investimento das empresas em iniciativas de marketing de causas, como parte das suas estratégias de marketing continua a crescer. Os consumidores demonstram uma crescente consciência e preocupação social e estão mais exigentes com as empresas no que toca à aplicação de práticas socialmente responsáveis. Considerando o atual paradigma económico e a crescente competitividade no setor económico, o uso de estratégias de marketing de causas (CrM), pode resultar em vários benefícios para as partes envolvidas no processo, nomeadamente para a empresa que conduz tais iniciativas, para a causa apoiada e também para os consumidores.

O objetivo da presente dissertação é o de entender de que forma o alinhamento entre a marca e a causa (brand-cause fit) afeta o sucesso das campanhas de CrM. Iremos também identificar e analisar que outros fatores afetam a resposta dos consumidores ao brand-cause fit.

Para a realização do presente trabalho de pesquisa, foi realizado um estudo qualitativo, utilizando o método estudo de caso, com uma amostra de cinco campanhas, que ocorreram em Portugal nos últimos dez anos. As marcas selecionadas foram a Worten, a Zippy e a Continente, fazendo as mesmas parte da multinacional portuguesa SONAE. A recolha de dados ocorreu sob a forma de entrevistas, com perguntas abertas e fechadas, cujo objetivo foi identificar e distinguir as características de cada campanha bem como obter dados sobre os objetivos e resultados de desempenho das mesmas.

Os resultados obtidos sugerem que o sucesso das campanhas de CrM pode não estar diretamente relacionado ao nível de congruência entre a marca e a causa. O impacto do brand-cause fit na intenção de compra é frequentemente moderado por outros fatores que influenciam os consumidores a considerar outros aspetos da campanha, tais como a relevância da causa para o consumir (consumer-cause involvement) e a imagem corporativa da marca. Estes fatores diminuem o impacto da avaliação do consumidor em relação à congruência entre a marca e a causa. Uma imagem corporativa forte, um histórico de atividades na área de marketing de causas

e a relevância da causa para o consumidor, levam a um nível superior de confiança dos consumidores em relação à empresa e promovem um impacto positivo no sucesso das iniciativas de CrM.

Palavras-chave: marketing de causas; brand-cause fit; campanhas transacionais, sucesso, mercado português.

Index

Acknowledgments.....	v
Abstract	vii
Resumo.....	ix
List of Figures	xvi
List of Tables	xviii
Chapter 1	20
Introduction	20
Chapter 2.....	22
Literature Review	22
2.1 Cause-Related Marketing.....	22
2.2 Cause-Related Marketing Type of Campaigns	23
2.2.1 CRM Campaigns Managerial Dimensions	24
2.3 Leveraging Cause-Related Marketing	27
2.4 Brand-Cause Fit	28
2.5 Consumer-Cause Involvement.....	29
2.6. Success.....	30
2.6.1 Criteria to evaluate CrM campaigns success.....	30
Chapter 3.....	32
Research Model and Propositions.....	32
Chapter 4.....	35
Methodology.....	35
4.1 Methodology Choice	35
4.2 Case Studies – Unit of Analysis.....	36
4.3 Procedures and Instruments of Data Collection	37
4.4 Forms of Treatment and Analysis of Data.....	38

Chapter 5.....	39
Unit of Analysis.....	39
5.1 SONAE.....	39
5.2 Interviews.....	39
5.3 Brands and Campaigns.....	40
5.3.1 Zippy.....	40
5.3.2 Worten.....	41
5.3.3 Continente.....	43
Chapter 6.....	44
Data Analysis.....	44
6.1 Data Analysis.....	44
6.1.1 Products Promoted.....	44
6.1.2 Campaigns’ Donation Structure.....	45
6.1.3 Communication Strategy.....	46
6.1.4 Duration and Range of the Campaigns.....	47
6.1.5 Company-Cause-Consumer Alignment.....	47
6.1.6 Campaign’s Objectives and Performance in terms of Financial and Image Measures.....	48
6.2 Applicability of Research Model and Propositions.....	49
Chapter 7.....	52
Discussion.....	52
7.1 CrM campaigns characteristics.....	52
7.2 Type of product promoted in the CrM campaigns.....	52
7.3 Company-Cause-Involvement.....	53
7.4 Communication in CrM campaigns.....	55
7.5 Campaign Objectives and Performance in terms of Financial and Image Measures....	55
7.6 Tactic Vs Strategic approach to CrM.....	57
7.7 Brand-cause fit in CrM campaigns.....	58
Chapter 8.....	59
Findings.....	59
8.1 Theoretical Findings.....	61

8.3 Limitations and Further Research	63
References	65
Appendixes	75
Appendix 1 – Formal Communication sent to SONAE.....	75
Appendix 2 – Interview guide.....	76
Appendix 3 – Interview – Worten 2012	82
Appendix 4 – Interview – Worten 2014	88
Appendix 5 – Interview – Worten 2017	94
Appendix 6 – Zippy 2018.....	100
Appendix 7 – Missão Continente 2018	107
Appendix 8 – Content Analysis Table	113

List of Figures

Figure 1- Proposed conceptual model.....	34
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List of Tables

Tabela 1 - Respondants Characterization.....	40
Tabela 2- Product Promoted.....	45
Tabela 3 - Donation Structure	45
Tabela 4 - Communication Strategy	46
Tabela 5 - Duration.....	47
Tabela 6 Company-Cause-Consumer Alignment	48
Tabela 7 - Campaign’s Objectives and Performance.....	49

Chapter 1

Introduction

Socially-conscious consumers are becoming more demanding towards companies to integrate in their actions initiatives that support the community wellbeing. Studies carried by Shelton Group's demonstrated that 81% of the consumers "believe that companies should take a stand for social issues" (Engage for Good, 2019).

Considering consumers increasing demands and a growing competitive business environment, companies should carefully choose how to communicate their socially responsible behavior to the stakeholders. An effective way of doing so, is through cause-related marketing (CrM) activities. CrM is a marketing strategy in which a company creates an alliance with a social cause, where for each revenue producing transaction an amount is donated by the company to a specific cause. A study developed by Cone Communications CSR Study (2017) showed that 87% of the consumers are willing to switch between brands when presented with a choice between brands that support causes and brands that do not support causes, when comparing products that share similarities in terms of price and quality (Porter Novelli, 2017). In the last decades companies raise their investment in terms of marketing and have been applying specific budgets to CrM initiatives, proof the growing interest given to this marketing tool (Silva & Martins, 2017).

In the CrM scope and considering the alliance between the company and the cause, the congruence between both is commonly referred as brand-cause fit. Brand-cause fit refers to the relatedness level between the company and the cause perceived by the consumers. This topic has been a matter of great analysis and debate to what concerns its implications in the CrM success. The current literature suggests that high brand-cause fit associations generate positive consumer responses towards these initiatives, which positively influences the CrM campaigns success (Pracejus & Olsen, 2004).

This investigation project aims to evaluate the relatedness degree impact between a company conducting CrM activities and the supported cause by the company, which can be moderated by external factors. Ultimately, we aim to evaluate how the combination between the external factors, brand-cause fit and thus purchase intention,

can influence the campaign success. A qualitative research based on a case study method was chosen as the most suitable methodology to answer the research question.

The investigation project is divided into eight chapters. In chapter 2 we will conduct a literature review in the scope of cause-related marketing, mainly what concerns CrM initiatives with transactional characteristics due to the objective of analyzing the subject involving the consumer and their perception between the brand and the cause (brand-cause fit). Our research intends to analyze how brand-cause fit is moderated and how it influences the CrM campaigns success. We also approach the different types of cause-related marketing campaigns, stakeholders' involvement, as well as the different approaches of companies towards this marketing strategy. We will analyze the current literature regarding the definition and importance of brand-cause fit and lastly, we emphasize on the definition and evaluation of success in CrM context.

In chapter 3 we will set the conceptual model and propositions, taking into consideration all the information gathered during the literature review, and in chapter 4 we will describe and justify the methodology choice, sample and the data processing analysis.

In chapter 5 we will describe the cases under analysis, giving a brief company and brand description chosen. In Chapter 6 we will describe the derived results from the investigation, followed by an analysis of those results presented in Chapter 7 and Chapter 8 we will draw conclusions from the results presented in the previous chapter, developing to managerial implications, limitations and suggestions for further research on the topic.

Chapter 2

Literature Review

2.1 Cause-Related Marketing

Cause Related Marketing, from now on also referred as CrM, is a commercial activity in which companies develop and implement marketing initiatives. These activities result in alliances between business (for-profit) and a social cause or problem (non-for-profit). According to Varadarajan & Menon (1988, p.60) CrM can be understood as “the process of formulating and implementing marketing activities that are characterized by an offer from the firm to contribute a specified amount to a designated cause when Consumers engage in revenue-providing exchanges that satisfy organizational and individual objectives”. CrM programs involves the business commitment towards a cause, as well as the cause commitment towards the business (Kotler & Lee, 2005). The mutual commitment is expected to generate bilateral benefits for the parts involved (Adkins, 2003) and can result in the consumer engagement towards trading (Silva & Martins, 2017). CrM programs allow corporations to participate in the society, helping it to develop, evolve and grow as well as to connect with different audiences that can become future potential consumers (Varadarajan & Menon, 1988), and even though, CrM can be viewed as altruistic or selfless, it has been pointed in the marketing literature as a business strategy, increasingly applied by companies as part of their marketing and communication strategy and a topic of great interest in the academic and managerial field. The increasing investment on cause sponsoring, from 1990s to 2017s, shows a growing interest and importance given by managers towards CrM, namely for some type of products (Silva & Martins, 2017).

For the purpose of this research project, despite different considerations on this matter, our focus will be on CrM initiatives with transactional characteristics. This implicates that the company donation to the social cause is contingent to the consumers participation in the campaign, which supports Varadarajan & Menon

(1988) CrM definition and identifies that a distinctive feature of CrM is the involvement of the consumer through revenue-producing transactions and the donation to the cause. We believe that we cannot dissociate the stakeholder “consumer” to the possible impact on the campaign success due to the fact that the brand-cause fit evaluation arises from the consumer cognitive evaluation of the congruence between the company and the cause, as we will explain further, thus the consumer point of view must be included and considered. Authors, as Gupta & Pirsch (2006); Alav & Zeynali (2013) and Hassan & Abouaish (2018) support that due to CrM transactional characteristics, these initiatives requires the involvement of three stakeholders - the company, the cause and the consumer. In line with the idea stated by Varadarajan & Menon (1998) cited by Alav & Zeynali (2013) that a “key feature of CrM is that the firm’s contribution is linked to consumers engagement in revenue producing transactions with the firm” (p.3225). The transactional characteristics of CrM requires the consumer involvement, in the form of a commercial trade (purchase), in order to the company to make a donation or contribution to the cause.

Contradicting the above idea, other authors, as Anghel, Grigore & Roşca (2011) believe that CrM initiatives do not require consumer participation in the form of purchase, since it can be carried by the two main agents, the company and the cause. The same authors support that CrM campaigns involves “the corporate donation to a charity or cause being contingent on consumer purchase to some extent” (p.74), thus for these authors, CrM campaigns exist regardless of the consumer participation, its involvement or the existence of a commercial trade between them and the company.

2.2 Cause-Related Marketing Type of Campaigns

It is important to identify and review the different types of campaigns that exist in the scope of transactional CrM, these can exist in the form of purchase-triggering donation, buy-one-give-one and checkout charity. This campaigns characterization is crucial for any kind of investigation in the CrM theme scope. In CrM campaigns with

purchase-triggering donation, the company commits to donate a portion of the profits resulting from the sale of a product or service by donating a specified amount for each product sold. In buy-one-give-one campaigns, the company matches the consumer contributions to a specific cause for each unit sold, commonly referred as buy-one-give-one (Kotler and Lee, 2005; Stole, 2006). Other form of CrM is the company action to encourage the consumer to make a donation at the moment of payment, Kinard & Pardo (2017) this technique is used to engage consumers with CrM campaigns at the point of purchase, also referred as checkout charity. Consumers are “requested to make a donation to a charitable cause or non-profit organization upon checkout by either a sales associate or an automated pin pad” (p.1). It has been noted that this technique is more likely “a consequence of a convenience and pressure” (p.2) rather than a donation driven by the desire and willingness of the consumer to invest in a specific social-cause.

2.2.1 CRM Campaigns Managerial Dimensions

When developing and implementing CrM initiatives, managers should consider its dimension such as the duration, donation structure type, product promoted and the communication strategy. These dimensions will allow inferences between different approaches chosen in CrM campaigns and their impact on the outcome success since they may impact consumer perception of the campaign (Webb & Mohr, 1998).

Duration in CrM

The duration relevance and importance is related with the implications in the consumer’s point-of-view, related with the efforts devoted by the company to the cause in terms of time and resources. According to Varadarajan & Menon (1988), duration in CrM can be distinguished in three types of time frames, short/one-shot, medium term and long-term/ongoing (Berggren & Stark, 2010). For Steffen &

Günther (2013) CrM campaign duration should follow long-period rather than short period, since a long-term campaign will easily be recognized by consumers and the association of the campaign (company and cause) will be strengthened due to repetition. It is also suggested by the current literature, Varadarajan & Menon (1988) and Steffen & Günther (2013) that due to the CrM characteristics, campaigns should follow a medium or long term. Despite the above considerations regarding the most appropriate duration, Chéron, Kohlbacher & Kusuma (2012) suggested that the duration does not have a direct impact on the consumers' evaluation of brand-cause fit or in the consumer's purchase intention. However, the duration can influence the consumer perception of the company' image and, for this reason, campaigns with short term duration can seem to be carried for self-serving purposes, in the eyes of the consumers.

Product promoted in CrM

In CrM campaigns the product type can be distinguished into two categories, hedonic and utilitarian (Strahilevitz, 1999). A hedonic product, also described as frivolous, can be described as a product that is pleasure-oriented, where the "consumption is motivated by the desire for sensual pleasure, fantasy and fun" (Strahilevitz, 1999, p. 219). A utilitarian product, also described as practical product, is goal-oriented, and is often related with the need to accomplish a functional task or daily needs (Strahilevitz, 1999, p. 219). CrM campaigns have been conducted by promoting both hedonic and utilitarian products, nevertheless since it is believed that hedonic products predisposes consumers to a generous behavior in order to mitigate guilt or pleasure associated with the purchase and use of such products in which tends to be high. It is expected that the effectiveness of a CrM campaigns promoting a hedonic product would be higher than a campaign promoting a utilitarian one (Strahilevitz & Myers 1998, Silva & Martins, 2017).

Donation structures in CrM

Donation structure of CrM campaigns represent the form of how donations are formulated, they represent the quantitative or qualitative characteristic of the company donation to the cause. It is believed to be a structural element and often influences consumers' perception regarding the company underlying motives to engage in this type of programs, thus it can influence the campaign's outcome (Grau, Garretson & Pirsch, 2007; Cuypers, Koh, & Wang, 2015). When analyzing the donation structure, it is important to consider the different approaches that a company can choose to engage in. Guerreiro, Rita & Trigueiros (2015) noted that CrM campaigns with absolute value of donation have higher chances to succeed and are more effective than a percentage donation option. Kinard & Pardo (2017) added that when donation amounts are presented to the consumers in "percentage amount" it can create "confusion and overestimation of the amount being donated" and negatively influence consumers' perceptions. The negative influence is higher when the donation amount is considered by the consumer as unfair taking into consideration the product price. A campaign with an absolute amount of donation improves the level of trust and decreases the consumer skepticism. Companies can also engage in donations that are not expressed in monetary value, this type of donation structure has been noted to generate positive impact in the consumers' evaluation of the company commitment towards the cause (Veleda, 2013).

Communication in Cause-Related Marketing

The communication strategy should reflect the company mission and vision as well as the company's target audience. It must be relevant and intentional to allow an emotional connection with the consumers (Gupta & Pirsch, 2006; Guerreiro et al., 2015). A message communicated to the consumers in a clear, transparent and easy to understand way is believed to be able to amplify campaign positive results, since it strengthens the relationship between the company and the consumers, reducing

consumer's suspicious attitude towards the motivations and amplify campaign positive results (Steffen & Günther, 2013). Moreover, Berggren & Stark (2010) stated that the demonstration to the consumer of how the partnership works and that the selected program, creates actual results and benefits for the cause.

2.3 Leveraging Cause-Related Marketing

There are two different strategic approaches to CrM, tactical or strategic. A tactical approach can be understood as a marketing tool often conducted to fulfil the company needs, having underlain self-serving purposes (Hassan & Abouaish, 2018; Berggren & Stark, 2010) and it is characterized by low consistency between the company or brand and the cause, a short-term duration, a low monetary investment and a low employee involvement (Berggren & Stark, 2010). In turn, strategic approach is characterized by congruence between the cause and the company or brand, long to medium term duration, high employee involvement and substantial monetary investment (Berggren & Stark, 2010). CrM as a tactical strategy can be used to increase sales or improve the companies' image, where the contribution to the cause is directly linked to the campaign success in terms of sales. On the opposite side, a strategic approach, when employed as part of the company marketing philosophy and embedded in the marketing strategy, can be used as an effective differentiation tool from competitors and when correctly employed can reduce consumer skepticism and increase consumers association of the company and the cause in the long term, which can in turn increase the chances of success (Hassan & Abouaish, 2018).

The CrM approach chosen by companies can be characterized according to four dimensions (Berggren & Stark, 2010; Hassan & Abouaish, 2018). Those four dimensions includes the level of congruence between the company and the campaign - brand-cause fit; CrM campaign duration, referring to the time-frame of the campaign, long term commitment Vs. short term commitment; top management involvement, referring to top management involvement regarding the most important

decisions of the CrM program and the amount of resources displayed - resources made available to the campaign. In order to establish a link between CrM and its success taking into consideration the congruence between the company and the campaign, we need to analyze the role of one of the four identified dimensions, brand-cause fit.

2.4 Brand-Cause Fit

When engaging in CrM initiatives, companies face a challenging decision that lies in the choice of which cause to make an alliance with. This decision influences consumer's evaluation regarding the congruence between the partnership, which will be called for the purpose of this research as brand-cause fit, and it can influence the campaign outcome (Gupta & Pirsch, 2006). This concept "refers to the extent to which the alliance between the company and the cause is logical and makes sense" (Hassan & Abouaish, 2018, p. 245) or "the overall perceived relatedness of the brand and the cause with multiple cognitive bases" (Nan & Heo, 2007, p.65). Different approaches in the current literature considers that companies should strive to support causes that reflect a high degree of brand-cause fit, others believe that companies can embrace causes that have lesser degree of brand-cause fit (Barone, Norman & Miyazaki, 2007).

According to Trimble & Holmes (2013), a high-brand fit is present when a tight relationship between the company and the cause is established. Pracejus & Olsen, (2004) analyzed the brand-cause fit role, finding that a high fit influences consumer response to CrM campaigns and that it can significantly improve consumer purchase intention. Lans, Bergh & Dieleman (2014), found that a high brand-cause fit amplifies consumer's attitude towards the company or the brand can positively affect the company perception and image in the eyes of the consumer. Alav & Zeynali (2013) added that high-perceived brand-cause fit generates positive outcomes to the company in terms of brand awareness, company and corporate credibility and

consumer's attitude towards the supported cause and positively influences consumer's attitude towards the brand.

Lafferty (2007) found that consumers evaluation of fit not always influence their purchase intention, adding that consumers relation with the cause might increase their willingness to contribute in a higher degree then their evaluations of fit. In the same line, Nan & Heo (2007) added that brand-cause fit does not provide a significant influence on CrM messages, since campaigns engaging in cause supporting initiatives generate more positive reactions towards the company than campaigns that do not support causes, and that this positive effect is not contingent to brand-cause evaluations.

Nan & Heo (2007) demonstrated through experimental studies that consumers brand awareness also influences the evaluation of the degree of brand-cause fit in CrM campaigns. According to the study carried by the author, consumers with high brand awareness are more likely to be affected by brand-cause fit, responding positively to a high fit and negatively to a lower fit. When consumers have a low brand awareness, this variable (brand-cause fit) does not present itself as so relevant, since consumers have lower capabilities to identify the degree of fit between business and the cause. Thus, even though a high brand-cause fit can generate more positive results than a lower brand-cause fit, in the cases where consumers do not possess a strong brand awareness, it might not be strong enough to convince consumers to engage in a purchase activity or influence their purchase intention.

2.5 Consumer-Cause Involvement

The literature suggests that consumer-cause involvement can create higher changes of consumer positive response to CrM initiatives. This positive response will moderate the consumer's brand-cause fit evaluation and in consequence will increase their purchase intention (Barone et al., 2007; Zeynali & Golkar, 2013; Bui, 2017). The concept of consumer-cause involvement introduced by Grau & Folse (2007) is understood as

“the degree to which consumers find the cause to be personally relevant to them” (p. 20). The likelihood to purchase from a brand that supports causes that have a direct influence on their consumers community is higher when compared to brands that support causes that do not impact directly the community where the consumers are engaged in (Zeynali & Golkar, 2013; Bui, 2017). This idea suggests that “consumers are more willing to help a cause that has a direct impact on their lives” (Bui, 2017, p.14). Steffen & Günther, (2013) stated that the supported cause relevance in the CrM campaign impacts consumers engagement in such initiatives, which goes in line with the findings of Lafferty (2007), that consumers ability to connect with the cause supported can influence their engagement in CrM initiatives. This idea leads to conclude that the potential CrM campaign success is amplified when consumers are able to connect with the social cause supported defined as consumer-cause involvement.

2.6. Success

As a marketing tool, the CrM success and effectiveness is judged by the degree of achievement of the marketing objectives of the campaign (Christofi, Leonidou, Vrontis, Kitchen & Papasolomou, 2015). A CrM campaign needs a specific goal and a specific plan to achieve that goal. The goal can be whatever a company needs to be. No matter what the goal is, the brand needs to incorporate a measurement system so that they know if the campaign was successful (Blattberg & Deighton, 1991). So, which metrics should be defined, measured and evaluated by the companies in order to evaluate the success of a CrM campaign?

2.6.1 Criteria to evaluate CrM campaigns success

According to Varadarajan & Menon (1988), organizations tend to follow different criteria to evaluate CrM programs success. The different evaluation parameters used by corporations are directly related to the fact that CrM programs are seen as an

investment (Brønn & Vrioni, 2001). As any other type of investment, each organization must develop and adopt the appropriate evaluation criteria according to the investment specifications. Thus, we need to understand how companies can optimize the CrM process. The optimization process begins when a company defines its own metrics, related to the company's objectives. Varadarajan & Menon (1998) suggested that companies should use, as evaluation mechanisms of CrM success, three different types of metrics, namely financial measures, consumers measures and image measures. Financial measures include sales volume, market share, purchase quantity and frequency and average purchase size; consumer measures encompass brand switching, brand loyalty and repeat purchase and image measures, such as corporate image, brand image and media coverage. Moreover, Silva & Martins (2017) stated that "CrM does not suffer from the problem normally associated with other corporate social marketing campaigns in which the impact on sales is difficult to measure" (p.480), the financial impact is easier to measure since in transactional CrM campaigns, the consumer is required to purchase a specific product which is associated with the campaigns.

Chapter 3

Research Model and Propositions

The level of fit between the company and the supported cause influences consumers' willingness to participate in initiatives in the form of CrM campaigns. Authors as Gwinner & Bennett (2008), Alav & Zeynali (2013) and Pracejus & Olsen (2004) pointed that a high brand-cause fit will generate more favorable attitudes towards the campaign, thus a campaign that presents a high level of fit is able to generate positive consumer attitude towards the campaign and the brand that conducts the campaign, which will increase the possibilities of success for the CrM campaign. Therefore, the first proposition is:

P1: Brand-cause fit will have a positive impact of CrM campaign success.

Regarding the success evaluation, organizations tend to follow different criteria (Varadarajan & Menon, 1988). When conducting an analysis of how successful a CrM campaign has been, we should consider which initial objectives were set by the company when first engaging in this type of campaign. In spite of this, authors as Silva & Martins (2017), note that in CrM campaigns the financial impacts are easier to measure, since in transactional CrM campaigns the consumer is required to purchase a specific product which is associated with the campaigns. In the scope of our research, purchase intention is understood as the consumer intention to choose and purchase a product associated with a specific CrM campaign (Bui, 2017). In order to set out limits, we have considered the positive purchase intention as a measure of success in CrM campaigns. Therefore, the second and third propositions are:

P2: Brand-cause fit will have a positive effect on consumers purchase intention in the CrM campaign.

P3: Purchase intention in the CrM campaign will have a positive effect on the success of the CrM campaign.

Brand-cause fit is related with consumer's cognitive elaborations (Nan & Heo, 2007). According to Trimble & Rifon (2006), a situation of high brand-cause fit requires less consumers cognitive elaborations when comparing to a low brand-cause fit situation. A low brand-cause fit can lead to skepticism and doubts regarding the link established between the brand and the cause and also regarding the company's motivations to engage in CrM initiatives. These doubts can in turn affect consumer willingness to engage in this type of initiatives (Bui, 2017). These consumers' mental elaborations are influenced by other factors that go beyond the simple evaluation of the connection between the brand and the cause. We consider these factors as moderators, and they were described by Baron & Kenny (1986) as "a qualitative (e.g., sex, race, class) or quantitative (e.g., level of reward) variable that affects the direction and/or strength of the relation between an independent or predictor variable and a dependent or criterion variable" (p.1174).

Zasuwa (2017) identifies in his research that prior corporate/brand image and reputation are strong moderators of consumer's evaluation of brand-cause fit. The author concluded in his research that negative corporate image weakens the positive effect of CrM, these findings are supported by Barone et al., (2007), which also identified consumer-cause involvement as a moderator of brand-cause fit and defines it as the consumer's affinity towards a specific cause. We believe that a positive evaluation of the company brand and a strong consumer-cause involvement will moderate brand-cause fit considerations and reduce consumer skepticism, leading to more confidence in the company and in the campaign. Ultimately, it will also affect the campaign's success, since consumers' willingness to engage in commercial trades in the form of CrM campaigns will be higher. Thus, the fourth proposition is:

P4: Corporate image and consumer-cause involvement will moderate consumers evaluation of brand-cause fit, thus influencing purchase intention.

The conceptual model presented suggests that, even though brand-cause fit plays an important role in the CrM campaigns success, the influence of brand-cause fit is moderated by corporate/brand image and consumer-cause involvement. Thus, these moderating factors will be studied in order to understand how they can change consumer perception towards brand-cause fit. They should be also considered when analyzing the impact of brand-cause fit on consumer's purchase intention and response to CrM campaigns. (Guerreiro, et al., 2015, Steffen & Günther, 2013; Melero & Montaner, 2016).

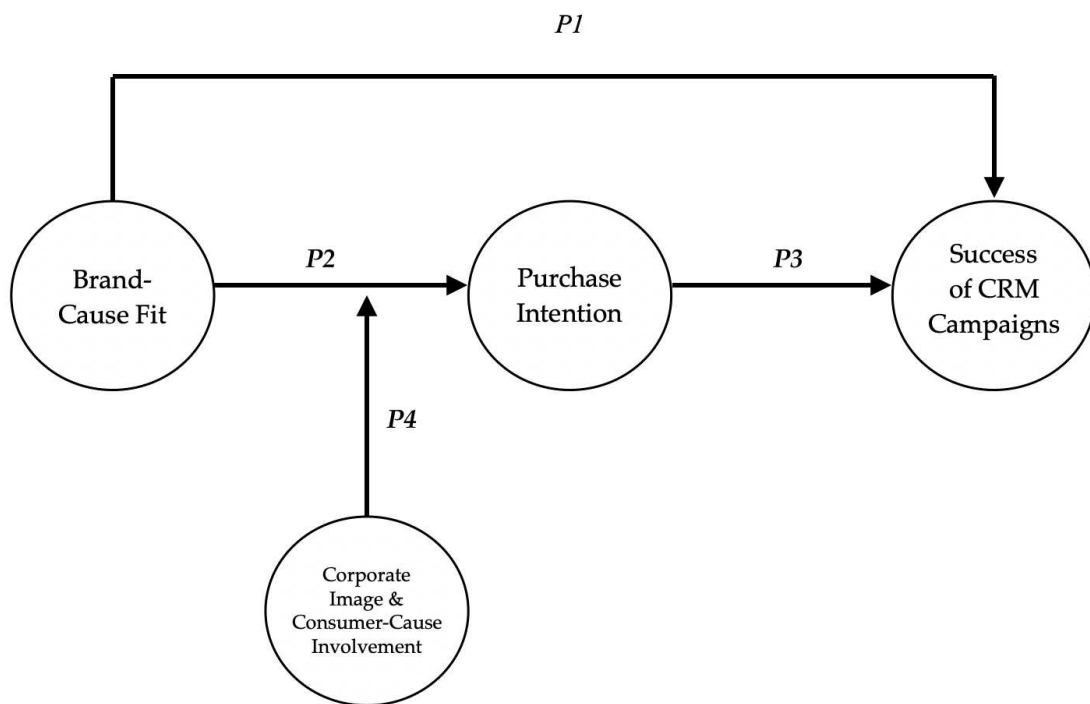


Figure 1- Proposed conceptual model

Chapter 4

Methodology

In order to investigate the research problem we have chosen a descriptive and qualitative study, based on a case study methodology. In the following chapter we will explain the underlying reasons for choosing the previous identified methodology, we will justify the case studies selection, present the process of data collection and the treatment and analysis of the data collected that will allow to answer the research question.

4.1 Methodology Choice

According to Yin (2003) cited by Baxter & Jack (2008) a case study approach is suitable when the phenomenon under study relies in a real-life context and it is focused in a contemporary phenomenon. We aim to answer a research question based on the proposition “how” and “why”, and in this particular case we have little control over the events. To answer the research problem, we decided to use the multiple case study design. According to Yin (2003), this method will allow to “(a) predict similar results (a literal replication) or (b) predict contrasting results but for predictable reasons (a theoretical replication)” (p. 47). The objective is to be able to replicate findings across cases. Yin (2003) added that since comparisons between the several cases will be drawn, it is crucial that the process of choosing and selecting the cases are conducted carefully in order to predict similar or dissimilar results between cases based on a theory. The choice of the multiple case study design lies in the fact that through the concrete research is small-scale will be possible to focus on a reduced number of campaigns. This methodology allows comparisons among the answers given on the basis of a single set of questions (questionnaire) across the several cases, by doing so we will be able to identify and understand the similarities and differences

between them. Under an experimental studies scenario, the consumers are only presented with a hypothetical situation that might impact the final conclusions of the studies. In an opposite way and trying to mitigate the impacts previously identified, the proposed case study will allow to draw conclusions from campaigns that have actually been implemented. In this scenario the results aim to translate the actual context of the Portuguese market in terms of consumer response to CrM campaigns and also the response to the moderating factors that affect consumer responses, and finally to analyze how they impact the success of CrM campaigns.

4.2 Case Studies – Unit of Analysis

In our case study, the sample analysis will consist of a range of five campaigns that fulfil the following criteria: have been conducted in Portugal in the last ten years, with a brand-cause fit subjectively ranged between high and low brand-cause fit and should have been social campaigns supported by relevant organizations. We have chosen campaigns that were conducted in Portugal, since our objective is to generate inferences to what concerns the Portuguese market, allowing marketers to better understand Portuguese consumer's habits and motivations in order to adapt their marketing programs to this reality.

In order to compare the different approaches and strategies chosen by SONAE's managers while conducting CrM campaigns, we selected among the target population, three brands - Worten, Zippy and Continente. This choice lies first in the information available online (company webpage and financial reports) when an exploratory research was conducted. These three brands were identified as brands associated with CrM activities in the last ten years, following different CrM strategies. We must highlight the fact that we have chosen to analyze transactional campaigns.

4.3 Procedures and Instruments of Data Collection

To conduct our analysis, we gather information through data collection procedures and instruments based on semi structured interviews (primary data) and the analysis of secondary data. The interviews were organized in three groups of questions, containing both close and open questions. The closed questions intend to characterize the campaigns in order to identify the differences and similarities among them allowing us to establish a pattern between the different questions.

In the first section, the respondent is asked to describe briefly the campaign and identify the main criteria to select the social cause. This allows us to: understand the company's motivations to select that cause (Gupta & Pirsch, 2006); to identify the main campaigns' objectives, which we will use to evaluate the success of the campaign considering the fact that the metrics set up by the brand conducting the campaign should be considered when analyzing the success of the campaign (Varadarajan & Menon, 1988; Christofi et al., 2015); describe the campaigns consumers target segment and the alignment between the cause-consumer and brand, in order to understand the brands concern in establishing a link between the stakeholders of the campaign (Gupta & Pirsch, 2006; Guerreiro et al., 2015); identify the duration of the campaign, in order to compare the literature's suggestion regarding the duration of CrM campaigns and the managers choices, and understand if this provides any significant impact on the campaign's success (Varadarajan & Menon, 1988) and characterize the type of donation (Grau et al., 2007; Cuypers et al., 2015). The second group relates mainly with the marketing-mix of the campaign, this group of questions will help us compare the different approaches used by the company, and therefore to the campaign in order to identify similarities or differences between campaigns and analyze the relevance of these structural elements in the CrM campaigns success. Hence, respondents were asked to describe the type of product promoted, as this can influence the CrM success (Strahilevitz, 1999; Silva & Martins, 2017), the media coverage used, the communication strategy (Gupta & Pirsch, 2006; Steffen & Gunther, 2013) and the geographical scope of the campaign (Steffen & Gunther, 2013). The third

group of questions is deeply focused on the campaign's performance. In this section the answers obtained are mostly subjective since they are based on the manager's opinions regarding the campaigns outcomes in terms of impact of the campaign on consumers' purchase intention (Varadarajan & Menon, 1988; Christofi et al., 2015), brand image (Varadarajan & Menon, 1988), market share (Varadarajan & Menon, 1988) and the brand's motivations to engage in CrM campaigns (Bronn & Vrioni, 2001).

As secondary data, we used the company financial reports. These reports were elaborated by the company while conducting the several campaigns. The secondary data provided us with both quantitative and qualitative data, allowing a deeper knowledge regarding the company's performance during the campaigns and supporting the subjective answers of the managers regarding the performance of the campaigns.

4.4 Forms of Treatment and Analysis of Data

The purpose of this content analysis is to identify the common elements that emerge from the collected material in order to have an overview of the commonalities within the answers obtained to generate inferences about the factors that may lead to the success of certain campaigns to the detriment of others. In order to correctly develop this content analysis, Brandin (2009), suggests that three steps must be performed: a pre-analysis, which consists in the organization of the material that will be used for the data collection that can help us to better understand the phenomenon; an analytical description, in which we are guided by the hypotheses and the theoretical references, and a third phase, interpretation, this phase intends to treat the results and the condensation of the data collected for analysis in order to make interpretations and a critical analysis.

Chapter 5

Unit of Analysis

5.1 SONAE

Our choice of SONAE and its brands, Worten, Zippy and Continente to conduct the present case study was based on several factors. First, SONAE is a company with a strong presence in the national market and the brands chosen are easily recognized by consumers. Second, SONAE consistently invests in corporate social responsibility (CSR), and CSR is strongly rooted in its way of operating in the market. According to the company 2014 sustainability report, SONAE aims to "*create long-term economic and social value, bringing the benefits of progress and innovation to a growing number of people.*"

Since 1995, the company engages in numerous actions of sustainable development and community support, which shows its concerns about sustainability and the society wellbeing. Within the CSR policy, the multinational established several goals associated with the areas of climate change, nature and biodiversity, plastics, inequalities and inclusive development and community support. Considering CrM as part of the CSR SONAE policy, there are numerous actions developed through the years that support the company's desire to contribute to the community, not only through CrM campaigns, which are the scope of our study, but also through the sponsoring of numerous institutions and projects, and volunteering actions.

5.2 Interviews

In order to conduct the interviews we established contacts with the brand managers of the marketing department. After getting the proper authorization (Appendix 1) to conduct the interviews we were able to obtain the relevant data. The following table, identifies each respondent, department and campaigns identification.

Respondants characterization			
Name	Dra. Alexandra Balão	Dra. Regina Guerner	Dra. Andreia Sousa
Company	SONAE	SONAE	SONAE
Brand	Worten	Zippy	Continente
Department	Marketing	Marketing	Marketing
Campaign Identification	Worten & CVP (2012); Worten & Terra dos Sonhos (2014); Worten & CVP (2017)	Zippy & "Make-a-Wish" (2018)	Missão Continente (2018)

Tabela 1 - Respondants Characterization

Data Source: Interviews

5.3 Brands and Campaigns

5.3.1 Zippy

Zippy is a Portuguese brand that has been operating in the retail area since 2004. The brand has a wide range of clothing and accessories, childcare products, furniture and toys, with a focus on the children's market (babies and children). Accompanying SONAE's desire for expansion, the brand is present in 20 countries with more than 100 stores.

5.3.1.1 Zippy 2018/2019 - "Zippy e Fundação Make-a-Wish - Gloves"

The "Gloves" campaign was developed by Zippy in association with the foundation "Make-a-Wish" during the years 2018/2019. The purpose of the campaign was to support an institution that had a mission to help realize children's dreams. The similarity between the cause mission and the mission of Zippy was the main reason for the campaign development, which led to the sale of a pair of "solidary" gloves. This pair of gloves allows to accommodate two hands simultaneously, ideally the adult and child hand, to "walk together, hand in hand, while protecting themselves

from the cold". The selling price of the pair of gloves was 9.99€ and for each pair sold the brand donated 1€ to the "Make-a-Wish" cause. The campaign took place at the end of 2018, between December and February 2019, covering the entire national territory.

5.3.2 Worten

Worten offers a chain of retail stores in the areas of home appliances, consumer electronics and entertainment. The brand has been operating in the domestic market since 1996 and offers a wide range of products and brands. Following the group's objectives, the brand pursued an expansion strategy setting up about 180 stores in the national market. The brand has embraced an omnichannel strategy. Since 2016 it has been chosen as the "Trust Brand" ("Marca de Confiança") by the Portuguese.

5.3.2.1 Worten 2012/2013 - "Worten e Cruz Vermelha Portugal - Dê a mão por um Portugal + Feliz"

Worten's campaign "*Dê a mão por um Portugal + Feliz*" was developed in the years 2012/2013 in partnership with "Cruz Vermelha Portugal". The brand has committed itself to support the project "Portugal + Feliz", a program that has been developed since 2009 as a reaction to the consequences of the global crisis. This program aimed to support poor families to fight poverty and social exclusion. This campaign included the sale of "Christmas Wraps" at a price of 1€. For each product sold, Worten donated 0,80€ to the supported project. In addition to the package sales in Worten stores, the brand developed activities in the brand's Facebook page and created a telephone line to support the campaign. Both initiatives aimed to collect donations to the cause. The campaign took place between November 16, 2012 and January 6, 2013, covering the entire national territory from north to south.

5.3.2.2 Worten 2013/2014 - “Worten e Terra dos Sonhos - Projeto Código DáVinte”

Worten developed a campaign in partnership with the institution “Terra dos Sonhos”. The goal was the fulfillment of dreams of seriously ill children, through the “Código DáVinte” project. The brand committed to donate to the institution the value raised during the campaign period and also an additional 20% of the total amount raised. The year 2013 was marked by the launch of the Project “Código DáVinte” by Worten. In this project the decision to contribute to the campaign was not associated with the purchase of any specific product but rather with the "act of donation". The Consumer could choose at the time of payment what value to donate to the supported cause, as long as it was a multiple of 0,20€ (minimum donation value). The campaign took place between November 15, 2013 and January 6, 2014, covering the entire national territory.

5.3.2.3 Worten 2017/2018 - “Worten e Cruz Vermelha Portugal - Projeto Código DáVinte - Incêndios em Portugal”

Worten developed a campaign in partnership with “Cruz Vermelha Portugal” in 2017, as a result of the fires that caused a great deal of destruction throughout the country. The objective was to raise the highest value possible to be delivered to the families to allow the rebuilding of infrastructures and to minimize the damages resulting from the fires, once again through the “Código DáVinte” project. In this edition of the project, the donation format was equal to 2014, the decision to contribute to the campaign was associated with the "act of donation", the consumer decided what value to donate to the supported case, as long as it was a multiple of 0,20€ (minimum donation value). The campaign took place between November 16, 2017 and January 6, 2018, covering the entire national territory.

5.3.3 Continente

Continente is a chain of hypermarkets in Portugal, which operates in the market since 1985, with the objective to create a brand that would respond to all the consumer needs. The brand is a benchmark in terms of retail in Portugal, elected for 11 consecutive times, as “Trust Brand” (“Marca de Confiança”) of the Portuguese consumers. Continente activity is marked by promotional and social initiatives of strong impact and innovation.

5.3.3.1 Missão Continente 2018 - “Missão Continente e Instituições Sociais na área de alimentação - Canecas Solidárias”

Missão Continente campaign of 2018 was developed with a goal to support projects related to the food theme, namely healthy food, food waste and social inclusion. The campaign consisted in the sale of "Canecas Solidárias" with a selling price of 3€. For each product (“mug”) sold, Missão Continente committed to donate 1€ to the social institutions that were supported in the 2018 edition.

Chapter 6

Data Analysis

In this chapter will synthesize the data gathered through the interviews conducted (primary data) and information gathered as secondary data, followed by an analysis that will compare and correlate the answers obtained.

6.1 Data Analysis

6.1.1 Products Promoted

The campaign's analysis allowed us to identify the promoted products in the three campaigns: Worten 2012, Zippy 2018 and Missão Continente 2018. Regarding Worten 2014 and Worten 2017 campaigns, the brand decided not to create a product for these actions, as the "product" was identified by a "barcode". In terms of product classification, the products promoted the three identified campaigns fit in the utilitarian category, as these are products related with the satisfaction of functional or daily needs.

In the questionnaire (Table 1 - Product Promoted), we enquired the respondents if the product promoted was developed specifically for the campaign or if it was already part of the brands' portfolio. Additionally, in the cases where the brand developed a specific product, we asked which were the main motives and benefits of this approach.

	Question ID	Worten & CVP (2012)	Zippy & "Make-a-Wish" (2018)	Missão Continente (2018)
Product	f)	Gift box	Pair of Gloves	Mug
Motives for developing a specif product for the campaign	e1)	<i>"The intention was to increase customer support, by promoting a product, Gift box", allied to the holiday season, were the product tends to be useful"</i>	<i>"To increase the perception of the emotional attributes that the product incorporates, as well as benefit from the consumption season (Christmas) which is focused on articles with a symbolic and emotional character"</i>	<i>"The creation of a specific product, it's important for the product to stand out and people associate it specifically with the campaign"</i>

Tabela 2- Product Promoted

Data Source: Interviews

6.1.2 Campaigns' Donation Structure

In the questionnaire (Table 2 - Donation Structure), we enquire the brands regarding the campaign's donation structure. Regarding Worten 2012, Zippy 2018 and Missão Continente 2018 campaigns, the company donation to the cause occurred when the associated product was purchased by the consumer. Regarding Worten 2014 and Worten 2017 campaigns, the donation to the cause was not contingent to the product purchasing.

	Question ID	Worten & CVP (2012)	Worten & "Terra dos Sonhos"	Worten & CVP (2017)	Zippy & "Make-a-Wish" (2018)	Missão Continente (2018)
Type of Donation	e)	Fixed Donation	Variable Donation	Variable Donation	Fixed Donation	Fixed Donation
Donation Structure	Sec. Data	Purchase-trigger donation	Check-out charity	Check-out charity	Purchase-trigger donation	Purchase-trigger donation
Product Price	j)	1 €	"Act of donation"	"Act of	9,99 €	3 €
Amount Donated	j)	0,80 €	Minimum value of the donation 0,20€ or multiples of 0,20€.	Minimum value of the donation 0,20€ or multiples of 0,20€.	1 €	1 €

Tabela 3 - Donation Structure

Data Source: Interviews

6.1.3 Communication Strategy

Since our sample is composed by brands that are part of the same company, we expected that the pattern of communication would be similar across all the campaigns. In the questionnaire (Table 4 - Communication Strategy), we enquire the brands regarding the adopted communication strategy

	Question ID	Worten & CVP (2012)	Worten & "Terra dos Sonhos" (2014)	Worten & CVP (2017)	Zippy & "Make-a-Wish" (2018)	Missão Continente (2018)
Media Coverage	g) & h)	Television - SIC; Radio - partnership with RFM; Press - partnership with Grupo Impresa - Visão e Expresso and Grupo Cemusa.	Television - SIC; Radio - partnership with RFM;	Television - SIC; Radio - partnership with RFM;	Radio - Rádio Comercial, Event for the presentation of the product and concept to a selected group of media and influencers; Presence at the "Market Stylista"; Exclusive line Zippy by Maria Guedes.	Television - TVI; Radio,
Other Coverage	g) & h)	Outdoors; Social networks, i.e. Facebook page; Online store; Points of sale.	Outdoors; Social networks, i.e. Facebook page; Online store; Points of sale.	Outdoors; Social networks, i.e. Facebook page; Online store; Points of sale.	Zippy social networks; Store display communication; Submission of a newsletter to the consumer base.	Social media; Digital media - website of Missão Continente; Product displays, posters and outside outdoors.
Communication Strategy - During the Campaign	h1)	The store teams were responsible for informing customers through a briefing on the current campaign.	The store teams were responsible for informing customers through a briefing on the current campaign.	The store teams were responsible for informing customers through a briefing on the current campaign.	The store teams were responsible for informing customers through a briefing on the current campaign.	Consumer was informed, trough communication supports displayed in the stores about the mechanics and causes to support with reinforcement that all the information about the campaign was available on the Smile Mission website.
Communication Strategy - After the campaign	h1)	After the end of the campaign was made a disclosure where the consumer was informed of the raising of 175,000 €.	After the end of the campaign, a public announcement was made through the media partner SIC - a live interview in the program "Querida Julia", in the sale points and through the press release.	After the end of the campaign, a public announcement was made through the media partner SIC - a live interview in the program "Querida Julia", in the sale points and through the press release.	After the end of the campaign, a public announcement was made through the Zippy social networks.	After the conclusion of the campaign the results (value raised and winning institutions) were communicated to consumers, trough a public announcement.

Tabela 4 - Communication Strategy

Data Source: Interviews

The actions regarding the disclosure of the achieved results to the consumer's shows the brand's concern to demonstrate the benefits of their CrM campaigns to the causes supported.

6.1.4 Duration and Range of the Campaigns

In the questionnaire (Table 3 - Duration), we enquire the brands regarding the campaign's duration. Regarding duration approach, the brands followed a short term strategy with the exception of Missão Continente 2018, which had a three months duration (which can still be considered short term). However, the first month was used to setup an application and to conduct a voting period for the institutions that wanted to apply for the funds gathered by the campaign.

	Question ID	Worten & CVP (2012)	Worten & "Terra dos Sonhos" (2014)	Worten & CVP (2017)	Zippy & "Make-a-Wish" (2018)	Missão Continente (2018)
Time Frame	d)	16/11/2012 - 6/01/2013	15/11/2013 - 6/01/2014	16/11/2017 - 6/01/2018	5/12/2018 - 12/02/2019	11/2018 - 02/2019
Duration	d)	2 months	2 months	2 months	2 months	3 months

Tabela 5 - Duration

Data Source: Interviews

Regarding the geographic area, all the campaigns analyzed were carried in Continental Portugal. The causes supported can be identified as foundations or organizations which work together with the Portuguese population.

6.1.5 Company-Cause-Consumer Alignment

Considering the importance of the alignment between the brand, the cause's target market and the overall campaign in terms of cause related bundle, in the questionnaire (Table 5 - Company-Cause-Consumer Alignment) we enquire the brands regarding the consistency between the brand, the brand's target market and the cause supported. Additionally we requested the brands to rate the relation between the brand's target consumers and the cause on a scale of 1 to 5 (where 1 is not at all related and 5 is completely related).

	Question ID	Worten & CVP (2012)	Worten & "Terra dos Sonhos" (2014)	Worten & CVP (2017)	Zippy & "Make-a-Wish" (2018)	Missão Continente (2018)
Cause supported	a)	Cruz Vermelha Portugal	Association Terra dos Sonhos	Cruz Vermelha Portugal	Make-a-Wish Foundation	Undefined
Criteria to support the chosen cause in the CrM campaign	a1)	Choice of an institution that was easily recognized by the Portuguese and with evidence of ground work.	Institution suggested by the advertising agency - whose goal is the realization of the dreams of critically ill children. The choice lies in the ability to help an association whose main mission is to materialize dreams.	Due to the severity of the events of the summer of 2017. It seemed a more natural and pressing issue to support in partnership with CVP as an intermediary.	Similarity between the cause and the target audience and the brand's mission (ZIPPY).	Trends and areas with social impact, namely the food theme in the areas of healthy eating, food waste and social inclusion.
Target of the campaign	c)	All Portuguese without exception.	All Portuguese without exception.	All Portuguese without exception.	Adults who deal with children up to 9 years old and adults without children.	All Portuguese without exception.
Brand-Cause-Consumer Alignment - level of alignment in the managers opinion	c2)	5 - Completely related	5 - Completely related	5 - Completely related	5 - Completely related	5 - Completely related

Tabela 6 Company-Cause-Consumer Alignment

Data Source: Interviews

6.1.6 Campaign's Objectives and Performance in terms of Financial and Image Measures

In the questionnaire (Table 6 - Campaign's Objectives and Performance) we enquire the brands regarding the campaign's main objectives, general performance of the campaign in terms of financial and image measures, as these are relevant evaluation techniques for a successful CrM campaign. The questions related to the company's performance were divided in two sets of questions, since our intention was to obtain quantitative and qualitative data in order to support the answers. Unfortunately, regarding quantitative data, no information was disclosed and for that reason we will support our analyses on the qualitative and quantitative secondary data.

In terms of purchase intention, the managers provided us with their opinion regarding the campaign's outcome. In terms of collected amounts, and since those values were not directly provided in the questionnaires, they might not be 100% accurate, but we decided to use them to analyze the findings in chapter 6.

	Question ID	Worten & CVP (2012)	Worten & "Terra dos Sonhos" (2014)	Worten & CVP (2017)	Zippy & "Make-a-Wish" (2018)	Missão Continente (2018)
Objectives of the campaign	b)	To support a project that had an impact on the Portuguese society at a time when Portugal faced a generalized period of crisis. Involve the Portuguese and the sales teams in a meritorious cause. Position Worten as a brand that is jointly responsible and with an active role in society	To raise the highest possible value for the institution. Involve the Portuguese and the sales teams in a meritorious cause. Position Worten as a brand that is jointly responsible and with an active role in society.	To raise the highest possible value for the institution. Involve the Portuguese and the sales teams in a meritorious cause. Position Worten as a responsible and socially active brand in the communities where it is inserted.	Reinforce the concept of togetherness - to reinforce the sense of unity between parents and children; Encourage the client to create a positive impact on society. Celebrate the Christmas spirit.	Reinforce the retailer position as a socially responsible brand; Enhance the relevance of eating habits and food (healthy food, food waste and social inclusion); Increase consumer awareness about these topics.
Purchase Intention - Quantitative Data	k1)	Undisclosed	Undisclosed	Undisclosed	No significant changes in the brand's sales volume.	Undisclosed
Purchase Intention - Qualitative Data	k2)	Very positive impact - the objective was not to boost sales but rather to raise the highest amount of donations for the cause.	Very positive impact. It allowed to position Worten in the axis of social responsibility, in a consolidated way and with a project in its own name (Código DáVinte).	Very positive impact. It allowed to reinforce Worten position as a social responsible brand and at the same time reinforce the notoriety of the DáVinte Code project.	Positive feedback from the store teams and in the brand's digital channels, which showed a very positive response from consumers.	Considered to be very effective
Corporate Image - Quantitative Data	l1)	Undisclosed	Undisclosed	Undisclosed	Even though bi-annual studies with a focus on awareness and value proposition have been carried out, the same study has not been carried out since the beginning of the campaign	Undisclosed
Corporate Image - Qualitative Data	l2)	Cemented the brand's position as a leading brand and na influencer within the Portuguese society.	Positive impact in position Worten as a socially responsible brand.	Positive impact in position Worten as a socially responsible brand.	Positive impact - allow to materialize the concept of togetherness; To establish greater emotional and affective connection between the brand and the families.	Reinforce its top of mind association as a socially responsible brand,
Market Share Implications	m)	Undisclosed	Undisclosed	Undisclosed	It is not possible to directly associate the campaign to the market share growth and it is not expected that to happen in a significant way	
Amounts Collected	Sec. Data	175.000€ ¹	120.000€ ¹	150.000€ ²	6.000€ ³	240.000€ ⁴

Tabela 7 - Campaign's Objectives and Performance

Data Source: Interviews

¹Source: Worten.pt (2019)

^{*2}Source: Distribuição Hoje (2019)

^{*3}Source: SAPO Lifestyle (2019)

^{*4}Source: Missão Continente (2019)

6.2 Applicability of Research Model and Propositions

After processing and analyzing the data gathered in the questionnaires, the applicability of the research model propositions should be tested. The research model combines four propositions regarding the impact of brand-cause fit on the CrM campaigns success in the form of consumer purchase intention and assume the existence of moderating factors.

When analyzing the brand-cause fit in respect to the different cases analyzed and taking into consideration our primary data (Table 5 - Company-Cause-Consumer Alignment), we conclude that in the case of Zippy, the brand-cause fit established demonstrates a high fit situation. The brand's core business is children clothes, thus the brand image is children related and the cause supported intended to fulfill the dreams of critically ill children, hence a strong relation between the brand's image and the cause supported can be recognize and supported through the managers answer to the question a1) to what concerns the criteria to support the organization "*the similarity between the cause and the target audience and the brand's mission*" (Regina Guerner, CMO Zippy).

In the case of Missão Continente, the brand's campaign addressed causes related with food, so we can establish that there is a high brand-cause fit, since the brand's core business is food retail, thus the brand's image is aligned with the thematic supported, namely food, this conclusion can be supported by the managers answer to the question a1) to what concerns the criteria to support the organization which was support "*trends and areas with social impact, namely the food theme in the areas of healthy eating, food waste and social inclusion*" (Andreia Sousa, CMO Continente). These findings support P1, and also P2 and P3, since when there is a high brand-cause fit it is expected that the purchase intention in the campaign tends to be more positive, and the results presented in data analysis points in that direction.

The case of Worten is quite different. Even though the brands target market includes the majority of the Portuguese population and the issue addressed in the three campaigns reveals the brands concern in supporting issues that impact the community in which the brands operate, we cannot established a direct congruence between the brand's core business and the cause supported. In the case of Worten's campaigns, P1 cannot be supported, since even in a low brand-cause fit situation, the campaigns' objectives were successful attained. In the same line of though, P2 and P3 cannot be supported either, since even in a low brand-cause fit situation consumer's purchase intention seems to be positive, the brand was able to successfully engage

consumers and fulfil the campaigns objectives, either by purchasing the product promoted or by contributing to the cause, through the “act of donation”.

Even if Worten campaigns present a low brand-cause fit situation, the fact that the brand was able to address issues relevant to the community, as answer by the manager in question a1) the motive to support such cause was related with *"the severity of the events of the summer of 2017, which seemed a more natural and pressing issue to support in partnership with CVP as an intermediary"*, helped moderate the effect of a low fit situation and, thus, produced a positive impact on consumer's evaluation of the campaign and increased their willingness to engage in the CrM campaign in the form of purchase intention. These differences regarding the implications of brand-cause fit on the success of a CrM campaign allow us to support P4.

The increase in the amounts collected by Worten 2014 and 2017 under the project “Código DáVinte”, allow us to support P4 in the scope of brand awareness and brand image. Since we are facing a three years project and taking into consideration the managers answers to question k2) the project "Código DáVinte" *"allowed to reinforce Worten position as a social responsible brand and at the same time reinforce the notoriety of the DáVinte Code project"* (Alexandra Balão, CMO Worten), thus, it is safe to conclude that the awareness of this project resulted in an improvement of the brand image, increasing consumer's trust in the brand. Moreover, the effective communication strategy employed in this project allowed Worten to positively connect with its target consumers and to strengthen its position as a reliable brand.

The creation of a specific product for the campaign, was pointed by the managers in question e1) as a strategy with the intention *"for the product to stand out and people associate it specifically with the campaign"* (Andreia Sousa, CMO Continente). The creation of a specific product intended to increase campaign notoriety and to positively influence consumer purchase intention. This allow us to support P4, reinforcing that moderator factors can in fact contribute to increase consumers' willingness to engage in the CrM initiatives and can moderate consumers perception of fit.

Chapter 7

Discussion

7.1 CrM campaigns characteristics

Our findings demonstrate that in all the campaigns carried by Worten, Zippy and Missão Continente, the brands chose to embrace transactional CrM, since they engaged the consumer in the campaign through commercial trade (purchase) or donation. In our case study we can identify two different forms of transactional CrM campaigns. First, we have the “purchase-triggered donation” (Stole, 2006), the cases of Worten 2012, Zippy 2018 and Missão Continente 2018, in which the company’s donation to the cause is contingent to the consumer purchase of the item promoted by the CrM campaigns. Secondly, we also identify cases in which a “check-out charity” approach was followed (Kinard & Pardo, 2017). Regarding this form of transactional CrM, we identified two campaigns, Worten 2014 and Worten 2017. In these two campaigns, the company supports consumers’ donations to a social cause, by encouraging consumers to donate an amount during the payment act.

7.2 Type of product promoted in the CrM campaigns

The current literature defends that CrM campaigns tends to be more successful when the product promoted is of hedonic nature (Strahilevitz & Myers, 1998; Silva & Martins, 2017). From the five campaigns analyzed in our case study, three of them chose to associate specific products to their CrM campaigns, Worten 2012, Zippy 2018 and Missão Continente 2018, used products of utilitarian nature.

Since we do not have any campaign that promoted a hedonic product, further research to support the author’s findings is required, in order to draw conclusions to what concerns to the type of product promoted in CrM campaigns effectiveness.

7.3 Company-Cause-Involvement

The congruence among the three key elements, consumer, cause and company is important because the more connected the consumer feels with the campaigns, the higher are the possibilities that he/she will engage in the campaigns. This leads to the importance of finding subjects, such as causes and problems that are relevant to the brand target consumer, as proposed by Grau & Folse (2007) and Guerreiro et al. (2015). Moreover, Steffen & Günther (2013) pointed that consumers' willingness to participate in CrM campaigns increases with their proximity and involvement with the cause.

Considering the importance of the alignment between these three elements, we can conclude that in the campaigns conducted by Worten, Zippy and Missão Continente, the brands chose to support social causes that are relevant to their target consumers. Worten's target market is quite wide, since it encompasses all Portuguese consumers or potential house appliances consumers. In terms of social causes, we can distinguish three situations where Worten strived to establish a connection between the brand's target market and the issues relevant for the community. In 2012 the institution supported was CVP, specifically through the institutional project "*Dê a mão por um Portugal + Feliz*". This specific project aimed to help families in need, to fight poverty and social exclusion in a period of a severe global crisis that had a huge impact on the Portuguese population. The choice of this project as the target of the CrM campaign demonstrates the brand's concern to find relevant problems in the community in which the brand operates, as well as to address problems that all consumers are aware of and actively involved with.

Regarding Worten 2014, in this case the brand chose to support "Terra dos Sonhos", an institution that operates in Portugal and aims to accomplish the dreams of ill children. Even though in this case the target market of the cause is confined to children with severe illness, which is not such a comprehensive target as the one of the causes supported in other years, the CrM campaigns theme has a strong impact in the minds of everyone, especially the ones who have faced illness affecting their loved ones. We

can conclude that this cause can be considered to be less aligned with the brand's target market, but it demonstrates the brand's concern to call the attention and raise awareness to a relevant social issue. In the year of 2017, Worten engaged again in a partnership with CVP with the aim to raise the highest value possible for the Portuguese population affected by the destruction resulting from the fires that plagued Portugal in that year, in order to contribute to the rebuilding of infrastructures and to minimize the serious damages resulting from the fires in 2017. Thus, the company addresses a cause that was especially relevant for Portuguese people, and this shows the company's concern in supporting issues that are relevant for the Portuguese community. Therefore, we can conclude that by choosing these causes, the brand tried to approach the segments of society that required more help or to contribute to improve the well-being of relevant groups in society and embraced causes that were very relevant for the population.

Regarding Zippy's 2018 campaign, even though the brand's end users are children, the adults are the buyers and they are part of the brand's target market, specifically, adults who deal with children up to 9 years of age. In 2018, the brand partnered with foundation "Make-a-Wish", a social cause that has as mission to materialize children dreams. Hence, we may conclude there is consistency between the consumer, cause and the company. Moreover, this CrM campaign demonstrates the brand's concern to support a social cause that is relevant to its target consumers. Consequently, the brand was able to develop an appropriate cause-related bundle (Guerreiro et al., 2015).

Continente is a chain of hypermarkets operating in Portugal. In the 2018 campaign, Missão Continente chose to support a social cause related with the food theme, namely healthy food, food waste and social inclusion. These themes have been of increasing interest among the community in recent years. Continente targets the whole Portuguese market of retailing consumers. Since one of the brand's core businesses is the food trade, we can identify a high congruence between the themes supported and the message conveyed by the CrM campaign, the brand's positioning and the brand's target market. Furthermore, this CrM campaign highlighted the brands concern to support relevant and up-to-date issues.

7.4 Communication in CrM campaigns

Within the communication of CrM campaigns, two phases should be considered: first, the campaign intentions communication and of how the process will occur; and second, the results communication of the campaign to the consumers.

Our findings are consistent with the literature, as they show that all campaigns followed the two phases suggested by the authors. Before and during the campaign, the intention of the partnership was communicated to the consumers, and information was provided regarding how the partnership worked and the amount that would be donated. The communication was done through the media partners, the sales team and other communication supports described in Chapter 5 (Steffen & Günther, 2013). The second stage of communication demonstrates the brands effort to communicate the campaign results to the consumers, again using the media partners, the brand's website and communication supports in the stores (Berggren & Stark, 2010).

7.5 Campaign Objectives and Performance in terms of Financial and Image Measures

In order to evaluate the success of a CrM campaign, we need to confirm if the company was able to achieve the objectives defined for the campaign (Christofi et al., 2015). In the context of CrM, purchase intention can be understood as the consumer's choice and intention to buy and participate in CrM campaigns (Bui, 2017), which can be influenced by a number of factors, considered as moderating factors. Regarding purchase intention, Worten 2012 campaign objective was not to boost sales but rather to engage the Portuguese consumers with the causes through an altruistic behavior, and to raise the highest possible amount for the causes. The campaigns analyzed were conducted during the Christmas season, which is a season of high consumption, thus consumers' willingness to be involved in this type of initiatives is also amplified. In Worten's 2012 campaign, the brand was able to collect an amount of 175.000€ for the

cause, which reflects that the consumer purchase intention was positive. In terms of the amount raised by the campaigns, we were able to compare the campaigns of Worten 2014 and 2017, both were part of the project “Código DáVinte, which was launched in 2014. Through the data gathered, we can observe an increase in the amounts collected in 2017 when compared to 2014, which can be explained by the increase in the awareness of the brand’s project, and also by the fact that the campaign was supported by an effective communication strategy.

In terms of consumer purchase intention of the brand’s products in general, the manager of Zippy’s 2018 campaign, stated that during the campaign there was no significant change in the brand's sales volume. Thus, we can conclude that the campaign did not have any relevant influence on consumers’ buying intention. However, in terms of consumer engagement with the campaign, the objectives were met, since according to the secondary data collected, all items placed for sale (6.000 pair of gloves) were sold.

Missão Continente 2018 was able to deliver 240.000€ to the winning institution, this amount reveals that there was a positive engagement of the consumer with this CrM initiative, since 240.000 mugs were sold across Continente stores in Portugal.

Regarding the image measures. In all campaigns analyzed, the managers stated that one of the campaign objectives was to position the brands as socially responsible and active brands that try to effectively help the communities in which they operate, and thus, to create social responsible brand images in the minds of the target consumers. Our findings show that the campaigns enhanced the position of the different brands analyzed as socially responsible brands that are committed to their communities. Therefore, we can conclude that the objectives defined in terms of brand image were accomplished. In the case of the campaigns carried by Worten in 2014 and 2017, the campaigns also allowed the brand to reinforce its position as a socially responsible brand and to raise awareness for the project “Código DáVinte”

7.6 Tactic Vs Strategic approach to CrM

Four dimensions are identified by Berggren & Stark (2010) and Hassan Abouaish (2018) as important to fully characterize the company's approach, which includes the level of congruence between the brand and the cause, campaign duration, top management involvement and amount of resources associated with the campaign. Even though we do not possess all the information regarding the four dimensions, through the analysis of the data collected we tried to characterize the position of the brands studied in terms of these four dimensions.

In terms of brand-cause fit, all managers believe that they were able to create a situation of high fit between the brand, the cause and the consumer. In terms of duration, even though all the campaigns followed a short-term duration, the data collected suggests that all the brands have engaged in multiple CrM activities over the years, supporting the same institution consecutively. Moreover, "Código DáVinte" project, was specifically designed for CrM initiatives, which demonstrates a long-term commitment of the brand to the community. This long-term commitment is present in all the brands. The creation of specific projects to support CrM campaigns, demonstrates both the willingness to affect resources for the campaigns and the involvement of top management.

In respect to the motivations to engage in CrM initiatives, besides providing support to the causes and the community, the managers highlight the reinforcement of the corporate social responsibility positioning. Hence, considering the analysis done in respect to the four dimensions suggested by Berggren & Stark (2010) and Hassan Abouaish (2018), we believe that Worten, Zippy and Continente chose a strategic CrM approach.

7.7 Brand-cause fit in CrM campaigns

From our sample we can distinguish between the five campaigns different levels of brand-cause fit. Zippy promoted a pair of gloves that intended to accommodate both children's and parents' hands, the cause supported aims at fulfilling children's dreams, thus we can identify a high level of brand-cause fit between the brand image and the cause.

Continente conveyed themes related with food and eating habits, thus, a certain degree of relation can be established between the mug and the promotion of healthy habits. In terms of brand-cause image fit, as Continente is a chain of hypermarkets in Portugal, which sells mainly food products and daily products for home use and for cooking, thus, we can conclude that there is a high level of fit between the cause and brand image, as well as between the product promoted and the cause supported.

The 2012 Worten's campaign promoted a Christmas Wrapping. The product does not demonstrate any clear association with the supported cause, thus we cannot say that a high brand-cause fit is present. In 2014, Worten supported the institution "Terra dos Sonhos", that is devoted to fulfilling the wishes of ill children, and in 2017 the brand partnered with CVP. In terms of brand-cause fit, Worten is a brand that sells products in the areas of home appliances, consumer electronics and entertainment, thus the level of brand-cause fit cannot be pointed as high. This situation of low brand-cause fit is present in all the Worten's campaigns. These findings, combined with the amounts raised, demonstrate that brand-cause fit partially influences consumer engagements in CrM campaigns, but that the level of fit is not fundamental when the social causes supported are able to stimulate consumers' engagement in CrM initiatives.

Chapter 8

Findings

The main contribution of this research is linked with the study of how brand-cause fit influences the success of CrM campaigns, considering CrM initiatives where the consumer participation exists. The impact of brand-cause fit on CrM campaigns continues to raise several discussions between academics and it is a relevant debate theme. Pracejus & Olsen (2004), Lans et al. (2014) and Trimble & Rifon (2006) supported that brand-cause fit is able to generate positive consumer responses to CrM initiatives, by influencing consumer perception regarding the brand image and consumer motivations to engage in cause supporting initiatives. However, our findings highlight that is not necessarily the case. Indeed, they are consistent with the conclusions of Lafferty (2007) and Nan & Heo (2007), who stated that brand-cause fit does not have a significant influence on the effectiveness of CrM messages. The five CrM campaigns analyzed in our research were considered as successful despite the fact that some of them presented a situation of high fit (Zippy and Continente) and others of low fit (Worten's campaigns of 2012, 2014 and 2017).

Going further on the brand-cause fit analysis, Alav & Zeynali (2013) and Lans et al. (2014) concluded that CrM campaigns benefit when there is high perceived congruence between the brand and the cause in terms of consumers positive attitudes towards the brand, brand awareness and corporate credibility. In turn, CrM campaigns with a low brand-cause fit classification, can result in consumer skepticism towards both the campaign and the brand, which can lead to less positive consumer responses to CrM campaigns (Pracejus & Olsen, 2004) and it can raise questions about the company's motivations to carry out the campaign.

Our findings suggest that even in CrM campaigns in which there is a lower brand-cause fit, successful outcomes can be achieved. Also, our findings highlight that, even though brand-cause fit has a relevant influence on consumers' evaluation of the CrM campaign, it might not be strong enough to trigger the engagement in CrM initiatives.

Therefore, other factors should be considered when evaluating consumer attitudes towards CrM initiatives.

The concept of consumer-cause involvement introduced by Grau & Folse (2007) can significantly influence consumer engagement behavior in CrM campaigns, since consumers are more willing to engage in CrM campaigns that support causes that have an impact on their lives and on their community. This idea goes in line with Gupta & Pirsch (2006) and Guerreiro et al. (2015) who suggested that brands should address in their CrM campaigns issues that are relevant for the brand's target audience as well as for the community in which the brand operates. The conclusions of these authors are in line with our findings, particularly in the cases of Worten's 2012, 2014 and 2017 campaigns. Worten was able to address issues that were relevant to the community at the time, which allow us to conclude that consumer-cause involvement significantly influences the success of CrM initiatives and can mitigate the negative effects of a low brand-cause fit classification.

Considering the need of addressing issues that matter for the brand's target market, CrM communication strategies should reflect the brand in terms of brand image, vision and mission, and the brand's target audience. Our results suggest that in all the campaigns analyzed, communication aimed to increase consumer trust in the CrM initiatives, since the brand developed communication activities throughout the CrM campaign and after its conclusion, in order to clearly state the campaign outcomes. Moreover, we concluded that this strategy positively influenced consumer trust in the brands' intentions and favorably affected the brand image. For example, the increase in the amounts collected by Worten's campaigns from 2014 to 2017 can be justified by the increase in consumer awareness about the project "Código DáVinte" and in consumer trust in the brand. Thus, it is safe to conclude that an appropriate communication strategy should be conducted in order to support the CrM message that the brand intends to transmit to its target consumers. Indeed, this will reinforce consumer trust and positively influence their perception about the brand, which will stimulate consumer engagement in the CrM initiatives and make the campaign more successful.

8.1 Theoretical Findings

Considering our research question, we can conclude that brand-cause fit is able to influence consumer purchase intention to a certain extent. Brand awareness influences consumer's evaluation of fit, as noted by Nan & Heo (2007). Our findings suggest that a positive evaluation of the brand induces positive consumer feelings towards the brand and increases his/her ability to trust in cause supporting initiatives conducted by the brand, which will in turn influence consumer engagement in CrM campaigns. We find that CrM campaigns that address issues that are relevant for the community of the brand target consumers tend to be more successful. Thus, we concluded that this factor could moderate consumer evaluation of brand-cause fit. In Worten's case, there is a low brand-cause fit, however the campaign was a success and the outcome was not negatively affected by the low fit. This suggests that the social cause supported can have an important effect on the evaluation of the CrM campaign and influence consumer participation. These findings also suggest that brands that regularly engage in CrM initiatives, by demonstrating a long-term commitment to the society, stimulate positive consumer feelings towards the brand and the campaigns supported, which induces positive purchase intention in the different CrM campaigns and, thus, influences their success.

Hence, in conclusion, how does brand-cause fit influence the CrM success? As demonstrated by our results, the success of CrM initiatives is not always directly linked with brand-cause fit. The evaluation of a CrM campaign should be measured taking into consideration several aspects and should be analyzed case by case, since several moderating variables affect consumer-brand relationship. A high brand-cause fit can leverage the chances of success, however, a low brand-cause fit can also lead to success if the relevant moderating variables are present. We could not establish a direct link between brand-cause fit and the success of CrM campaigns, as we concluded that a successful CrM campaign can be achieved with both a high or low fit and the relationship between brand-cause fit and the success of a CrM campaign is affected by several variables.

8.2 Managerial Implications

Considering the fact that consumers are increasingly more demanding regarding the need to address social issues and the competition between brands proposing similar offers is steadily rising, it becomes clear that the use of CrM initiatives can help business to grow, in terms of sales and awareness among target consumers. It is also clear that consumers prefer to choose brands that engage in cause supporting activities when compared with brands that do not engage in cause-supporting initiatives. Even though CrM activities can leverage business activities, the process of creating and implementing such initiatives must be carefully considered due to the importance related to the partner choice (social causes), that should share similarities with the business (brand-cause fit). Furthermore, it is key to address issues that are relevant to the communities where the CrM initiatives will be conducted. These factors can have a positive impact on consumer attitude towards the brand and purchase intention. When considering the development and implementation of CrM initiatives, companies should consider brand-cause fit effect, giving preference to causes that reveal congruence, both with the brand itself and the brand target audience. Additionally, more important than a high brand-cause fit, it is suggested that the cause or social problem supported should address issues that matter for target consumer in order to induce consumer-cause involvement and proximity. Thus, brands should follow campaigns with national or regional geographic scope. Even if a high brand fit is considered as preferable, a low fit can also be present the brands have a historical background of CrM initiatives.

Communication in CrM campaigns plays an important role both in terms of consumer awareness of the campaign objectives and outcomes. A strong and well-established communication with target consumers will lead to a more favorable consumer behavior, increasing the chances of success and the benefits for the brand or the corporate image in the future.

Favorable corporate and brand images have been noted as positive outcomes of CrM campaigns, as companies with track records of supporting social causes are

perceived as more trustworthy, which increases consumer willingness to engage in CrM initiatives with this companies or brands. Thus, it is important that managers consider CrM initiatives as part of their marketing initiatives in a more regular way, in order to convey an image of socially concerned institutions in the eyes of the consumers.

8.3 Limitations and Further Research

Several limitations were identified when conducting this research. This research used a qualitative approach, as it followed a case study methodology, focusing on five CrM campaigns carried in the last ten years in Portugal. Therefore, results cannot be generalized. The aim of the study was to focus on CrM campaigns in the Portuguese market, in order to generate inferences to what concerns response of the Portuguese population to CrM initiatives.

The fact that the company studied did not disclose information regarding the campaign's performance was one of the main difficulties, since the impacts of the campaigns analyzed on consumer purchase intention and their implications in terms of image and market share were not disclosed by the managers. Thus, our analysis relies mainly on the managers subjective opinions regarding the effectiveness of each campaign. The research is based on the responses provided by the campaign managers, thus biased information from these subjective opinions must be considered. Quantitative data used to support the findings was found online, hence some bias regarding the numbers of the campaign's outcomes must be considered.

Since the campaigns chosen for this study were developed by the same company, similarities between them were found. Therefore, we could not establish comparisons between the effectiveness of some of the strategic choices made and previous research.

Finally, given the limited sample used in this research, the results cannot be used to represent Portuguese consumer response to CrM initiatives.

Regarding further research topics in the CrM scope, we suggest that the consumer role as an active buyer in CrM campaigns has to be further analyzed in order to establish which are the main motivations and benefits that arise from their participation in such initiatives, as well as to understand which are factors that can increase consumers positive response to this CrM campaigns.

Considering the Portuguese market it is suggested to analyze the utilitarian products role in CrM campaigns, since from our analysis we noted that Portuguese brands tend to promote products of utilitarian nature and even if suggested otherwise, these products did not affected the success of this initiatives.

It is also suggested a further research regarding crucial metrics that should be applied by the companied while evaluating the CrM campaign success. While reviewing the current literature under the CrM scope we found a gap regarding concrete papers/books that directly identify specific metrics that could unequivocally applied in the present research.

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Appendixes

Appendix 1 – Formal Communication sent to SONAE

Exmo. Senhor(a) Diretora de Marketing

Dra. _____

Inês Sofia Padilha Campelos, Licenciada em Marketing, a frequentar o Curso de Mestrado em Gestão, na Universidade Católica do Porto, está a desenvolver um trabalho de investigação sobre o tema “Cause-Related Marketing (CRM)” com o objetivo de compreender de que forma a relação de proximidade entre a marca e a causa social apoiada, resulta ou não num maior sucesso de uma campanha CRM. Tomei a liberdade de anexar à presente comunicação o documento integral do Projeto de Investigação no sentido de facilitar o enquadramento ao tema.

Venho assim, solicitar por este meio, a sua autorização e participação, no âmbito das suas responsabilidades na organização, para recolher e tratar os dados solicitados no questionário anexo à presente comunicação para assim analisar as respostas obtidas, nomeadamente informações sobre a variação da intenção de compra da campanha(s) identificada(s), realizada pela vossa organização e ainda dados sobre a satisfação do consumidor que participaram na referida campanha para utilização como dados secundários.

A recolha de dados irá desenvolver-se preferencialmente e consoante a sua disponibilidade, durante os meses de dezembro e janeiro de 2018/19, sendo a mesma efetuada através de questionário direto à organização titular da campanha(s), observação de documentos relativos à campanha e análise de metodologias implementadas na organização.

O acesso aos dados será realizado via digital em formato de documento texto (PDF; DOC; etc.), onde serão extraídos dados relativos ao ciclo de vida da(s) campanha(s) CRM identificada(s). No entanto fico à sua inteira disposição para a realização de uma reunião presencial, via skype ou outra que entenda mais conveniente. Os dados recolhidos serão agrupados de acordo com a tabela 1 identificada no Projeto Final de Investigação, também anexo à presente comunicação.

Entendendo a sensibilidade dos dados solicitados na presente comunicação, informo que que assim entenderem poderei anonimizar a organização e todos os restantes dados recolhidos no sentido de preservar a confidencialidade da organização e bem assim da(s) campanha(s).

Pelo supra exposto, venho assim solicitar a sua participação e autorização para desenvolver a supra citada investigação, agradecendo-lhe desde já, a atenção dispensada de V. Ex.^a para este assunto.

Com os melhores cumprimentos,
Inês Campelos

Appendix 2 – Interview guide

Introdução

Nesta entrevista, iremos colocar várias questões relativas ao desenvolvimento da campanha CRM em estudo. O objetivo será obter informações que permitam aferir o impacto de vários fatores no sucesso final da campanha.

Antes de mais estamos interessados na sua opinião e em todo o seu conhecimento enquanto gestor da campanha.

Agradecemos desde já a sua disponibilidade e colaboração.

1. Identificação da Campanha (CRM) - de acordo com informação disponibilizada online:

2. Mecânica da Campanha

a) Pode por favor descrever de forma genérica e sucinta da campanha em estudo?

a1) Quais foram os critérios utilizados pelo gestor responsável pela campanha para a escolha da causa a apoiar?

b) Pode fazer uma descrição dos principais objetivos que a marca pretendia atingir através desta campanha?

(identificação de dois ou três objetivos gerais da campanha e avaliação se esses mesmos objetivos foram alcançados).

c) Pode por favor identificar e descrever o(s) segmento(s) alvo da campanha (identificar o(s) segmento(s) de consumidor a quem se destinou a campanha de CRM).

c1) Considera que o(s) segmento(s) alvo da marca é consistente com o(s) segmento(s) alvo da causa?

c2) Numa escala de 1 a 5 como classifica a relação que conseguiram estabelecer entre a marca, a causa e o consumidor? (Sendo 1 - Nada Relacionado e 5 - Completamente Relacionado).

d) Pode indicar qual foi a duração da campanha identificada.
(número de dias ou meses em que a campanha esteve ativa e respetivo ano)

e) Pode identificar o tipo de doação associada à campanha (se doação fixa, compra de um produto cujo valor reverte para a causa, *buy-one-give-one* por cada produto comprado é oferecido um produto igual ou semelhante, se

doação variável, o consumidor pode escolher o valor doado, p.e. arredondar o custo total do cabaz).

e1) Qual o motivo para o desenvolvimento um produto específico para a causa, não integrante do portfólio da marca? e quais as mais valias deste tipo de abordagem?

3. Marketing Mix da Campanha

f) Identificação do produto comercializado/doado/associado à Campanha.
(exemplos: íman, caneta, serviços)

g) Resumo sucinto dos tipos/meios de comunicação utilizados.
(meios de comunicação utilizados pela marca para divulgar a campanha ao consumidor. Ex. TV, cartazes, *outdoors* na loja, nos espaços comerciais).

h) Qual foi a cobertura de media associada à Campanha?
(como é que a campanha foi promovida, se existiu algum tipo de parceria entre a marca e algum tipo de media, p.e. rádio, televisão).

h1) Pode caracterizar brevemente a estratégia de comunicação com o consumidor que foi utilizada durante e após a conclusão da Campanha?

O consumidor ao comprar o produto foi informado relativamente ao valor da sua contribuição para a campanha?

Após a conclusão da campanha existiu a preocupação em demonstrar ao consumidor o resultado da mesma, por exemplo em termos de montante entregue a causa?

i) Pode descrever a área geográfica da Campanha?

(identificar se foi nacional, internacional, quer em termos de atuação da campanha quer em termos do impacto da campanha na causa; explicar se o valor revertido para a causa irá ou não repercutir na população da área geográfica da campanha).

j) Pode indicar qual foi o preço do produto associado à Campanha?

(preço do produto comercializado na campanha CRM e/ou custo dos produtos associado à causa em que parte do mesmo reverte para a causa).

4. Performance da Campanha

k) Pode por favor descrever, de forma o mais detalhada possível, o impacto da campanha sobre a Intenção de Compra dos consumidores alvo?

k1) Disponibilização, se possível, de dados quantitativos (relativos à variação do volume de vendas do produto da campanha, ou variação do volume de vendas da marca, no período anterior e seguinte à campanha no caso do produto não ser parte do portfólio da organização).

k2) E qual é a sua opinião, enquanto gestor da campanha, sobre o impacto que esta campanha teve? (relativamente à eficácia da campanha tendo em conta os objetivos pretendidos e os realmente obtidos, ou outras considerações relevantes).

l) Pode agora por favor indicar qual o impacto que a campanha em estudo teve sobre a imagem da marca/empresa?

l1) Dados secundários quantitativos e/ou qualitativos relativamente à atitude dos consumidores para com a marca (depois da realização da campanha, quais os resultados em termos de lealdade e imagem ou associações à marca; foram realizados inquéritos pela marca para avaliar este impacto? Se sim, quais os resultados?).

l2) E qual é a sua opinião, enquanto gestor da campanha, sobre o impacto que esta campanha teve sobre a imagem da marca? (relativamente à eficácia da campanha tendo em conta os objetivos pretendidos e os realmente obtidos, ou outras considerações relevantes).

m) É possível identificar as implicações da campanha na quota de mercado da marca? (qual o impacto na quota de mercado, se é impacto foi notório, positivo ou negativo; disponibilização de informação quantitativa, se disponível).

n) O objetivo genérico da empresa relativamente a ações de CRM, é maioritariamente relacionado com a questão da responsabilidade social corporativa ou com a possibilidade de aumento das vendas no período da campanha?

o) Há algum aspeto adicional que queira acrescentar e que ainda não foi abordado relativamente à implementação e eficácia desta ou de outras campanhas?

Mais uma vez muito obrigada pela sua colaboração!

Appendix 3 – Interview – Worten 2012

Introdução

Nesta entrevista, iremos colocar várias questões relativas ao desenvolvimento da campanha CRM em estudo. O objetivo será obter informações que permitam aferir o impacto de vários fatores no sucesso final da campanha.

Antes de mais estamos interessados na sua opinião e em todo o seu conhecimento enquanto gestor da campanha.

Agradecemos desde já a sua disponibilidade e colaboração.

Nome: Alexandra Isabel Balão

- 1. Identificação da Campanha (CRM)** - de acordo com informação disponibilizada online:

Worten e Cruz Vermelha Portuguesa – “Dê a mão por um Portugal Mais Feliz”, venda de embrulhos de Natal – Ano 2012/2013

- 2. Mecânica da Campanha**

- a) Pode por favor descrever de forma genérica e sucinta da campanha em estudo?**

R: O projeto “Por um Portugal + Feliz” foi concebido para ajudar a Cruz Vermelha Portuguesa a prestar apoio às famílias portuguesas mais carenciadas, através do programa “Portugal + Feliz”. Esta nossa iniciativa tem por base a venda do embrulho de Natal “Portugal + Feliz”, nas lojas Worten, por 1€. Um valor simbólico, que, em acumulado, poderá fazer toda a diferença e ajudar quem mais precisa.

- a1) Quais foram os critérios utilizados pelo gestor responsável pela campanha para a escolha da causa a apoiar?**

R: Achámos importante identificar uma instituição que fosse facilmente reconhecida pelos portugueses e com provas dadas em termos de trabalho no terreno.

b) Pode fazer uma descrição dos principais objetivos que a marca pretendia atingir através desta campanha?

R: Apoiar um projeto com impacto na sociedade portuguesa numa altura em que Portugal (e os portugueses) enfrentava um período generalizado de crise; Envolver os portugueses e as equipas de vendas (das lojas Worten) numa causa meritória; Posicionar a Worten como marca socialmente responsável e com um papel ativo na sociedade.

c) Pode por favor identificar e descrever o(s) segmento(s) alvo da campanha
(identificar o(s) segmento(s) de consumidor a quem se destinou a campanha de CRM).

R: Todos os portugueses sem exceção.

c1) Considera que o(s) segmento(s) alvo da marca é consistente com o(s) segmento(s) alvo da causa?

R: Sim.

c2) Numa escala de 1 a 5 como classifica a relação que conseguiram estabelecer entre a marca, a causa e o consumidor? (Sendo 1 - Nada Relacionado e 5 - Completamente Relacionado).

R: 5 – Completamente Relacionado

d) Pode indicar qual foi a duração da campanha identificada.
(número de dias ou meses em que a campanha esteve ativa e respetivo ano)

R:Esta campanha esteve em vigor de 16 de novembro de 2012 a 6 de janeiro de 2013.

- e) **Pode identificar o tipo de doação associada à campanha** (se doação fixa, compra de um produto cujo valor reverte para a causa, *buy-one-give-one* por cada produto comprado é oferecido um produto igual ou semelhante, se doação variável, o consumidor pode escolher o valor doado, p.e. arredondar o custo total do cabaz).

R: Venda de embrulhos de Natal a 1€, como 0,80€ a reverter para a causa
A doação final (175.000€) foi concretizada em numerário, via transferência bancária.

- e1) **Qual o motivo para o desenvolvimento um produto específico para a causa, não integrante do portfólio da marca? e quais as mais valias deste tipo de abordagem?**

R: Sendo Natal, pegou-se num produto (caixa de embrulho) que tende a ser útil para a maioria das pessoas e, assim, potenciar uma maior adesão pelos clientes.

3. Marketing Mix da Campanha

- f) **Identificação do produto comercializado/doado/associado à Campanha.**

(exemplos: íman, caneta, serviços)

R: Venda de caixas de embrulho para o Natal.

- g) **Resumo sucinto dos tipos/meios de comunicação utilizados.**

(meios de comunicação utilizados pela marca para divulgar a campanha ao consumidor.
Ex. TV, cartazes, *outdoors* na loja, nos espaços comerciais).

R: TV, imprensa, exterior, redes sociais, online e ponto de venda.

- h) **Qual foi a cobertura de media associada à Campanha?**

(como é que a campanha foi promovida, se existiu algum tipo de parceria entre a marca e algum tipo de media, p.e. rádio, televisão).

R: Este projeto teve o apoio da SIC, da RFM, do grupo Impresa (Visão e Expresso) e da Cemusa.

h1) Pode caracterizar brevemente a estratégia de comunicação com o consumidor que foi utilizada durante e após a conclusão da Campanha?

O consumidor ao comprar o produto foi informado relativamente ao valor da sua contribuição para a campanha?

R: Sim, claro. As equipas de loja estavam briefadas para informar os clientes da campanha em vigor.

Após a conclusão da campanha existiu a preocupação em demonstrar ao consumidor o resultado da mesma, por exemplo em termos de montante entregue a causa?

R: Claro que sim. Foi feita essa divulgação no final da campanha, comunicando a angariação de 175.000€.

i) Pode descrever a área geográfica da Campanha?

(identificar se foi nacional, internacional, quer em termos de atuação da campanha quer em termos do impacto da campanha na causa; explicar se o valor revertido para a causa irá ou não repercutir na população da área geográfica da campanha).

R: A campanha esteve em vigor em todas as lojas Worten, de norte a sul do país.

j) Pode indicar qual foi o preço do produto associado à Campanha?

(preço do produto comercializado na campanha CRM e/ou custo dos produtos associado à causa em que parte do mesmo reverte para a causa).

R: PVP de 1€ com 0,80€ a reverter para a CVP.

4. Performance da Campanha

k) Pode por favor descrever, de forma o mais detalhada possível, o impacto da campanha sobre a Intenção de Compra dos consumidores alvo?

k1) Disponibilização, se possível, de dados quantitativos (relativos à variação do volume de vendas do produto da campanha, ou variação do volume de vendas da marca,

no período anterior e seguinte à campanha no caso do produto não ser parte do portfólio da organização).

R: Não temos esses dados.

k2) E qual é a sua opinião, enquanto gestor da campanha, sobre o impacto que esta campanha teve? (relativamente à eficácia da campanha tendo em conta os objetivos pretendidos e os realmente obtidos, ou outras considerações relevantes).

R: A campanha teve um impacto bastante positivo, cimentando o posicionamento da Worten como marca líder e com influência no seio da sociedade portuguesa, ajudando as famílias carenciadas do país.

l) Pode agora por favor indicar qual o impacto que a campanha em estudo teve sobre a imagem da marca/empresa?

l1) Dados secundários quantitativos e/ou qualitativos relativamente à atitude dos consumidores para com a marca (depois da realização da campanha, quais os resultados em termos de lealdade e imagem ou associações à marca; foram realizados inquéritos pela marca para avaliar este impacto? Se sim, quais os resultados?).

R: Não temos esses dados.

l2) E qual é a sua opinião, enquanto gestor da campanha, sobre o impacto que esta campanha teve sobre a imagem da marca? (relativamente à eficácia da campanha tendo em conta os objetivos pretendidos e os realmente obtidos, ou outras considerações relevantes).

R: Acreditamos que tenha sido positivo, como é, aliás, comum neste tipo de iniciativas de teor solidário.

m) É possível identificar as implicações da campanha na quota de mercado da marca?

(qual o impacto na quota de mercado, se é impacto foi notório, positivo ou negativo; disponibilização de informação quantitativa, se disponível).

R: Não temos esses dados.

n) O objetivo genérico da empresa relativamente a ações de CRM, é maioritariamente relacionado com a questão da responsabilidade social corporativa ou com a possibilidade de aumento das vendas no período da campanha?

R: A prioridade é o reforço do posicionamento ao nível da responsabilidade social corporativa.

o) Há algum aspeto adicional que queira acrescentar e que ainda não foi abordado relativamente à implementação e eficácia desta ou de outras campanhas?

R:

Mais uma vez muito obrigada pela sua colaboração!

Appendix 4 – Interview – Worten 2014

Introdução

Nesta entrevista, iremos colocar várias questões relativas ao desenvolvimento da campanha CRM em estudo. O objetivo será obter informações que permitam aferir o impacto de vários fatores no sucesso final da campanha.

Antes de mais estamos interessados na sua opinião e em todo o seu conhecimento enquanto gestor da campanha.

Agradecemos desde já a sua disponibilidade e colaboração.

Nome: Alexandra Isabel Balão

- 1. Identificação da Campanha (CRM)** - de acordo com informação disponibilizada online:

Worten e Terra dos Sonhos – Projeto Código DáVinte – Ano 2013/2014

- 2. Mecânica da Campanha**

- a) Pode por favor descrever de forma genérica e sucinta da campanha em estudo?**

R: O Código DáVinte tem por base a passagem, em linha de caixa, de um código de barras solidário de valor mínimo de 0,20€. 2013 foi o ano de estreia do projeto (foi, portanto, a 1.ª edição desenvolvida pela marca, nas suas lojas).

<https://sic.pt/Programas/Queridajulia/2013-11-26-O-Codigo-Da-Vinte-e-uma-acao-solidaria-da-Worten>

- a1) Quais foram os critérios utilizados pelo gestor responsável pela campanha para a escolha da causa a apoiar?**

R: A instituição foi sugerida pela nossa agência de publicidade, tendo em conta o impacto que a concretização de sonhos de crianças gravemente doentes costuma ter na sociedade civil. Trata-se de uma Associação que atua na nossa sociedade desde 2007, com um objetivo muito concreto e digno de realce, que consiste, resumidamente, em ajudar crianças com doenças graves a ter os seus sonhos realizados.

Nos tempos que correm, em que a capacidade de sonhar parece estar “adormecida”, é muito bom e gratificante poder ajudar uma Associação cuja principal missão é, precisamente, ajudar a realizar sonhos. Pareceu-nos uma causa nobre, à qual ninguém devia ficar indiferente.

b) Pode fazer uma descrição dos principais objetivos que a marca pretendia atingir através desta campanha?

R: Angariar o maior € possível para a instituição poder concretizar os sonhos das crianças; Envolver os portugueses e as equipas de loja no projeto; Posicionar a Worten como uma marca responsável e socialmente ativa nas comunidades onde se insere.

c) Pode por favor identificar e descrever o(s) segmento(s) alvo da campanha

(identificar o(s) segmento(s) de consumidor a quem se destinou a campanha de CRM).

R: Todos os portugueses sem exceção.

c1) Considera que o(s) segmento(s) alvo da marca é consistente com o(s) segmento(s) alvo da causa?

R: Sim.

c2) Numa escala de 1 a 5 como classifica a relação que conseguiram estabelecer entre a marca, a causa e o consumidor? (Sendo 1 - Nada Relacionado e 5 - Completamente Relacionado).

R: 5 – Completamente Relacionado

d) Pode indicar qual foi a duração da campanha identificada.

(número de dias ou meses em que a campanha esteve ativa e respetivo ano)

R: Esta edição esteve em vigor de 15 de novembro de 2013 a 6 de janeiro de 2014

e) Pode identificar o tipo de doação associada à campanha (se doação fixa, compra de um produto cujo valor reverte para a causa, *buy-one-give-one* por cada produto comprado é oferecido um produto igual ou semelhante, se doação variável, o consumidor pode escolher o valor doado, p.e. arredondar o custo total do cabaz).

R: O cliente pode decidir qual o valor que quer doar, desde que sejam múltiplos de 0,20€ (valor mínimo da doação). Ao valor doado pelos clientes, a Worten acrescentou, no final da ação, mais 20%. A doação foi entregue em numerário.

e1) Qual o motivo para o desenvolvimento um produto específico para a causa, não integrante do portfólio da marca? e quais as mais valias deste tipo de abordagem?

R: Nesta edição, não houve criação de um produto associado à ação. Só mesmo o código de barras (igual a um código de barras “normal”).

3. Marketing Mix da Campanha

f) Identificação do produto comercializado/doado/associado à Campanha.

(exemplos: íman, caneta, serviços)

R: N/A

g) Resumo sucinto dos tipos/meios de comunicação utilizados.

(meios de comunicação utilizados pela marca para divulgar a campanha ao consumidor. Ex. TV, cartazes, *outdoors* na loja, nos espaços comerciais).

R: A campanha foi divulgada em TV (media partner: SIC), imprensa, rádio, online e nos pontos de venda.

h) Qual foi a cobertura de media associada à Campanha?

(como é que a campanha foi promovida, se existiu algum tipo de parceria entre a marca e algum tipo de media, p.e. rádio, televisão).

R: Sim, tivemos a SIC como media partner.

h1) Pode caracterizar brevemente a estratégia de comunicação com o consumidor que foi utilizada durante e após a conclusão da Campanha?

O consumidor ao comprar o produto foi informado relativamente ao valor da sua contribuição para a campanha?

R: Sim, claro. As equipas de vendas das lojas estavam briefadas para divulgar e esclarecer os clientes sobre a campanha.

Após a conclusão da campanha existiu a preocupação em demonstrar ao consumidor o resultado da mesma, por exemplo em termos de montante entregue a causa?

R: Sim, foi feita a divulgação do valor angariado através do nosso media partner (entrevista em direto no programa Querida Júlia), em loja e via comunicado de imprensa.

i) Pode descrever a área geográfica da Campanha?

(identificar se foi nacional, internacional, quer em termos de atuação da campanha quer em termos do impacto da campanha na causa; explicar se o valor revertido para a causa irá ou não repercutir na população da área geográfica da campanha).

R: Esta ação esteve em vigor em todas as lojas Worten, de norte a sul de Portugal.

j) Pode indicar qual foi o preço do produto associado à Campanha?

(preço do produto comercializado na campanha CRM e/ou custo dos produtos associado à causa em que parte do mesmo reverte para a causa).

R: N/A.

4. Performance da Campanha

k) Pode por favor descrever, de forma o mais detalhada possível, o impacto da campanha sobre a Intenção de Compra dos consumidores alvo?

k1) Disponibilização, se possível, de dados quantitativos (relativos à variação do volume de vendas do produto da campanha, ou variação do volume de vendas da marca, no período anterior e seguinte à campanha no caso do produto não ser parte do portfólio da organização).

R: Não temos esses dados.

k2) E qual é a sua opinião, enquanto gestor da campanha, sobre o impacto que esta campanha teve? (relativamente à eficácia da campanha tendo em conta os objetivos pretendidos e os realmente obtidos, ou outras considerações relevantes).

R: O impacto da ação foi bastante positivo, tendo sido possível posicionar a marca Worten no eixo da responsabilidade social – algo que nunca tínhamos feito, de uma forma consolidada, pelo menos, e com um projeto em nome próprio.

l) Pode agora por favor indicar qual o impacto que a campanha em estudo teve sobre a imagem da marca/empresa?

ll) Dados secundários quantitativos e/ou qualitativos relativamente à atitude dos consumidores para com a marca (depois da realização da campanha, quais os resultados em termos de lealdade e imagem ou associações à marca; foram realizados inquéritos pela marca para avaliar este impacto? Se sim, quais os resultados?).

R: Não temos esses dados.

l2) E qual é a sua opinião, enquanto gestor da campanha, sobre o impacto que esta campanha teve sobre a imagem da marca? (relativamente à eficácia da campanha tendo em conta os objetivos pretendidos e os realmente obtidos, ou outras considerações relevantes).

R: Esta campanha foi positiva para o posicionamento da Worten como marca socialmente responsável.

m) É possível identificar as implicações da campanha na quota de mercado da marca? (qual o impacto na quota de mercado, se é impacto foi notório, positivo ou negativo; disponibilização de informação quantitativa, se disponível).

R: Não temos esses dados.

n) O objetivo genérico da empresa relativamente a ações de CRM, é maioritariamente relacionado com a questão da responsabilidade social corporativa ou com a possibilidade de aumento das vendas no período da campanha?

R: A prioridade é o reforço do posicionamento ao nível da responsabilidade social corporativa.

o) Há algum aspeto adicional que queira acrescentar e que ainda não foi abordado relativamente à implementação e eficácia desta ou de outras campanhas?

R:

Mais uma vez muito obrigada pela sua colaboração!

Appendix 5 – Interview – Worten 2017

Introdução

Nesta entrevista, iremos colocar várias questões relativas ao desenvolvimento da campanha CRM em estudo. O objetivo será obter informações que permitam aferir o impacto de vários fatores no sucesso final da campanha.

Antes de mais estamos interessados na sua opinião e em todo o seu conhecimento enquanto gestor da campanha.

Agradecemos desde já a sua disponibilidade e colaboração.

Nome: Alexandra Isabel Balão

- 1. Identificação da Campanha (CRM)** - de acordo com informação disponibilizada online:

Worten e Cruz Vermelha Portuguesa – Projeto Código DáVinte – Incêndios em Portugal - Ano 2017

- 2. Mecânica da Campanha**

- a) Pode por favor descrever de forma genérica e sucinta da campanha em estudo?**

R: Código de barras solidário; Contribuição mínima de 0,20€; Possibilidade de múltiplos de 0,20€. No final da ação, a Worten adicionou 20% ao valor angariado.

- a1) Quais foram os critérios utilizados pelo gestor responsável pela campanha para a escolha da causa a apoiar?**

R: O flagelo dos incêndios em Oliveira do Hospital – e um pouco por todo o país – estava ainda muito recente na memória dos portugueses, pelo que nos pareceu a opção mais natural e premente de apoiar. Optámos por ter a CVP como intermediário, pois essa entidade já tinha várias equipas no terreno a apoiar as famílias afetadas.

b) Pode fazer uma descrição dos principais objetivos que a marca pretendia atingir através desta campanha?

(identificação de dois ou três objetivos gerais da campanha e avaliação se esses mesmos objetivos foram alcançados)

R: Angariar o maior € possível para a instituição poder ajudar as famílias afetadas pelos fogos; Envolver os portugueses e as equipas de loja no projeto; Posicionar a Worten como uma marca responsável e socialmente ativa nas comunidades onde se insere.

c) Pode por favor identificar e descrever o(s) segmento(s) alvo da campanha

(identificar o(s) segmento(s) de consumidor a quem se destinou a campanha de CRM).

R: Todos os portugueses, sem exceção.

c1) Considera que o(s) segmento(s) alvo da marca é consistente com o(s) segmento(s) alvo da causa?

R: Sim.

c2) Numa escala de 1 a 5 como classifica a relação que conseguiram estabelecer entre a marca, a causa e o consumidor? (Sendo 1 - Nada Relacionado e 5 - Completamente Relacionado).

R: 5 – Completamente Relacionado.

d) Pode indicar qual foi a duração da campanha identificada.

(número de dias ou meses em que a campanha esteve ativa e respetivo ano)

R: Esta ação esteve em vigor de 16 de novembro de 2017 até 6 de janeiro de 2018.

e) **Pode identificar o tipo de doação associada à campanha** (se doação fixa, compra de um produto cujo valor reverte para a causa, *buy-one-give-one* por cada produto comprado é oferecido um produto igual ou semelhante, se doação variável, o consumidor pode escolher o valor doado, p.e. arredondar o custo total do cabaz).

R: O cliente pode decidir qual o valor que quer doar, desde que sejam múltiplos de 0,20€ (valor mínimo da doação). Ao valor doado pelos clientes, a Worten acrescentou, no final da ação, mais 20%. A doação foi entregue em numerário.

e1) **Qual o motivo para o desenvolvimento um produto específico para a causa, não integrante do portfólio da marca? e quais as mais valias deste tipo de abordagem?**

R: Nesta edição, não houve criação de um produto associado à ação. Só mesmo o código de barras (igual a um código de barras “normal”).

3. Marketing Mix da Campanha

f) **Identificação do produto comercializado/doado/associado à Campanha.**

(exemplos: íman, caneta, serviços)

R: N/A

g) **Resumo sucinto dos tipos/meios de comunicação utilizados.**

(meios de comunicação utilizados pela marca para divulgar a campanha ao consumidor. Ex. TV, cartazes, *outdoors* na loja, nos espaços comerciais).

R: A campanha foi divulgada em TV (media partner: SIC), imprensa, rádio, online e nos pontos de venda.

h) Qual foi a cobertura de media associada à Campanha?

(como é que a campanha foi promovida, se existiu algum tipo de parceria entre a marca e algum tipo de media, p.e. rádio, televisão).

R: Sim, tivemos a SIC como media partner.

h1) Pode caracterizar brevemente a estratégia de comunicação com o consumidor que foi utilizada durante e após a conclusão da Campanha?

O consumidor ao comprar o produto foi informado relativamente ao valor da sua contribuição para a campanha?

R: Sim, claro. As equipas de vendas das lojas estavam briefadas para divulgar e esclarecer os clientes sobre a campanha.

Após a conclusão da campanha existiu a preocupação em demonstrar ao consumidor o resultado da mesma, por exemplo em termos de montante entregue a causa?

R: Sim, foi feita a divulgação do valor angariado através do nosso media partner (entrevista em direto no programa Querida Júlia), em loja e via comunicado de imprensa.

i) Pode descrever a área geográfica da Campanha?

(identificar se foi nacional, internacional, quer em termos de atuação da campanha quer em termos do impacto da campanha na causa; explicar se o valor revertido para a causa irá ou não repercutir na população da área geográfica da campanha).

R: Esta ação esteve em vigor em todas as lojas Worten, de norte a sul de Portugal.

j) Pode indicar qual foi o preço do produto associado à Campanha?

(preço do produto comercializado na campanha CRM e/ou custo dos produtos associado à causa em que parte do mesmo reverte para a causa).

R: N/A.

4. Performance da Campanha

k) Pode por favor descrever, de forma o mais detalhada possível, o impacto da campanha sobre a Intenção de Compra dos consumidores alvo?

k1) Disponibilização, se possível, de dados quantitativos (relativos à variação do volume de vendas do produto da campanha, ou variação do volume de vendas da marca, no período anterior e seguinte à campanha no caso do produto não ser parte do portfólio da organização).

R: Não temos esses dados.

k2) E qual é a sua opinião, enquanto gestor da campanha, sobre o impacto que esta campanha teve? (relativamente à eficácia da campanha tendo em conta os objetivos pretendidos e os realmente obtidos, ou outras considerações relevantes).

R: O impacto da ação foi bastante positivo, tendo sido possível posicionar a marca Worten no eixo da responsabilidade social, ao mesmo tempo que reforçámos a notoriedade do Código DáVinte em si.

l) Pode agora por favor indicar qual o impacto que a campanha em estudo teve sobre a imagem da marca/empresa?

ll) Dados secundários quantitativos e/ou qualitativos relativamente à atitude dos consumidores para com a marca (depois da realização da campanha, quais os resultados em termos de lealdade e imagem ou associações à marca; foram realizados inquéritos pela marca para avaliar este impacto? Se sim, quais os resultados?).

R: Não temos esses dados.

l2) E qual é a sua opinião, enquanto gestor da campanha, sobre o impacto que esta campanha teve sobre a imagem da marca? (relativamente à eficácia da campanha tendo em conta os objetivos pretendidos e os realmente obtidos, ou outras considerações relevantes).

R: Esta campanha foi positiva para o posicionamento da Worten como marca socialmente responsável.

m) É possível identificar as implicações da campanha na quota de mercado da marca? (qual o impacto na quota de mercado, se é impacto foi notório, positivo ou negativo; disponibilização de informação quantitativa, se disponível).

R: Não temos esses dados.

n) O objetivo genérico da empresa relativamente a ações de CRM, é maioritariamente relacionado com a questão da responsabilidade social corporativa ou com a possibilidade de aumento das vendas no período da campanha?

R: A prioridade será o posicionamento no eixo da responsabilidade social corporativa.

o) Há algum aspeto adicional que queira acrescentar e que ainda não foi abordado relativamente à implementação e eficácia desta ou de outras campanhas?

R:

Mais uma vez muito obrigada pela sua colaboração!

Appendix 6 – Zippy 2018

Introdução

Nesta entrevista, iremos colocar várias questões relativas ao desenvolvimento da campanha CRM em estudo. O objetivo será obter informações que permitam aferir o impacto de vários fatores no sucesso final da campanha.

Antes de mais estamos interessados na sua opinião e em todo o seu conhecimento enquanto gestor da campanha.

Agradecemos desde já a sua disponibilidade e colaboração.

Nome: Regina Maria Guerner

- 1. Identificação da Campanha (CRM)** - de acordo com informação disponibilizada online:

R: ZIPPY e Make a Wish – Gloves – Venda de luvas solidárias no valor de 9,99€, 1€ reverte a favor da Make a Wish

- 2. Mecânica da Campanha**

- a) Pode por favor descrever de forma genérica e sucinta da campanha em estudo?**

R: A Zippy desenvolveu um par de luvas que permite, em cada luva, acomodar 2 mãos em simultâneo – a de um adulto e de uma criança (por forma a que pais e filhos possam andar de mãos dadas com a mesma luva, enquanto se protegem do frio). Por cada par de luvas vendidas, a Zippy doou 1€ à Make a Wish.

- a1) Quais foram os critérios utilizados pelo gestor responsável pela campanha para a escolha da causa a apoiar?**

R: A escolha da Make a Wish prendeu-se com o facto de ser uma entidade cuja causa e público-alvo estão muito relacionados com a missão da Zippy. A Make a Wish tem como missão concretizar desejos de crianças e jovens que sofrem de doenças graves; a Zippy, por seu lado, cria produtos para crianças desde os 0 até aos 9 anos de idade e tem como missão tornar o dia a dia dos pais e filhos mais fácil e com mais significado.

Ambas as entidades trabalham no seu dia-a-dia para dar mais significado à vida destas pessoas, tornando clara a razão da parceria.

b) Pode fazer uma descrição dos principais objetivos que a marca pretendia atingir através desta campanha?

(identificação de dois ou três objetivos gerais da campanha e avaliação se esses mesmos objetivos foram alcançados).

R: Reforçar o conceito de togetherness – o sentimento de união entre pais e filhos;
Incitar os nossos clientes a criar um impacto positivo na sociedade – pela associação a uma causa solidária; Celebrar o espírito natalício

c) Pode por favor identificar e descrever o(s) segmento(s) alvo da campanha

(identificar o(s) segmento(s) de consumidor a quem se destinou a campanha de CRM).

R: Adultos que lidem com crianças até aos 9 anos e Adultos sem filhos, na medida em que a luva podia ser usada para uso próprio (pelos pais, avós, familiares, etc com as crianças) ou para oferta.

c1) Considera que o(s) segmento(s) alvo da marca é consistente com o(s) segmento(s) alvo da causa?

R: Sim, a 100%. O consumidor final da Zippy são as crianças, mas os nossos clientes são adultos – quer sejam pais, familiares, amigos, entre outros.

c2) Numa escala de 1 a 5 como classifica a relação que conseguiram estabelecer entre a marca, a causa e o consumidor? (Sendo 1 - Nada Relacionado e 5 - Completamente Relacionado).

R: 5 – Completamente relacionado.

d) Pode indicar qual foi a duração da campanha identificada.

(número de dias ou meses em que a campanha esteve ativa e respetivo ano)

R: 5 de Dezembro de 2018 a 12 de Fevereiro de 2019

e) Pode identificar o tipo de doação associada à campanha (se doação fixa, compra de um produto cujo valor reverte para a causa, *buy-one-give-one* por cada produto comprado é oferecido um produto igual ou semelhante, se doação variável, o consumidor pode escolher o valor doado, p.e. arredondar o custo total do cabaz).

R: Doação fixa: 1€ por cada par de luvas vendida

e1) Qual o motivo para o desenvolvimento um produto específico para a causa, não integrante do portfólio da marca? e quais as mais valias deste tipo de abordagem?

R: O produto desenvolvido, apesar de ter atributos funcionais semelhantes a outros produtos da gama da Zippy (luvas), tem a sua força nos atributos emocionais que incorpora (materializa o conceito de togetherness entre pais/adultos e filhos/crianças). Sendo um produto com um enorme simbolismo, o seu impacto seria amplificado se lançado numa época em que o próprio consumo está também mais direcionado a artigos com maior simbolismo e valores emocionais. A mais valia desta abordagem prende-se precisamente com o intuito da marca em criar um artigo verdadeiramente especial para uma época única do ano (foi feito especificamente para este efeito) – se fosse um artigo recorrente, a disponibilidade dos clientes e a força da mensagem transmitida não seriam as mesmas.

3. Marketing Mix da Campanha

f) Identificação do produto comercializado/doado/associado à Campanha.

(exemplos: íman, caneta, serviços)

R: Par de luvas.

g) Resumo sucinto dos tipos/meios de comunicação utilizados.

(meios de comunicação utilizados pela marca para divulgar a campanha ao consumidor.

Ex. TV, cartazes, *outdoors* na loja, nos espaços comerciais).

R: Comunicação nas redes sociais da marca, Comunicação em loja através de expositor com as luvas, Envio de newsletter à base de clientes Zippy, Envio de press-release informativo da campanha aos principais meios de comunicação escrita, Evento de apresentação do produto e do conceito a um grupo selecionado de meios de comunicação e influencers. Presença no evento “Market Stylista” com a ação das Gloves e uma linha exclusiva Zippy by Maria Guedes.

h) Qual foi a cobertura de media associada à Campanha?

(como é que a campanha foi promovida, se existiu algum tipo de parceria entre a marca e algum tipo de media, p.e. rádio, televisão).

R: Para além dos meios referidos anteriormente, a Zippy teve a Rádio Comercial como parceira nesta campanha.

h1) Pode caracterizar brevemente a estratégia de comunicação com o consumidor que foi utilizada durante e após a conclusão da Campanha?

O consumidor ao comprar o produto foi informado relativamente ao valor da sua contribuição para a campanha?

R: Sim, todos os clientes tinham conhecimento da doação de 1€ por cada par de luvas comprado.

Após a conclusão da campanha existiu a preocupação em demonstrar ao consumidor o resultado da mesma, por exemplo em termos de montante entregue a causa?

R: Sim. Com o montante recolhido, a Zippy, em conjunto com a Make a Wish, concretizou o desejo de uma criança, proporcionando-lhe uma viagem à Eurodisney com os seus pais, no mês de Março de 2019. Esta viagem foi comunicada nas redes sociais da Zippy.

i) Pode descrever a área geográfica da Campanha?

(identificar se foi nacional, internacional, quer em termos de atuação da campanha quer em termos do impacto da campanha na causa; explicar se o valor revertido para a causa irá ou não repercutir na população da área geográfica da campanha).

R: Cobertura nacional – disponível em todo o parque de lojas Zippy e loja online.

j) Pode indicar qual foi o preço do produto associado à Campanha?

(preço do produto comercializado na campanha CRM e/ou custo dos produtos associado à causa em que parte do mesmo reverte para a causa).

R: Um par de luvas = 9,99€

4. Performance da Campanha

k) Pode por favor descrever, de forma o mais detalhada possível, o impacto da campanha sobre a Intenção de Compra dos consumidores alvo?

k1) Disponibilização, se possível, de dados quantitativos (relativos à variação do volume de vendas do produto da campanha, ou variação do volume de vendas da marca, no período anterior e seguinte à campanha no caso do produto não ser parte do portfólio da organização).

R: Sendo uma campanha incidente num grupo de artigos muito específico e de baixo valor, não era expectável que se verificasse uma variação significativa do volume de vendas da marca nesse período.

k2) E qual é a sua opinião, enquanto gestor da campanha, sobre o impacto que esta campanha teve? (relativamente à eficácia da campanha tendo em conta os objetivos pretendidos e os realmente obtidos, ou outras considerações relevantes).

R: Acredito que a campanha surtiu os efeitos pretendidos. Apesar de não dispor de dados qualitativos para análise, o feedback partilhado pelas equipas de loja quanto à receptividade por parte dos clientes foi bastante positivo; bem como o feedback que recebido através dos canais digitais da marca. O único factor a reconsiderar numa

edição futura é o arranque antecipado da campanha (em 2018, as luvas entraram no mercado muito perto do Natal), por forma a potenciar mais a venda dos produtos na época natalícia.

l) Pode agora por favor indicar qual o impacto que a campanha em estudo teve sobre a imagem da marca/empresa?

l1) Dados secundários quantitativos e/ou qualitativos relativamente à atitude dos consumidores para com a marca (depois da realização da campanha, quais os resultados em termos de lealdade e imagem ou associações à marca; foram realizados inquéritos pela marca para avaliar este impacto? Se sim, quais os resultados?).

R: A Zippy desenvolve estudos de mercado bi-anuais (com foco na notoriedade, lealdade e avaliação da proposta de valor) mas desde a realização da campanha ainda não foi realizado qualquer estudo.

l2) E qual é a sua opinião, enquanto gestor da campanha, sobre o impacto que esta campanha teve sobre a imagem da marca? (relativamente à eficácia da campanha tendo em conta os objetivos pretendidos e os realmente obtidos, ou outras considerações relevantes).

R: O impacto foi muito positivo. Esta campanha permitiu, sem dúvida, materializar o conceito de togetherness e celebrar a magia das relações entre pais e filhos, permitindo estabelecer uma maior ligação emocional e afetiva entre a marca e as famílias.

m) É possível identificar as implicações da campanha na quota de mercado da marca? (qual o impacto na quota de mercado, se é impacto foi notório, positivo ou negativo; disponibilização de informação quantitativa, se disponível).

R: Não é possível associar de forma direta a campanha a crescimento de quota, mas não é expectável que tal tenha acontecido de forma significativa. A campanha decorreu em artigos de valor reduzido, durante um período de tempo também ele reduzido e não incidiu em artigos geradores de tráfego (com potencial para compras cruzadas e aumento da cesta média), não permitindo impactar de forma notória indicadores como a quota de mercado.

n) O objetivo genérico da empresa relativamente a ações de CRM, é maioritariamente relacionado com a questão da responsabilidade social corporativa ou com a possibilidade de aumento das vendas no período da campanha?

R: Fundamentalmente relacionado com a responsabilidade social da marca e comunicação dos valores da marca.

o) Há algum aspeto adicional que queira acrescentar e que ainda não foi abordado relativamente à implementação e eficácia desta ou de outras campanhas?

R:-----

Mais uma vez muito obrigada pela sua colaboração!

Appendix 7 – Missão Continente 2018

Introdução

Nesta entrevista, iremos colocar várias questões relativas ao desenvolvimento da campanha CRM em estudo. O objetivo será obter informações que permitam aferir o impacto de vários fatores no sucesso final da campanha.

Antes de mais estamos interessados na sua opinião e em todo o seu conhecimento enquanto gestor da campanha.

Agradecemos desde já a sua disponibilidade e colaboração.

Nome: Andreia Isabel Sousa

- 1. Identificação da Campanha (CRM)** - de acordo com informação disponibilizada online:

Missão Continente – Campanha de Apoio a várias causas sociais na área da alimentação – Venda de Canecas – Ano 2018

- 2. Mecânica da Campanha**

- a) Pode por favor descrever de forma genérica e sucinta da campanha em estudo? E as causas apoiadas, no caso de ser mais que uma causa social.**

R: A Missão Continente apoia projetos relacionados com o tema da Alimentação, nas áreas da Alimentação Saudável, Desperdício Alimentar e Inclusão Social. Através da venda dos produtos solidários a Missão Continente doa 1€ para apoiar estes projetos.

- a1) Quais foram os critérios utilizados pelo gestor responsável pela campanha para a escolha da causa a apoiar?**

R: Tendências e áreas com impacto social.

b) Pode fazer uma descrição dos principais objetivos que a marca pretendia atingir através desta campanha?

(identificação de dois ou três objetivos gerais da campanha e avaliação se esses mesmos objetivos foram alcançados).

R: Reforçar a posição da marca como uma marca socialmente responsável; Aumentar a relevância dos hábitos alimentares e (alimentação saudável, desperdício de alimentos e inclusão social); Aumentar a conscientização dos consumidores sobre esses tópicos.

c) Pode por favor identificar e descrever o(s) segmento(s) alvo da campanha

(identificar o(s) segmento(s) de consumidor a quem se destinou a campanha de CRM).

R: Todos.

c1) Considera que o(s) segmento(s) alvo da marca é consistente com o(s) segmento(s) alvo da causa?

R: Sim

c2) Numa escala de 1 a 5 como classifica a relação que conseguiram estabelecer entre a marca, a causa e o consumidor? (Sendo 1 - Nada Relacionado e 5 - Completamente Relacionado).

R: 5 - Completamente Relacionado

d) Pode indicar qual foi a duração da campanha identificada.

(número de dias ou meses em que a campanha esteve ativa e respetivo ano)

R: A fase de concurso das instituições decorreu entre outubro e novembro de 2018. A fase de angariação decorreu entre novembro e dezembro.

- e) **Pode identificar o tipo de doação associada à campanha** (se doação fixa, compra de um produto cujo valor reverte para a causa, *buy-one-give-one* por cada produto comprado é oferecido um produto igual ou semelhante, se doação variável, o consumidor pode escolher o valor doado, p.e. arredondar o custo total do cabaz).

R: Doação fixa. Por cada produto vendido a Missão Continente doa 1€ para os projetos

- e1) **Qual o motivo para o desenvolvimento um produto específico para a causa, não integrante do portfólio da marca? e quais as mais valias deste tipo de abordagem?**

R: É importante para que o produto se destaque e que as pessoas associem o mesmo à campanha.

3. Marketing Mix da Campanha

- f) **Identificação do produto comercializado/doado/associado à Campanha.**

(exemplos: íman, caneta, serviços)

R: Caneca.

- g) **Resumo sucinto dos tipos/meios de comunicação utilizados.**

(meios de comunicação utilizados pela marca para divulgar a campanha ao consumidor. Ex. TV, cartazes, *outdoors* na loja, nos espaços comerciais).

R: Televisão, Rádio, Social Media, Imprensa, Digital e todos os suportes de comunicação na loja,

- h) **Qual foi a cobertura de media associada à Campanha?**

(como é que a campanha foi promovida, se existiu algum tipo de parceria entre a marca e algum tipo de media, p.e. rádio, televisão).

R: Sim houve parceria estabelecida com televisão, nomeadamente com a TVI.

h1) Pode caracterizar brevemente a estratégia de comunicação com o consumidor que foi utilizada durante e após a conclusão da Campanha?

O consumidor ao comprar o produto foi informado relativamente ao valor da sua contribuição para a campanha?

R: Em todas as peças de comunicação o consumidor era informado da mecânica e causas a apoiar com reforço de que todas as informações sobre a campanha estavam disponíveis no Site da Missão Continente

Após a conclusão da campanha existiu a preocupação em demonstrar ao consumidor o resultado da mesma, por exemplo em termos de montante entregue a causa?

R: Após conclusão da campanha existe sempre comunicação de resultados, nomeadamente do valor angariado assim como das instituições vencedoras

i) Pode descrever a área geográfica da Campanha?

(identificar se foi nacional, internacional, quer em termos de atuação da campanha quer em termos do impacto da campanha na causa; explicar se o valor revertido para a causa irá ou não repercutir na população da área geográfica da campanha).

R: Nacional

j) Pode indicar qual foi o preço do produto associado à Campanha?

(preço do produto comercializado na campanha CRM e/ou custo dos produtos associado à causa em que parte do mesmo reverte para a causa).

R: PVP da caneca era de 3 euros.

4. Performance da Campanha

k) Pode por favor descrever, de forma o mais detalhada possível, o impacto da campanha sobre a Intenção de Compra dos consumidores alvo?

k1) Disponibilização, se possível, de dados quantitativos (relativos à variação do volume de vendas do produto da campanha, ou variação do volume de vendas da marca, no período anterior e seguinte à campanha no caso do produto não ser parte do portfólio da organização).

R: A informação é confidencial

k2) E qual é a sua opinião, enquanto gestor da campanha, sobre o impacto que esta campanha teve? (relativamente à eficácia da campanha tendo em conta os objetivos pretendidos e os realmente obtidos, ou outras considerações relevantes).

R: Foi muito eficaz.

l) Pode agora por favor indicar qual o impacto que a campanha em estudo teve sobre a imagem da marca/empresa?

l1) Dados secundários quantitativos e/ou qualitativos relativamente à atitude dos consumidores para com a marca (depois da realização da campanha, quais os resultados em termos de lealdade e imagem ou associações à marca; foram realizados inquéritos pela marca para avaliar este impacto? Se sim, quais os resultados?).

R: -----

l2) E qual é a sua opinião, enquanto gestor da campanha, sobre o impacto que esta campanha teve sobre a imagem da marca? (relativamente à eficácia da campanha tendo em conta os objetivos pretendidos e os realmente obtidos, ou outras considerações relevantes).

R: A marca está no top of mind como marca de responsabilidade social Traz notoriedade à marca.

m) É possível identificar as implicações da campanha na quota de mercado da marca?

(qual o impacto na quota de mercado, se é impacto foi notório, positivo ou negativo; disponibilização de informação quantitativa, se disponível).

R: -----

n) O objetivo genérico da empresa relativamente a ações de CRM, é maioritariamente relacionado com a questão da responsabilidade social corporativa ou com a possibilidade de aumento das vendas no período da campanha?

R: O objetivo está completamente relacionado com a responsabilidade social e não com aumento de vendas

o) Há algum aspeto adicional que queira acrescentar e que ainda não foi abordado relativamente à implementação e eficácia desta ou de outras campanhas?

R: -----

Mais uma vez muito obrigada pela sua colaboração!

Appendix 8 – Content Analysis Table

	<i>WORTEN 2012</i>	<i>WORTEN 2014</i>	<i>WORTEN 2017</i>	<i>ZIPPY 2014</i>	<i>MISSÃO CONTINENTE 2018</i>
A1)	<ul style="list-style-type: none"> Choice of an institution that was easily recognized by the Portuguese population and with solid proofs in terms of ground work and impact in the scope of social activities. 	<ul style="list-style-type: none"> Institution suggested by the advertising agency - association linked with the fulfilment of the dreams of critically ill children. 	<ul style="list-style-type: none"> Due to the severity of the events of the summer of 2017. It seemed a more natural and pressing issue to support in partnership with CVP as an intermediary. 	<ul style="list-style-type: none"> Similarity between the cause and the target audience and the brand's mission (ZIPPY). 	<ul style="list-style-type: none"> Trends and areas with social impact, namely the food theme in the areas of healthy eating, food waste and social inclusion.
B)	<ul style="list-style-type: none"> To support a project that had an impact on the Portuguese society at a time when Portugal faced a generalized period of crisis. Involve the Portuguese and the sales teams in a meritorious cause. Position Worten as a brand that is jointly responsible and with an active role in society. 	<ul style="list-style-type: none"> To raise the highest possible value for the institution. Involve the Portuguese and the sales teams in a meritorious cause. Position Worten as a brand that is jointly responsible and with an active role in society. 	<ul style="list-style-type: none"> To raise the highest possible value for the institution. Involve the Portuguese and the sales teams in a meritorious cause. Position Worten as a responsible and socially active brand in the communities where it is inserted. 	<ul style="list-style-type: none"> Reinforce the concept of togetherness. Encourage the client to create a positive impact on society. Celebrate the Christmas spirit. 	<ul style="list-style-type: none"> Reinforce the retailer position as a socially responsible brand; Enhance the relevance of eating habits and food (healthy food, food waste and social inclusion); Increase consumer awareness about these topics.
C)	<ul style="list-style-type: none"> All Portuguese Population without exception. 	<ul style="list-style-type: none"> All Portuguese Population without exception. 	<ul style="list-style-type: none"> All Portuguese Population without exception. 	<ul style="list-style-type: none"> Adults who deal with children up to 9 years old and adults without children. 	<ul style="list-style-type: none"> All Portuguese Population without exception.
C1)	<ul style="list-style-type: none"> Yes. 	<ul style="list-style-type: none"> Yes. 	<ul style="list-style-type: none"> Yes. 	<ul style="list-style-type: none"> Yes. Even though the brand's clients are identified as adults, the brand's consumers are the children. 	<ul style="list-style-type: none"> Yes.
C2)	<ul style="list-style-type: none"> 5 - Completely related 	<ul style="list-style-type: none"> 5 - Completely related 	<ul style="list-style-type: none"> 5 - Completely related 	<ul style="list-style-type: none"> 5 - Completely related 	<ul style="list-style-type: none"> 5 - Completely related
D)	<ul style="list-style-type: none"> 16 November 2012 - 6 January 2013 	<ul style="list-style-type: none"> 15 November 2013 - 6 January 2014 	<ul style="list-style-type: none"> 16 November 2017 - 6 January 6 2018 	<ul style="list-style-type: none"> 5 December 2018 - 12 February 2019 	<ul style="list-style-type: none"> Competition Phase - October and November 2018 Funding Phase - November and December 2018

E)	<ul style="list-style-type: none"> Fixed Donation For each Christmas Wrapping sold, Worten donated 0,80€ to the cause. To the amount donated by the customers, WORTEN added a further 20% to the value raised. 	<ul style="list-style-type: none"> Vaariable Donation Minimum value of the donation of 0,20€ - the client was able to contribute to the cause at payment time. To the amount donated by the customers, WORTEN added a further 20% to the value raised. 	<ul style="list-style-type: none"> Vaariable Donation Minimum value of the donation of 0,20€ - the client was able to contribute to the cause at payment time. To the amount donated by the customers, WORTEN added a further 20% to the value raised.value raised. 	<ul style="list-style-type: none"> Fixed Donation For each Pair of Gloves sold, Zippy donated 1€ to the cause. 	<ul style="list-style-type: none"> Fixed Donation For each Mug sold, 1€ was donated do the cause.
E1)	<ul style="list-style-type: none"> The intention was to increase customer support, by promoting a product, Gift box, allied to the holiday season, were the product tends to be useful. 	<ul style="list-style-type: none"> There was no product creation associated with the action - the "product" is the bar code (equal to a normal bar code). "Act of Donation". 	<ul style="list-style-type: none"> There was no product creation associated with the action - the "product" is the bar code (equal to a normal bar code). "Act of Donation". 	<ul style="list-style-type: none"> To increase the perception of the emotional attributes that the product incorporates, as well as benefit from the consumption season (Christmas) which is focused on articles with a symbolic and emotional character. 	<ul style="list-style-type: none"> The creation of a specific product, it's important for the product to stand out and people associate it specifically with the campaign
F)	<ul style="list-style-type: none"> Gift box 	<ul style="list-style-type: none"> Barcode - there was no creation or development of specific product. 	<ul style="list-style-type: none"> Barcode - there was no creation or development of specific product. 	<ul style="list-style-type: none"> Pair of gloves. 	<ul style="list-style-type: none"> Mug.
G)	<ul style="list-style-type: none"> Television; Press; Outdoor; Social networks - Facebook; Online store; Points of sale. 	<ul style="list-style-type: none"> Television; Press; Outdoor; Social networks - Facebook; Online store; Points of sale. 	<ul style="list-style-type: none"> Television; Press; Outdoor; Social networks - Facebook; Online store; Points of sale. 	<ul style="list-style-type: none"> Zippy Social Networking; Store Display Communication; Newsletter submission to the customer base; Press-Release informatics to major print media; Event of product and concept presentation to a selected group of media and influencers; Presence at the "Market Stylista"; Exclusive line Zippy by Maria Guedes. 	<ul style="list-style-type: none"> Television; Radio; Social media; Digital Printing; Communication media in store. Missão Continente Website
H)	<ul style="list-style-type: none"> Partnership with television - SIC and radio- RFM. Grupo Impresa (Visão e Expresso) e Cemusa. 	<ul style="list-style-type: none"> Partnership with television - SIC. 	<ul style="list-style-type: none"> Partnership with television - SIC. 	<ul style="list-style-type: none"> Partnership with radio - Rádio Comercial. 	<ul style="list-style-type: none"> Partnership with television - TVI.

H1)	<ul style="list-style-type: none"> The store teams were responsible for informing customers through a briefing on the current campaign. At the end of the campaign, a disclosure was made where the consumers were informed of the raising of 175,000 €. 	<ul style="list-style-type: none"> The store teams were responsible for informing customers through a briefing on the current campaign. After the end of the campaign, a public announcement was made through the media partner SIC - a live interview in the program "Querida Julia", in the sale points and through the press release. 	<ul style="list-style-type: none"> The store teams were responsible for informing customers through a briefing on the current campaign. After the end of the campaign, a public announcement was made through the media partner SIC - a live interview in the program "Querida Julia", in the sale points and through the press release. 	<ul style="list-style-type: none"> The store teams were responsible for informing customers through a briefing on the current campaign. After the end of the campaign, a public announcement was made through the Zippy social networks. 	<ul style="list-style-type: none"> Consumer was informed, through communication supports displayed in the stores about the mechanics and causes to support with reinforcement that all the information about the campaign was available on the Smile Mission website. After the conclusion of the campaign the results (value raised and winning institutions) were communicated to consumers, through a public announcement.
I)	<ul style="list-style-type: none"> National Coverage. 	<ul style="list-style-type: none"> National Coverage. 	<ul style="list-style-type: none"> National Coverage. 	<ul style="list-style-type: none"> National Coverage. 	<ul style="list-style-type: none"> National Coverage.
J)	<ul style="list-style-type: none"> Selling price of 1€ where 0,80€ reverts to the cause. 	<ul style="list-style-type: none"> Minimum donation of 0.20€. Or multiples values of the minimum amount. 	<ul style="list-style-type: none"> Minimum donation of 0.20€. Or multiples values of the minimum amount. 	<ul style="list-style-type: none"> Selling price of 9.99€ in which 1€ reverts to the cause. 	<ul style="list-style-type: none"> Selling price of 3€ where 1€ reverts depending on the institutions.
K1)	<ul style="list-style-type: none"> Undisclosed 	<ul style="list-style-type: none"> Undisclosed 	<ul style="list-style-type: none"> Undisclosed 	<ul style="list-style-type: none"> There was no significant change in the brand's sales volume in that period. 	<ul style="list-style-type: none"> Undisclosed
K2)	<ul style="list-style-type: none"> The campaign had a very positive impact. It cemented the position of Worten as a leading brand and an influencer within the Portuguese society. 	<ul style="list-style-type: none"> Very positive impact. It allowed to position Worten in the axis of social responsibility, in a consolidated way and with a project in its own name (Código DáVinte). 	<ul style="list-style-type: none"> Very positive impact. It allowed to reinforce Worten position as a social responsible brand and at the same time reinforce the notoriety of the DáVinte Code project. 	<ul style="list-style-type: none"> Feedback from the teams in store revealed a lot of receptivity from the customers and very positive feedback through the brand's digital channels. 	<ul style="list-style-type: none"> It was very effective.
L1)	<ul style="list-style-type: none"> Undisclosed 	<ul style="list-style-type: none"> Undisclosed 	<ul style="list-style-type: none"> Undisclosed 	<ul style="list-style-type: none"> Although bi-annual studies with focus on notoriety/loyalty and value proposition have been carried out, the same study has not been carried out since the onset of the campaign 	<ul style="list-style-type: none"> Undisclosed.

L2)	<ul style="list-style-type: none"> • Cemented the brand's position as a leading brand and na influencer within the Portuguese society. 	<ul style="list-style-type: none"> • Positive campaign for the positioning of WORTEN as a socially responsible brand. 	<ul style="list-style-type: none"> • Positive campaign for the positioning of WORTEN as a socially responsible brand. 	<ul style="list-style-type: none"> • Positive impact - allowed to materialize the concept of togetherness, to establish greater emotional and affective connection between the brand and the families. 	<ul style="list-style-type: none"> • Reinforce its top of mind association as a socially responsible brand,
M)	<ul style="list-style-type: none"> • Undisclosed 	<ul style="list-style-type: none"> • Undisclosed 	<ul style="list-style-type: none"> • Undisclosed 	<ul style="list-style-type: none"> • It is not possible to directly associate the campaign to the growth of the market share, thusit is not expected that this has happened in a significant way. • Campaign occurred during a reduced period of time and in articles of reduced value. It did not focus on articles with potential for cross-shopping and thus, increase in the average basket. 	<ul style="list-style-type: none"> • Undisclosed
N)	<ul style="list-style-type: none"> • The priority was to strengthen the positioning of the Worten as a corporate social responsible brand. 	<ul style="list-style-type: none"> • The priority was to strengthen the positioning of the Worten as a corporate social responsible brand. 	<ul style="list-style-type: none"> • The priority was to strengthen the positioning of the Worten as a corporate social responsible brand. 	<ul style="list-style-type: none"> • Fundamentally related to the social responsibility of the brand and communication of the brand values. 	<ul style="list-style-type: none"> • The objective is completely related with the social responsibility project of the brand and not to increase sales.
O)				<ul style="list-style-type: none"> • An early start of the campaign would allow to boost the sale of products during the holiday season - the gloves campaign entered the market very close to the Christmas season. 	