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## **IMPACT OF THE COVID-19 PANDEMIC ON CAUSE-RELATED MARKETING**

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Master's in Marketing

Supervisor:

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Department of Marketing, Operation and General Management

November, 2021





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## Abstract

The COVID-19 pandemic sprouted a surge of borderless societal modifications. As individuals felt their lifestyles suddenly arriving to a halt, businesses did as well. However, consequential of corporations' involvement in socially responsible practices growth, individuals have sprinkled these with added responsibility to take action in easing the effects of the pandemic.

This research addresses the socially responsible corporate practice of Cause-Related Marketing and seeks to fill the gaps in the literature by uncovering if or how a cause's temporal orientation (immediate *vs* ongoing) sways consumers' behaviours, taking into consideration the involving society's current pandemic standpoint.

In order to study the detected gaps, two distinct causes: Banco Alimentar Contra a Fome (immediate cause) and Liga Portuguesa Contra o Cancro (ongoing cause); are assessed. Relying on the use of partial least squares structural equation modelling and a total of 300 consumers' answers, a myriad of deductions are extracted.

Results show that there will be an impact on Cause-Related Marketing, since consumers' behaviour are set to change as a consequence of the COVID-19 pandemic. Additionally, it is found a contrast in consumers' responses to a Cause-Related Marketing campaign depending on the temporal orientation of the cause. For instance, in an ongoing cause the higher the brand-cause fit the higher the attitudes toward the Cause-Related Marketing campaign will be, and the higher the cognitive flexibility of their consumers the higher the impact on purchase intentions.

**Key-words:** Corporate Social Responsibility, Cause-Related Marketing, Social Norms, Attitudes, Brand-Cause Fit, Purchase Intentions, COVID-19

**JEL Classification System:** Marketing (M31), Social Responsibility (M14), Role and Effects of Psychological, Emotional, Social, and Cognitive Factors on Decision Making (D91)





## Resumo

A pandemia de COVID-19 gerou uma onda de modificações sociais sem fronteiras. À medida que os indivíduos sentiam que o seu estilo de vida abrandava repentinamente, as empresas também o sentiram. No entanto, como consequência do crescente envolvimento das corporações nas práticas socialmente responsáveis, os indivíduos pressionaram-nas para tomarem medidas de modo a aliviar os efeitos da pandemia.

Esta pesquisa aborda a prática corporativa de Marketing de Causas e procura preencher as lacunas encontradas na literatura propondo a descoberta de como, ou se, a orientação temporal de uma causa (imediate vs contínua) influencia o comportamento dos consumidores; tendo em consideração a pandemia em que a sociedade se encontra envolvida, atualmente.

De modo a estudar as lacunas detectadas, duas causas distintas: Banco Alimentar Contra a Fome (causa imediata) e a Liga Portuguesa Contra o Cancro (causa contínua); são analisadas. Tendo por base o uso de modelagem de equação estrutural *partial least squares* e um total de 300 respostas de consumidores, várias deduções são extraídas.

Os resultados demonstram que haverá um impacto da pandemia no Marketing de Causas, uma vez que o comportamento dos consumidores se alterou. Além disso, é encontrado um contraste nas respostas dos consumidores a uma campanha de Marketing de Causas, dependendo da orientação temporal da causa. Por exemplo, numa causa contínua, quanto maior o *fit* entre a marca e a causa, maiores serão as atitudes em relação à campanha de Marketing de Causas, e quanto maior a flexibilidade cognitiva dos consumidores, maior será o impacto nas intenções de compra.

**Palavras-Chave:** Responsabilidade Social Corporativa, Marketing de Causas, Normas Sociais, Atitudes, Brand-Cause Fit, Intenções de Compra, COVID-19

**Sistema de Classificação JEL:** Marketing (M31), Responsabilidade Social (M14), Função e efeitos de fatores psicológicos, emocionais, sociais e cognitivos na tomada de decisões (D91)



# Table of Contents

<b>Acknowledgements .....</b>	<b>i</b>
<b>Abstract .....</b>	<b>iii</b>
<b>Resumo .....</b>	<b>v</b>
<b>List of Exhibits .....</b>	<b>ix</b>
<b>List of Tables.....</b>	<b>xi</b>
<b>1. Introduction.....</b>	<b>1</b>
<b>1.1. Relevance of the Topic .....</b>	<b>1</b>
<b>1.2. Problem Statement.....</b>	<b>2</b>
<b>1.3. Research Purpose.....</b>	<b>3</b>
<b>1.4. Research Questions .....</b>	<b>4</b>
<b>1.5. Research Outline.....</b>	<b>4</b>
<b>2. Literature Review And Hypothesis Development.....</b>	<b>5</b>
<b>2.1. Corporate Social Responsibility .....</b>	<b>5</b>
<b>2.2. Cause-Related Marketing.....</b>	<b>7</b>
<b>2.2.1. Product Type .....</b>	<b>9</b>
<b>2.2.2. Brands and Causes .....</b>	<b>10</b>
<b>2.2.3. Cause Acuteness .....</b>	<b>12</b>
<b>2.2.4. Purchase Intentions.....</b>	<b>13</b>
<b>2.3. The impact of COVID-19 on Consumer’s Behaviour .....</b>	<b>14</b>
<b>2.3.1. The role social norms .....</b>	<b>15</b>
<b>3. Conceptual Framework and Research Hypothesis .....</b>	<b>17</b>
<b>4. Methodology .....</b>	<b>19</b>
<b>4.1. Research Approach .....</b>	<b>19</b>
<b>4.2. Data Collection and Sample .....</b>	<b>20</b>
<b>4.2.1. Questionnaire Development.....</b>	<b>20</b>

4.2.2. Data Measurement and Scales .....	22
4.2.3. Pre-Test.....	22
4.2.4. Sample .....	23
<b>5. Results and Discussion .....</b>	<b>25</b>
5.1. Measurement Model.....	25
5.2. Structural Model.....	27
5.2.1. Overall Structural Model.....	27
5.2.2. Structural Model BACF.....	29
5.2.3. Structural Model LPCC.....	30
5.2.4. Multi-group Analysis (MGA).....	32
<b>6. Conclusion .....</b>	<b>36</b>
6.1. Theoretical Implications.....	36
6.2. Managerial Implications.....	37
6.3. Limitations and Future Research .....	38
<b>Bibliography.....</b>	<b>39</b>
<b>Annexes .....</b>	<b>48</b>
Annex A – Questionnaire BACF.....	48
Annex B – Questionnaire LPCC .....	64
Annex C – Questionnaires’ analysed items translations, scales, and sources.....	79
Annex D – Permutation test results .....	82
Annex E – Multi-group Analysis (MGA) results.....	84

## **List of Exhibits**

<b>Exhibit 1 – Proposed Research Model.....</b>	<b>17</b>
<b>Exhibit 2 – Scales' authors and number of items.....</b>	<b>22</b>
<b>Exhibit 3 – Structural Model Results (Overall).....</b>	<b>28</b>
<b>Exhibit 4 – Structural Model Results (BACF).....</b>	<b>29</b>
<b>Exhibit 5 – Structural Model Results (LPCC).....</b>	<b>31</b>



## List of Tables

<b>Table 1 – Marketing and Corporate Social Initiatives.....</b>	<b>7</b>
<b>Table 2 – Overall Demographic Information.....</b>	<b>23</b>
<b>Table 3 – BACF Demographic Information.....</b>	<b>24</b>
<b>Table 4 – LPCC Demographic Information.....</b>	<b>24</b>
<b>Table 5 – Reliability and validity test for the complete data.....</b>	<b>26</b>
<b>Table 6 – Discriminant validity of the constructs. Fornell-Larcker criterion analysis and HTMT ratios.....</b>	<b>27</b>
<b>Table 7 – Structural Model Results (Overall) .....</b>	<b>28</b>
<b>Table 8 – Structural Model Results (BACF) .....</b>	<b>29</b>
<b>Table 9 – Structural Model Results (LPCC) .....</b>	<b>31</b>
<b>Table 10 – Comparison of Hypothesis.....</b>	<b>32</b>
<b>Table 11 – Reliability and validity results for the different causes.....</b>	<b>33</b>
<b>Table 12 – MGA Results.....</b>	<b>33</b>
<b>Table 13 – Questionnaires’ analysed items translation, scales and source (part 1).....</b>	<b>79</b>
<b>Table 14 – Questionnaires’ analysed items translation, scales and source (part 2).....</b>	<b>80</b>
<b>Table 15 – Questionnaires’ analysed items translation, scales and source (part 3).....</b>	<b>81</b>
<b>Table 16 – MICOM Step 2.....</b>	<b>82</b>
<b>Table 17 – MICOM Step 3 – Part 1.....</b>	<b>82</b>
<b>Table 18 – MICOM Step 3 – Part 2.....</b>	<b>83</b>
<b>Table 19 – Multi-group path coefficients and p values.....</b>	<b>84</b>





# 1. Introduction

## 1.1. Relevance of the Topic

The present pandemic of COVID-19 has, unprecedentedly, pushed the global panorama into a new era, where severe impacts are expected to take place in the upcoming years on the economy, geopolitics, and society (World Economic Forum, 2020). Moreover, and to worsen the already gruesome scenario, the pandemic came to stay, as it is expected to keep pressing its impact throughout an extended period of time (He & Harris, 2020; Ou, Wong, & Huang, 2021; Popkova, DeLo, & Sergi, 2021).

Due to such a worldwide felt effect caused by a single catastrophe, companies are under pressure to take action and help ease the impact of the on-growing pandemic. This event is educating individuals on the importance of collectivity and thus raising consumer expectations for businesses to be more socially active and responsible. Moreover, consumers' behaviour is expected to shift, not only in terms of consumer traits, buying patterns and psychographic behaviours, but also propels an increased expectation for companies to play a role in fighting the pandemic (He & Harris, 2020; Kirk & Rifkin, 2020; Zhang, Saleme, Pang, Durl, & Xu, 2020; Zwanka & Buff, 2020).

Therefore, as the pandemic is expected to change the socially responsible practices, such happening may deem to disrupt the causes supported, making way to a new set of endorsed initiatives in the field (He & Harris, 2020).

However, such practices are argued to have hidden costs due to consumption philanthropy, which is directly associated with the individualization of solutions to collective problems. Therefore, it is perceived that consumers may not be suited to have a role in social change, as their attention may be influenced to support a popular marketable cause instead of an unrecognized one (Eikenberry, 2009; Lafferty, 2007).

Accordingly, it is considered of extreme importance to contribute to the body of research on how such a humanitarian crisis – COVID-19 pandemic – may shift consumers preference in causes' missions; if these propose to solve an existent challenge being

affected by the pandemic or a longish challenge not being directly impacted with the pandemic. No prior research has been done in this regard.

## 1.2. Problem Statement

In an era where humankind is severely challenged with existential threats: climate change, resource depletion, environmental degradation, overpopulation, and rising social inequality; and, as these present themselves with more likelihood, such events, as the COVID-19 pandemic, are prone to have a heavier impact and costly outcome (Quinlan, 2020; Relief Web, 2020).

A worldwide survey, made up of a total of 12.000 consumers, concluded that around two-thirds of consumers' affirm that their future purchase decision will be heavily influenced depending on how "*a brand responds to this crisis*" (Edelman, 2020, p.26).

Therefore, as businesses are expected to act to ease the pandemic's impact and help its involving society, it is a prime scenario for corporations to engage in socially responsible practices. Furthermore, it is important for businesses to know how to invest in these practices successfully and purposely, as the pandemic is expected to profoundly impact them (He & Harris, 2020; Zwanka & Buff, 2020). The pandemic has made consumers, and the public, become less tolerant towards businesses hypocritical or hollow sentiments and malpractices such as greenwash, pinkwash, and lip services (Alemany, 2020; He & Harris, 2020).

However, there is no doubt that such socially responsible practices are, above all, a tool used by businesses to unlock a competitive advantage in the market. Despite, these can, in some instances, be pin-pointed as protagonists in social problems, they offer something that neither NGO's, Governments, nor individual philanthropy do not. Businesses are argued to be the best actors in social change since these are the ones that generate most of the wealth. Therefore, holding the necessary resources to tackle social problems faster and more efficiently (Porter, 2013).

According to the IEG's 'Cause Sponsorship Activity & Spending' report (2019), sponsorship spending on a cause in the United States of America is estimated to reach \$2.3 Billion, representing an increase of 4,6 per cent when compared with 2018.

Noticeably, there is a close consumer preference regarding donation choice, as 45% of the total 750 US respondents prefer to designate a charity from a list of options, while 43% prefer to donate from a cause identified by the retailer – suggesting that there is a sharp division when it comes to consumers’ appetite to support a cause (Accelerist, 2020).

### **1.3. Research Purpose**

This research aims to give insight into whether the COVID-19 pandemic will affect, or not, consumers’ choice over a cause, taking into consideration its temporal orientation (immediate *vs* ongoing). It is proposed a research model where it is considered the moderating role of consumers’ social norms, psychological distress and cognitive flexibility in order to better assess consumers’ attitudes toward a C-RM campaign and purchase intentions’ aftereffect.

Currently, the C-RM literature has not yet addressed how a cause can sway depending not only on its inner characteristics – temporal orientation – as neither the consideration of the surrounding social factors which may impact the C-RM’s outcomes. Moreover, research lacks the inclusion of psychological components of consumers and how these can influence – moderate – their behaviours toward this socially responsible practice.

Therefore, this study aims to fill this gap in the literature by uncovering how a cause’s temporal orientation is affected, depending on a surrounding socially disruptive factor which is the COVID-19 pandemic; adding the moderation of psychological variables in C-RM’s consequential behaviour of purchase intentions.

## **1.4. Research Questions**

1. How will a cause's temporal orientation impact C-RM amidst the COVID-19 pandemic?
2. Do consumers' psychological conditions affect Purchase Intentions?
3. Will the COVID-19 pandemic impact C-RM?

## **1.5. Research Outline**

This thesis is assembled into six chapters.

The first chapter is dedicated to the explanation of the suggested thesis' thematic. Here the relevance of the topic is presented, along with the problem to be addressed statement. Moreover, the thesis' research questions are introduced.

The second chapter is fully dedicated to the literature review. The thematics of Corporate Social Responsibility, Cause-Related Marketing, Brand-Cause Fit, Attitudes, Cause Acuteness, Purchase Intentions, Consumer Behaviour, and Social Norms; along with their respective ramifications, are explored.

Thirdly, the study's proposed hypotheses are presented, along with the display of the conceptual model. The fourth chapter tackles the thesis' methodology; the research's outline is explained along with the way of how the data for this study was collected and its respective sample categorization.

Chapter five represents the analysis and results of the research. Which, consequently, is followed by the assessment of validity and discussion of the proposed hypothesis.

Last but not least, chapter six aims to extract all of this study's conclusions, along with its theoretical and managerial implications. Additionally, future research recommendations and limitations are discussed.

## 2. Literature Review And Hypothesis Development

### 2.1. Corporate Social Responsibility

Corporate Social Responsibility (CSR) has a clear history on its definition complexity. The main reasons behind this complexity are tied to a missing consensus between the authors on what the concept involves. Therefore, in an effort to untie the debate, by reviewing the myriad of definitions provided in CSR literature, four business responsibilities were assessed and categorized as: ethical, legal, economic, and discretionary; helping to segment the entire range of obligations corporations have towards society. Consequently, a universal and more established definition of CSR is provided as “*The social responsibility of business encompasses the economic, legal, ethical, and discretionary expectations that society has of organizations at a given point in time.*” (Carroll, 1979, p. 500).

However, recently, the definition of CSR has been separated into two different perspectives – normative and descriptive. A normative perspective “*explain what ought to be in evaluating and improving ethics*”, whereas a descriptive perspective “*describe, explain, and predict that a phenomenon exists*” (Ferrell, Harrison, Ferrell, & Hair, 2019, p.492).

Nevertheless, despite the charming nature CSR portrays itself to be, ultimately, this practice offers corporations a competitive advantage in the market, or in other words, a business strategy (K. H. Kim, Kim, & Qian, 2018; Porter & Kramer, 2006).

It is argued that corporate reputation, attitudes toward the firm, and purchase behaviours, increase with the use of CSR, alongside a positive impact on the community the corporation is surrounded by. Moreover, corporations who successfully implement CSR practices are bound to last longer in the market (Good Works, 2012; Gosselt, van Rompay, & Haske, 2019). In the case of a grimmer scenario, CSR can also be used as a form of crisis management (Popkova et., al, 2021). However, despite these benefits, the literature, as a whole, is not conclusive in terms of the relationship between financial performance and CSR. The relationship varies from: Positive, Negative, or No effect. (Úbeda-García, Claver-Cortés, Marco-Lajara, & Zaragoza-Sáez, 2021).

Nevertheless, if a corporation's CSR communication meets its consumers' expectations, it is argued that these benefits are, consequently, augmented. A theory that applies to these expectations being met is the Expectation-Confirmation Theory (ECT), which states that when consumer expectations are met, it results in positive customer satisfaction and continuous support of the entity (Kim, 2019).

However, due to the growing importance of CSR and demand applied by consumers (Du, Bhattacharya, & Sen, 2010), corporations indeed follow the tendency and make an effort to stay afloat in what concerns their CSR reputation (Skarmeas & Leonidou, 2013). However, due to the growing flux of CSR efforts, this competitive advantage has started to become ordinary. Giving consumers mixed feelings and thoughts on whether the corporation is genuinely socially responsible (Gosselt et al., 2019; Norberg, 2020).

Despite CSR being a popular practice, it is argued that corporations should handle it carefully. Otherwise, severe and irreversible repercussions are to be felt by the corporation. When CSR is motivated by an egoistic nature, it raises consumers' scepticism, which leads to a jolt in the corporation's equity and instigates negative word of mouth (Skarmeas & Leonidou, 2013). Therefore, instead of focusing on following the trend of CSR, corporations should be wise in picking which social initiative to focus on and which has the most shared value – benefiting society and its competitiveness (Porter & Kramer, 2006).

The COVID-19 pandemic is forecasted to impact significantly CSR and the competitiveness of markets (He & Harris, 2020; Popkova et al., 2021).

Additionally, due to the current pandemic times, companies are even more susceptible to harsher public scrutiny. Therefore, corporations should be more careful when engaging in this activity in order to not backlash and reverse the benefits described. For example, the American multinational technology company Amazon, in a communication titled '*Thank You Amazon Heroes*' released in March 2020, its employees are described as heroic alongside the company's affirmation of keeping its employees healthy and safe. This campaign backlashed when its employees conducted strikes appointing to the company's lack of safety concerns (Alemany, 2020).

CSR initiatives are separated into two clusters: Marketing Social Initiatives (cause promotion, cause-related marketing, and corporate social marketing) and Corporate

Social Initiatives (corporate philanthropy, workforce volunteering, and socially responsible business practices); as shown in Table 1 (Good Works, 2012, p.25).

*Table 1 - Marketing and Corporate Social Initiatives*

	Marketing Social Initiatives			Corporate Social Initiatives		
	Cause Promotion	Cause-Related Marketing	Corporate Social Marketing	Corporate Philanthropy	Workforce Volunteering	Socially Responsible Business Practices
<b>Description</b>	Supporting social causes through promotional sponsorships.	Linking Monetary or in-kind donations to product sales or other consumer actions.	Supporting behaviour change campaigns.	Making direct contributions to a charity or cause.	Supporting employees to volunteer in the community.	Adapting and conducting discretionary business practices and investments that support social causes.

Source: Good Works (2012)

One of the displayed concepts, which is approached in this research, is Cause-Related Marketing (C-RM).

## 2.2. Cause-Related Marketing

C-RM’s definition has stayed consistent throughout the literature in regards to its subject as *“the process of formulating and implementing marketing activities that are characterized by an offer from the firm to contribute a specified amount to a designated cause when customers engage in revenue-providing exchanges that satisfy organizational and individual objectives.”* (Varadarajan & Menon, 1988, p.60).

It is argued that the practice of Cause-Related Marketing (C-RM) has existed for centuries. However, its term bloomed in 1983 when American Express’ Restoration of the Statue of Liberty project was launched. In this campaign, the financial services company partnered with Ellis Island Foundation and engaged its customers in an altruistic action, pledging that one cent was to be donated for each credit card transaction, whereas if a new card application was issued, one dollar was donated instead. This campaign resulted in a massive success for American Express, and its involving agents, by generating a total of \$1.7 million in funds for the cause (Adkins, 1999). In addition, the campaign resulted in a *“27 per cent increase in card usage and a 10 per cent jump in new cardmember applications.”* (Good Works, 2012, p.13). A more recent example of C-RM, amidst the COVID-19 pandemic, the campaign is Danone’s *‘juntos fazemos a diferença’*

in partnership with Banco Alimentar Contra a Fome, which took place in Portugal. Here, for every pack of yoghurt branded as ‘*Juntos*’, one yoghurt was donated to a family in need. The final financial impact of the campaign is unknown; however, it donated over 650.000 yoghurts for the supported cause (Danone, 2020).

A C-RM approach involves three agents: cause, corporation, and the consumers. In addition, this relationship triad has been proven to be beneficial to all of the involving parts, paving the way for C-RM to be a popular and valuable marketing tool to be used. Causes are able to generate more funds, and therefore aid those who these vow to harbour. Consumers also have the opportunity to fulfil their intrinsic needs and inner feeling of having a direct pro-social impact on the cause being portrayed (Cryder, Loewenstein, & Scheines, 2013; Guerreiro, Rita, & Trigueiros, 2016; Lafferty, 2016; Zhang et al., 2020). On the other hand, corporations also extract benefits from C-RM initiatives since these have been proven to be the most effective tool of promotion; as it is a pervasive tactic, it consequently stimulates consumer persuasion (Aghakhani, Carvalho, & Cunningham, 2020; Zhang et al., 2020). This promotional benefit is backed by the enhancement of corporations’ relational returns, therefore presenting C-RM as a good investment (Das, McNeil, Poudel, & Daly, 2020; Tao & Ji, 2020).

C-RM is indeed a strategy that also revolves around competitive advantage, as it is argued to be a tool that makes the promoter “*be perceived as more socially responsible, producers of superior products, and may ultimately even win over competitor’s customers*” (Howie, Yang, Vitell, Bush, & Vorhies, 2018, p.680).

However, despite being considered a win-win-win strategy for the involving agents, C-RM has also received its share of criticism. The direct embodiment of C-RM with consumer participation is argued to shift consumer behaviour from directly supporting a cause along with the individualization of solutions to overall challenges where it is contended that consumers, due to the fact of being a target of persuasion and attention, should not have a participating role in causes’ support as it can compromise its success in having a social impact (Eikenberry, 2009; Ferguson & Goldman, 2010).

From a corporation’s point of view, the choice of a cause is a delicate situation since it is argued that it should be aligned with the company’s values in the long term. In case the C-RM partnership is severed or discontinued, it is found to have a negative impact, not



only on the perceptions of the brand but also on its purchase intentions. (Aghakhani et al., 2020).

Nevertheless, causes that are directly related to a sudden disaster are bound to be evaluated more positively by consumers than by other causes (Ellen, Mohr, & Webb, 2000). However, it is also deemed of importance to dive into which type of products are found to be more associated with C-RM practices, in order to clarify their role in its success.

### **2.2.1. Product Type**

Since C-RM initiatives are associated with products, their type is deemed necessary to be evaluated. It is found that C-RM is more successful when attached to hedonic (frivolous) products rather than utilitarian (practical) products (Strahilevitz & Myers, 1998; Subrahmanyan, 2004). Utilitarian products appeal to the consumer's rational side, such as toilet paper or textbooks, which satisfy practical needs. Whereas, on the other hand, hedonic products are "*purchased for fun, enjoyment, sensory gratification, and the fulfilment of one's affective desires*" (Chang & Chu, 2020, p.205), such as chocolate or movies. It is argued that this favouritism of consumers' tendency of choosing to support C-RM campaigns attached to hedonic products is linked to the fact that when consumers purchase a utilitarian product, it is already embedded in it the sense of already making the consumer choice that others might consider reasonable and the moral choice to make when consuming (Chang & Chu, 2020).

However, Kulshreshtha, Bajpai, Tripathi, & Sharma (2019) propose a new definition of product-type: hedo-utilitarian, which is defined as "*products that possess the features of hedonic and utilitarian goods at the same time*" (p. 2024). This product type is relevant due to the fact that it sprouts consumers' cognitive and affective responses in C-RM initiatives.

The product choice is deemed key for a successful C-RM campaign since it is found that the compatibility between the product chosen and the social cause to be supported is high (Fan, Deng, Qian, & Dong, 2020; Moosmayer & Fuljahn, 2013; Zhang et al., 2020).

## 2.2.2. Brands and Causes

### 2.2.2.1. Brand-Cause Fit

According to a conducted text mining across C-RM literature, where 246 articles were published between 1988 and 2013, it was found that ‘*brand-cause fit*’ is the most discussed topic in the literature (Guerreiro et al., 2016).

Brand-cause fit is defined as “*the overall perceived relatedness of the brand and the cause with multiple cognitive bases*” (Xiaoli & Kwangjun, 2007, p. 66).

Brand-cause fit is found to play a significant role in C-RM’s campaign success. It was found that the higher fit the brand has with the cause associated with, the better the impact on the C-RM campaign. This impact is found to be five to ten times higher than the value of a donation to a low-fit charity. Moreover, in case a customer is using the brand for the first time while a C-RM campaign is afoot, there is a chance where these customers become loyal, which can directly lead to a long-term income stream (Pracejus & Olsen, 2004).

Nevertheless, the brands’ natural fit with a particular cause is argued not to be a monopoly in brand-cause fit, as consumers’ familiarity with causes can also play a significant role in fit. It is discussed that consumers’ attitudes towards the brand increase as the familiarity with the cause is higher. Therefore, if the brand does not present a natural fit with the cause it wants to support, it should also be aware of its consumers’ familiarity with the chosen cause (Zdravkovic, Magnusson, & Stanley, 2010).

In an effort to structure the types of fit to the brand, the division of fit concerning ‘brand function-cause’ fit and ‘brand value-cause’ is suggested. Brand function-cause is defined as “*the perceived relatedness of the functional needs evidenced by the social cause with the function of a brand’s product or service*” whereas brand value-cause is defined as “*the perceived relatedness of the values of the social cause with the values of the brand*” (Guzmán & Davis, 2017, p. 436).

However, when the brand-cause fit is low, it leads to lessened consumer attitudes towards the C-RM initiative since it is perceived as brand opportunism. Therefore, it can be

forecasted that a strong brand-cause fit positively impacts consumers' attitudes toward C-RM (Yang & Mundel, 2021).

**Hypothesis: Brand-Cause Fit positively influence Attitudes Toward Cause-Related Marketing.**

Moreover, if a brand wishes at a specific point in time to end its partnership with a cause that is currently supporting, it is found to negatively impact brand perceptions and purchases intentions. However, if ending a certain partnership with a cause results in a new supporting cause, even if it is fully fitted with the brand, such effects have a negative impact; however, these are indeed lessened (Aghakhani et al., 2020). Nevertheless, attitudes are also bound to suffer an effect when the fit between the brand and the cause is considered in C-RM.

#### **2.2.2.2. Attitudes**

Attitudes are one of the myriad critical subjects in marketing research. These can be defined as a “*relatively global and enduring evaluation of an object, issue, person, or action*” (Hoyer, MacInnis & Pieters 2012, p.128). Hence, due to its enduring nature, attitudes offer consistency and predictability on how consumers' may behave in a particular scenario (Sallam & Wahid, 2012).

In the C-RM context, positive attitudes are affirmed to play a vital role in the success of its campaign. Moreover, previous knowledge that consumers' possess about the brand and cause have an essential role in forming their attitudes towards C-RM. Therefore, if the attitudes sprout in consumers are positive, they are expected to positively impact the C-RM campaign (Natarajan, Jublee, Kasilingam, & Stephen, 2018).

**Hypothesis: Attitudes Toward Cause positively influence Attitudes Toward Cause-Related Marketing.**

This impact is also found to work the other way around since attitudes towards the C-RM campaign can lead to consumers' positive attitudes towards the brand and the cause; which can likewise suggest that there may be a positive influence of the attitudes toward the brand to the attitudes toward C-RM (Bigné-Alcañiz, Currás-Pérez, Ruiz-Mafé, & Sanz-Blas, 2012).

**Hypothesis: Attitudes Toward Brand positively influence Attitudes Toward Cause-Related Marketing.**

However, in a narrower optic, it is stated that causes who ally themselves with a brand, regardless of its popularity, show an improvement in its attitudes. Whereas, when a brand is associated with a cause, its attitudes do not portray an improvement since consumers fail to perceive the brand as more worthy. (Lafferty & Goldsmith, 2005; Wymer & Samu, 2009).

**2.2.3. Cause Acuteness**

Tangari, Folse, Burton, & Kees (2010) assess how the '*temporal orientation*' (immediate or ongoing) of a cause, endorsed by a C-RM campaign, influences consumer attitudes and purchase intentions. This temporal orientation is divided into two branches: immediate and ongoing. An immediate cause can be "*feeding victims of a natural disaster in a lesser developed country*", whereas an ongoing cause can be "*feeding the victims of poverty in general in a lesser developed country*" (Tangari et al., 2010, p. 36). The research conducted stated that consumers' temporal orientation of a cause directly affects attitudes and purchase intentions, making it a crucial factor in the success of a C-RM campaign (Tangari et al., 2010).

Moreover, the importance of a cause perception varies from consumer to consumer. Cause importance is defined as "*the degree to which consumers find the cause to be personally relevant to them*" (Grau and Garretson-Folse, 2007, as cited in Howie et al.,

2018, p. 683). According to research, it was discovered that cause importance has a critical role in the C-RM campaign's success by affecting consumer participation intentions (Howie et al., 2018).

#### **2.2.4. Purchase Intentions**

The rise of C-RM is also attributed to corporations' desire to increase sales. Not only for themselves but also to serve as a catalyser to generate funds for the causes corporations' associate themselves with. For this to happen, there needs to be an engagement, by consumers, in the C-RM initiative, through a purchase process. Hence, the focus of C-RM is persuading consumers to engage in the initiative and, consequently, benefit the corporation and the cause (Giebelhausen, Lawrence, & Chun, 2020; Natarajan et al., 2018). This purchase process is antecedent to a consumer's purchase intentions, which indicate the "*predisposition to buy a certain brand*" (Belch & Belch., 2003 p.120).

Moreover, it is found that the donation size does not directly impact the purchase intentions; however, in the case of a high-sized donation, it can provoke consumers' scepticism (Chaabouni, Jridi, & Bakini, 2021).

Previous research demonstrates that C-RM can impact consumers' choices and affect purchase intentions (Eker Iscioglu & Borak, 2020; Pracejus & Olsen, 2004; Zhang et al., 2020). Moreover, Natarajan et al. (2018) discovered that the attitudes consumers' portray towards C-RM have a significant impact on their purchase intentions.

**Hypothesis: Attitudes Toward Cause-Related Marketing positively influence Purchase Intentions.**

### 2.3. The impact of COVID-19 on Consumer's Behaviour

*“The COVID-19 pandemic has disrupted the lives of every individual, and the economy”* (Popkova et al., 2021, p. 1). Significant shifts in society have been documented throughout previous crises, such as Hurricane Katrina in 2005 and the Great Recession in 2008. Additionally, it is found that such heavy situations result in introspection on how society's care for each other. Notwithstanding, the unprecedented crisis of the COVID-19 pandemic is expected to have significant implications in consumer ethical decisions and affect, in the long-term, its behaviour (He & Harris, 2020; Kirk & Rifkin, 2020; Zwanka & Buff, 2020).

Consumers are found to portray altruistic behaviours during the pandemic, such as to not falter to panic buying or having a preference to buy groceries for vulnerable individuals. Such behaviours are expected to reflect a heavier consumer shift towards responsible and prosocial consumption, which brands should meet as this consumer segment is expected to grow. Moreover, it is a contrary tendency for the bloom of a consumer segment that focuses its choice on hedonic gratification due to the pandemic's toll on society's distress (He & Harris, 2020).

Nevertheless, brands are argued to take into consideration both consumer segments promoting socially responsible consumption, however, while being aware not to take advantage of consumers' instant hedonic needs as it can result in consumer backlash, such as cancel culture (Alemany, 2020; He & Harris, 2020). According to Zwanka & Buff (2020), the pandemic will also shift consumers towards promoting nationalism. It influences consumers' decision to prefer buying domestic products rather than foreign products (He & Harris, 2020).

In order to organize consumer's behaviour throughout the pandemic, there have been identified three distinct phases: reacting, coping and longer-term adapting. The latter, which portrays the phase of the COVID-19 pandemic nowadays, is exemplified as the *“potentially transformative changes in consumption and individual and social identity.”* (Kirk & Rifkin, 2020, p. 129).

It is also deemed essential to assess the impact that the COVID-19 pandemic has on an individual's psychological distress since it is found to affect its overall behaviour. Those who suffer from pandemic-related psychological distress are prone to exhibit high levels

of anxiety and stress, which were boosted by the lockdown period, and are forecasted to last beyond the end of the pandemic (Losada-Baltar et al., 2021; Nikčević, Marino, Kolubinski, Leach, & Spada, 2021).

This is hereby evidenced by He and Harris (2020), who states that due to the predicted extended time of the COVID-19 pandemic globally, its impact is expected to be long-lasting on consumers regarding its ethics and decision-making to have a more responsible prosocial consumption.

**Hypothesis: Psychological Distress moderates the relationship between the Attitudes Toward Cause-Related Marketing and Purchase Intentions.**

Moreover, Cognitive Flexibility can also play a role in consumers' behaviour since it defines an individual's "(...) *willingness to be flexible and adapt to the situation and self-efficacy in being flexible.*" (Martin & Rubin, 1995, p. 623). Therefore, it can also contribute to an individual's approachability to willingly participate in purchase intentions.

**Hypothesis: Cognitive Flexibility moderates the relationship between the Attitudes Toward Cause-Related Marketing and Purchase Intentions.**

### **2.3.1. The role social norms**

As mentioned previously, consumers' behaviours are prone to suffer a heavy impact due to the COVID-19 pandemic. Therefore, it is deemed essential to understanding how individuals perceive what others portray as crucial in a particular conducted behaviour. These are Social Norms, which can be defined as "*the perceived social pressure to perform or not to perform the behaviour*" (Ajzen 1991, p. 188). This perceived social pressure also reaches the realm of charitable giving. When charitable giving was assessed as a social norm, it was found that there is, in fact, a significant association between the

latter and the attitudes toward C-RM (Hofenk, van Birgelen, Bloemer, & Semeijn, 2019; Wang, 2014).

**Hypothesis: Social Norms positively influence Attitudes Toward C-RM.**

Hence, a critical theory to add to this narrative is the Theory of Planned Behaviour (TPB), which states that an individual's behaviour is influenced by attitudes, subjective norms, and perceived behavioural controls (Ajzen, 1991).



### 3. Conceptual Framework and Research Hypothesis

To offer more clarity in regards to the hypotheses developed, these are categorized and organized as follows:

H1: Social Norms positively influence Attitudes Toward C-RM.

H2: Attitudes Toward Brand positively influence Attitudes Toward Cause-Related Marketing.

H3: Cause-Brand Fit positively influence Attitudes Toward Cause-Related Marketing.

H4: Attitudes Toward Cause positively influence Attitudes Toward Cause-Related Marketing.

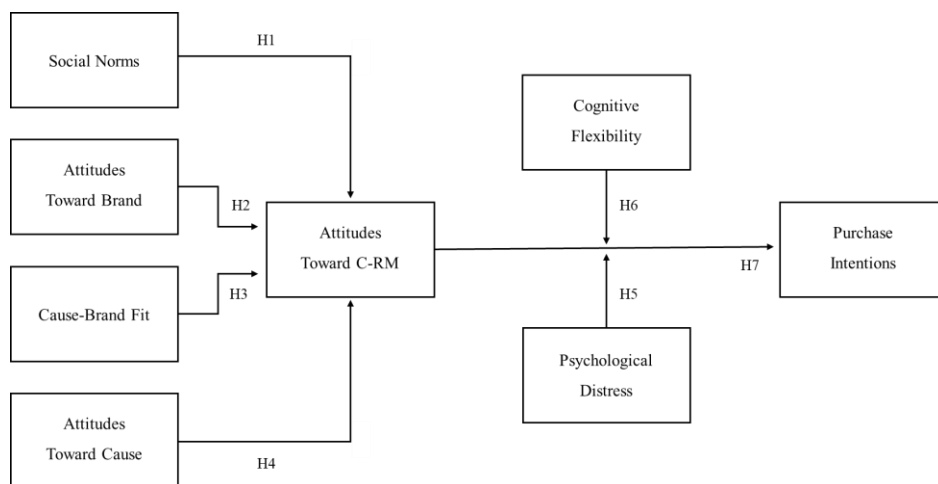
H5: Psychological Distress moderates the relationship between the Attitudes Toward Cause-Related Marketing and Purchase Intentions.

H6: Cognitive Flexibility moderates the relationship between the Attitudes Toward Cause-Related Marketing and Purchase Intentions.

H7: Attitudes Toward Cause-Related Marketing positively influence Purchase Intentions.

Consequently, and according to the proposed research hypothesis, a research model is presented in Exhibit 1.

*Exhibit 1 – Proposed Research Model*



This research model aims to illustrate the constructs' relationships, also considering potential moderators, which are expected to influence customers' purchasing intentions.

Based on this model, this research's goal is to study how the COVID-19 pandemic affects consumers' behaviours in C-RM in regards to a cause's temporal orientation; taking into consideration psychological traits influence.

## 4. Methodology

### 4.1. Research Approach

This research vows to draw a conclusion and develop insights through testing the hypothesis supported by the literature. Therefore, quantitative research is performed to uncover quantitative predictions. The choice of such research method admits the gathering of information from a larger sample, measuring its data, and allows for the generalization of its results while, withal, revealing potential patterns (Malhotra & Birks, 2007).

In this research, two causes are to be compared. One which is immediate, and therefore directly attenuates the effects of the COVID-19 pandemic, meaning that it is a cause whose task is in the immediate cause acuteness spectre: a cause which vows to fight food waste, and the recovery of food surpluses, in order to supply these to those who suffer from food shortages; called Banco Alimentar Contra a Fome (BACF); and a cause which is ongoing, meaning that its efforts do not directly attenuate the effects of the COVID-19 pandemic, therefore a cause which portrays an ongoing effort: a cause whose mission is to be seen as a Portuguese reference entity in supporting cancer patients and their families, preventing cancer and contribute to the training and research in oncology, called Liga Portuguesa Contra o Cancro (LPCC).

The selection of these causes as directly and indirectly being affected by the COVID-19 pandemic, as to do with how their missions bound with the consequence the pandemic is having on those under their protection. For example, the COVID-19 pandemic peaked job losses and consequently sent many individuals and families to the verge of economic and social collapse, making these more dependent on help from BACF (TSF, 2021). Whereas cancer research, despite the possibility of suffering from financial support backlash, is not directly affected by the pandemic's feats (Renascença, 2021).

## 4.2. Data Collection and Sample

### 4.2.1. Questionnaire Development

This research's questionnaire was done using Google Forms, along with the collection of its data. Since the proposed model has the objective to test two different causes, two distinct questionnaires were developed with the same questions - only differing the name of cause presented in the survey.

The brand chosen to be associated with each of the causes was Danone. This decision sprout from Danone's recent history of C-RM in a campaign from July 2020 called 'Juntos', together with BACF: per yoghurt sale, it would donate one yoghurt to a family in need; and due to Danone being a well-known and established seller of a product which can be categorized in the newly established definition of hedo-utilitarian: placing the yoghurt between hedonic and utilitarian products, in an effort to not stagger in the product type & C-RM affray (Kulshreshtha, Bajpai, Tripathi, & Sharma, 2019).

However, in order to assure respondents neutrality towards the study, the name of the hypothetical campaign to be conducted by Danone was changed from "*Juntos*" to "*Ajudar*". Moreover, due to the local nature of the selected causes: BACF, and LPCC, it was decided to keep the study in their country of origin, Portugal (Wei, Ang, & Liou, 2020). Therefore, the questionnaire was prepared in Portuguese, relying on an exquisite translation of each construct and its corresponding items.

Each of the two questionnaire links was distributed randomly until the number of answers would reach the wished outcome of 150 respondents per chosen cause; therefore, 150 answers for the BACF scenario and 150 answers for the LPCC scenario. Whenceforth, it is a between-subjects study, where the two scenarios are to be sent to two distinct groups of respondents.

In the beginning of the questionnaire were incorporated two control questions those being: The respondent knows the brand Danone; The respondent knows the cause associated with Danone. If a respondent answered 'No' to one of these two questions, the questionnaire would halt.

Subsequently, an analysis of the respondents' social norms and perception of both the brand and the cause was assessed individually in a questionnaire, which was then followed by an evaluation of the respondent's behaviour towards a hypothetical campaign that considered the brand Danone and the respective cause. In order to explore how a respondent would behave towards the C-RM partnership, a utopic scenario was given in which there was a summarized hypothetical briefing of the campaign, in which Danone per yoghurt sold, would donate five per cent of its value to the respective cause to support its mission. This donation type was chosen to differ from the original Danone campaign for the purpose of, similarly with the change of the campaign name, assuring respondent neutrality (Chaabouni et al., 2021; Zhang et al., 2020). Finally, basic demographic information is assessed in the last section of the questionnaire, such as the respondent's gender, education, and age.

Inspired by the C-RM nature, per answer, a monetary value of 0,10€ was promoted in the questionnaire copy to be given to the respective cause. This measure not only attracted more responses as it raised the value to be delivered.

### 4.2.2. Data Measurement and Scales

The questions present in the survey were developed based on scales acquired from the literature, which were then promptly adapted to the scenario this research proposes to measure and discover its constructs' relationships. In exhibit 2, it is displayed the authors from where the scales were adapted, alongside the number of items used.

*Exhibit 2 - Scales's authors and number of items*

Variable	Scale's Author	N° of items
Social Norms	Hofenk, van Birgelen, Bloemer, & Semeijn (2019)	3
Attitudes Toward Brand	Natarajan, Jublee, Kasilingam, & Stephen (2018)	5
Attitudes Toward Cause	Natarajan, Jublee, Kasilingam, & Stephen (2018)	5
Brand-Cause Fit	Natarajan, Jublee, Kasilingam, & Stephen (2018)	6
Attitudes Toward C-RM	Natarajan, Jublee, Kasilingam, & Stephen (2018)	5
Purchase Intention	Natarajan, Jublee, Kasilingam, & Stephen (2018)	5
Cognitive Flexibility	Martin & Rubin (1995)	8
Psychological Distress	Lee (2020)	5

### 4.2.3. Pre-Test

In order to assess if the questionnaire needed to be subject to any revision, a pre-test was conducted. This way, it was possible to evaluate if there is a straightforward storytelling in the questions used, if the scenario given is well understood, or even if there are any doubts or suggestions of improvements overall. The language chosen for this pre-test was English in order to reach a broader audience and therefore get more heterogeneous feedback. Moreover, the pre-test was sent to a wide array of ages to ensure that the perceptiveness of the questionnaire contents had no age border.

After analysing the proposed scales with SmartPLS3, it was assessed that all were confirmed to possess good levels of internal consistency since their Cronbach's  $\alpha$  values were above .70 (Hair, Black, Barbin, & Anderson, 2010).

This pre-test had the participation of 15 individuals, and no need for the questionnaire's modification was conveyed.

#### 4.2.4. Sample

This research focused on Portuguese consumers of all ages and gender. Pillared on the nonprobability sampling technique 'snowball sampling', the questionnaires were released online, through the use of social media, in the form of hyperlinks. Both were randomly distributed in order to ensure an even sample. A total of 310 respondents were registered, of which 300 were valid. Thus, 150 answers were considered per scenario.

From an overall point of view, displayed in Table 2, the respondents' profile is female, between the ages of 18 and 25 years old, who detains a Bachelor's Degree (or equivalent).

*Table 2 - Overall Demographic Information*

N = 300	Demographic	Count	%
Gender	Male	121	40,3
	Female	173	57,7
	Not Specified	6	2,0
Age	> 18	1	0,3
	18 – 25	112	37,3
	26 – 35	76	25,3
	36 – 49	72	24,0
	> 50	39	13,0
Education	Basic Education	4	1,3
	Secondary Education	69	23,0
	Bachelor's Degree (or equivalent)	124	41,3
	Master's Degree	96	32,0
	Doctorate Degree	7	2,3

In an effort to segment the questionnaire's sample, the respondents' demographic overview in BACF: Table 3; and LPCC: Table 4; are displayed.

The respondents' profiles of BACF's and LPCC's questionnaire are, likewise, female, between the ages of 18 and 25 years old who detain a Bachelor's Degree (or equivalent).

*Table 3 - BACF Demographic Information*

<b>N = 150</b>	<b>Demographic</b>	<b>Count</b>	<b>%</b>
Gender	Male	72	48,0
	Female	73	48,7
	Not Specified	5	3,3
Age	> 18	1	0,7
	18 – 25	55	36,7
	26 – 35	44	29,3
	36 – 49	29	19,3
	> 50	21	14,0
Education	Basic Education	3	2,0
	Secondary Education	25	16,7
	Bachelor's Degree (or equivalent)	53	35,3
	Master's Degree	62	41,3
	Doctorate Degree	7	4,7

*Table 4 - LPCC Demographic Information*

<b>N = 150</b>	<b>Demographic</b>	<b>Count</b>	<b>%</b>
Gender	Male	49	32,7
	Female	100	66,7
	Not Specified	1	0,7
Age	> 18	0	0
	18 – 25	57	38,0
	26 – 35	32	21,3
	36 – 49	43	28,7
	> 50	18	12
Education	Basic Education	1	0,7
	Secondary Education	45	30,0
	Bachelor's Degree (or equivalent)	70	46,7
	Master's Degree	34	22,7
	Doctorate Degree	0	0



## 5. Results and Discussion

In order to test the conceptual model, a partial least square structural equation modelling (PLS-SEM) with SmartPLS3 was used to analyse the results. This analysis assesses the conceptual model in two phases: the outer model (measurement model) and the inner model (structural model) (Henseler, Ringle, & Sarstedt, 2016). Additionally, the hypothesis testing was conducted by using a bootstrapping re-sampling with 5.000 samples.

### 5.1. Measurement Model

For the purpose of evaluating the measurement model, the following aspects were considered: convergent validity, internal consistency reliability, and discriminant validity. Each of the results is displayed in Table 5.

All of the outer loadings are above .70 (Hair et al., 2010), except for the indicators of CF7: .694; CF9: 0.632; and CF12: .698. However, since the indicators present a value between .40 and .70, they were subject to further analyses. As a consequence of the latter statement, the indicators were removed from the construct, and the respective Composite Reliability did not falter. Therefore, the indicators were kept in the model (Hulland, 1999).

Moreover, the composite reliability and Cronbach's alpha of the constructs all present results above the recommended level of .70 (Hair et al., 2010), which, consequently, indicates that the model is internally reliable. Furthermore, all of the constructs present an average variance extracted (AVE) above .50, meaning that each does have convergent validity (Hair, et al., 2010).

**Table 5 - Reliability and validity test for the complete data**

Constructs	Items	Outer Loadings	Cronbach's $\alpha$	CR	AVE
Social Norms	SN1	.923	.924	.951	.867
	SN2	.937			
	SN3	.934			
Attitudes Toward Brand	ATB1	.842	.933	.949	.789
	ATB2	.902			
	ATB3	.923			
	ATB4	.852			
	ATB5	.919			
Brand-Cause Fit	BCF1	.860	.942	.954	.777
	BCF2	.857			
	BCF3	.860			
	BCF4	.904			
	BCF5	.913			
	BCF6	.893			
Attitudes Toward Cause	ATC1	.885	.891	.920	.697
	ATC2	.896			
	ATC3	.897			
	ATC4	.752			
	ATC5	.728			
Attitudes Toward C-RM	ATCRM1	.830	.870	.906	.660
	ATCRM2	.775			
	ATCRM3	.871			
	ATCRM4	.747			
	ATCRM5	.832			
Cognitive Flexibility	CF1	.743	.865	.894	.513
	CF4	.771			
	CF6	.759			
	CF7	.694			
	CF8	.707			
	CF9	.632			
	CF11	.717			
	CF12	.698			
Psychological Distress	PD1	.847	.932	.946	.777
	PD2	.891			
	PD3	.895			
	PD4	.866			
	PD5	.905			
Purchase Intentions	PI1	.837	.925	.944	.770
	PI2	.907			
	PI3	.851			
	PI4	.899			
	PI5	.893			

According to the Fornell-Larcker criterion, in order to establish discriminant validity, all of the constructs' square root of AVE must be above its highest correlation with any other of the constructs (Henseler et al., 2016).

As displayed in Table 6, the square root of AVE of all constructs is higher than the correlation with any of the other constructs, suggesting discriminant validity. Moreover, discriminant validity is also established by using the Heterotrait-Monotrait (HTMT) ratio criterion (Henseler et al., 2016).

**Table 6 - Discriminant validity of the constructs. Fornell-Larcker criterion analysis and HTMT ratios**

	ATB	ATC	ATCRM	BCF	CF	PD	PI	SN
ATB	<b>.888</b>							
ATC	.295 (.311)	<b>.835</b>						
ATCRM	.376 (.417)	.481 (.534)	<b>.812</b>					
BCF	.480 (.515)	.282 (.301)	.380 (.418)	<b>.882</b>				
CF	.373 (.411)	.356 (.390)	.452 (.502)	.269 (.287)	<b>.716</b>			
PD	-.049 (.090)	-.074 (.102)	.085 (.088)	.096 (.106)	-.063 (.097)	<b>.881</b>		
PI	.552 (.594)	.509 (.550)	.654 (.729)	.466 (.499)	.420 (.448)	.082 (.081)	<b>.878</b>	
SN	.423 (.457)	.324 (.353)	.524 (.579)	.422 (.452)	.316 (.344)	.131 (.130)	.486 (.523)	<b>.931</b>

## 5.2. Structural Model

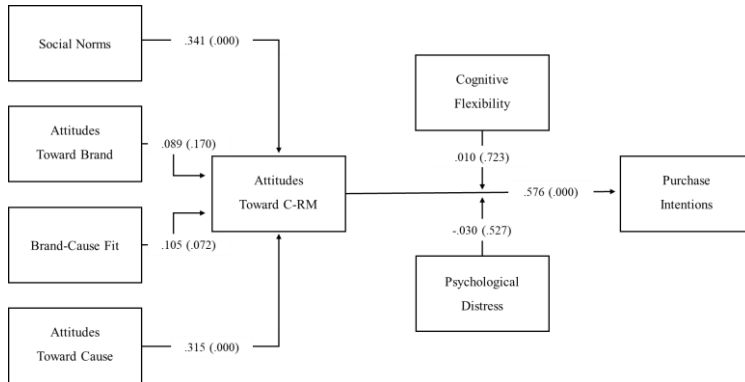
This research’s structure model showcases itself fitted for the data (SRMR = .058; NFI = .798) (Henseler et al., 2016). Furthermore, the assessment of the structural model examines the path coefficients ( $\beta$ ) and p-values,

Howbeit, as this research purposes, the study of two scenarios: one considering the Banco Alimentar Contra a Fome (BACF) and another considering the Liga Portuguesa Contra o Cancro (LPCC); three structured models are, therefore, presented. Firstly, the overall structure model of the research, secondly the structural model corresponding to BACF and, thirdly, the structural model corresponding to LPCC.

### 5.2.1. Overall Structural Model

In the overall structural model, the paths from Social Norms to Attitudes Towards C-RM ( $\beta = .341, p = .000$ ), Attitudes Toward Cause to Attitudes Towards C-RM ( $\beta = .315, p = .000$ ), and Attitudes Towards C-RM to Purchase Intentions ( $\beta = .576, p = .000$ ); are statistically significant (Exhibit 3 and Table 7). Meaning that the other proposed paths fail to meet this significance, contrary to what was predicted based on the literature review.

**Exhibit 3 – Structural Model Results (Overall)**



**Table 7 - Structural Model's Results (Overall)**

Hypothesized relationship	Proposed effect	Path coefficient ( $\beta$ )	<i>p</i> -value	$f^2$	Results
SN → ATCRM	Positive	.341	.000	.142	H1: Supported
ATB → ATCRM	Positive	.089	.170	.009	H2: Not Supported
BCF → ATCRM	Positive	.105	.072	.013	H3: Not Supported
ATC → ATCRM	Positive	.315	.000	.142	H4: Supported
CF (ATCRM → PI)	Positive	.010	.723		H5: Not Supported
PD (ATCRM → PI)	Positive	-.030	.527		H6: Not Supported
ATCRM → PI	Positive	.576	.000		H7: Supported

Variance Explained: ATCRM ( $R^2 = .403$ ) and PI ( $R^2 = .450$ )  
 Predictive Validity: ATCRM ( $Q^2 = .257$ ) and PI ( $Q^2 = .336$ )

The proposed Structural Model's results predict a 40.3% variance of ATCRM explained by SN, ATB, BCF, and ATC; alongside a 45.0% variance of PI explained by ATCRM (Henseler, Ringle, & Sinkovics, 2009).

Moreover, the effect size ( $f^2$ ) of social norms and attitudes toward cause suggests a medium effect size in relation to attitudes toward C-RM, whereas attitudes toward the brand and brand-cause fit indicate a weak effect in regards to attitudes toward C-RM (Cohen, 1988).

Furthermore, the considered dependent variables considered, in the overall model standpoint, possess a Stone–Geisser's  $Q^2$  larger than zero (Henseler et al., 2009); which confirm the model's predictive validity.

On a deeper analysis of the results displayed, it is noted that hypothesis 2 (ATB → ATCRM) is rejected since the Attitudes Toward Brand does not significantly influence the Attitudes Toward C-RM ( $\beta = .089, p = .170$ ); Hypothesis 3 (BCF → ATCRM), is, likewise, rejected due to the fact that Brand-Cause Fit does not significantly influence the Attitudes Toward C-RM ( $\beta = .105, p = .072$ ). Moreover, the moderators Cognitive

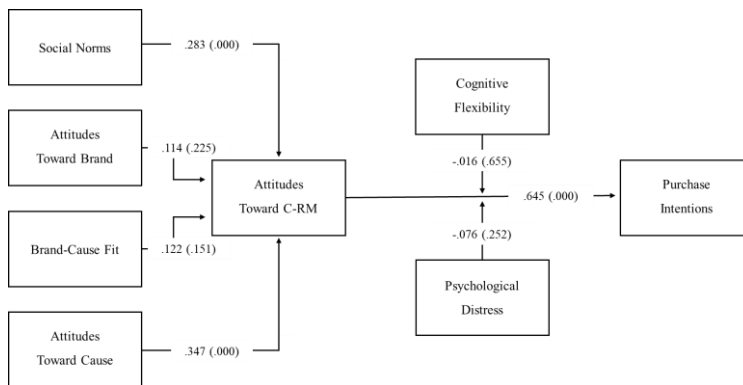
Flexibility and Psychological Distress, Hypothesis 5 ( $\beta = .010, p = .723$ ) and 6 ( $\beta = .030, p = .527$ ) respectively, do not significantly moderate the relationship between Attitudes Towards C-RM and Purchase Intentions.

### 5.2.2. Structural Model BACF

In the structural model that concerns the scope of BACF, the results portray similarities from the overall point of view.

Here, the paths from Social Norms to Attitudes Towards C-RM ( $\beta = .283, p = .000$ ), Attitudes Toward Cause to Attitudes Towards C-RM ( $\beta = .347, p = .000$ ), and Attitudes Towards C-RM to Purchase Intentions ( $\beta = .645, p = .000$ ); are statistically significant (Exhibit 4 and Table 8), mirroring the results from the overall structural model.

*Exhibit 4 – Structural Model Results (BACF)*



*Table 8 - Structural Model's Results (BACF)*

Hypothesized relationship	Proposed effect	Path coefficient ( $\beta$ )	<i>p</i> -value	<i>f</i> <sup>2</sup>	Results
SN → ATCRM	Positive	.283	.000	.097	H1: Supported
ATB → ATCRM	Positive	.114	.225	.015	H2: Not Supported
BCF → ATCRM	Positive	.122	.115	.018	H3: Not Supported
ATC → ATCRM	Positive	.347	.000	.162	H4: Supported
CF (ATCRM → PI)	Positive	-.016	.655		H5: Not Supported
PD (ATCRM → PI)	Positive	-.076	.252		H6: Not Supported
ATCRM → PI	Positive	.645	.000		H7: Supported

Variance Explained: ATCRM ( $R^2 = .462$ ) and PI ( $R^2 = .557$ )  
 Predictive Validity: ATCRM ( $Q^2 = .278$ ) and PI ( $Q^2 = .415$ )

The model's results predict a 46.2% variance of ATCRM explained by SN, ATB, BCF, and ATC; alongside a 55.7% variance of PI explained by ATCRM (Henseler et al., 2009).

Moreover, the effect size ( $f^2$ ) of attitudes toward cause suggests a medium effect size in relation to attitudes toward C-RM, whereas attitudes toward the brand, brand-cause fit,

and social norms indicate a weak effect in regards to attitudes toward C-RM (Cohen, 1988).

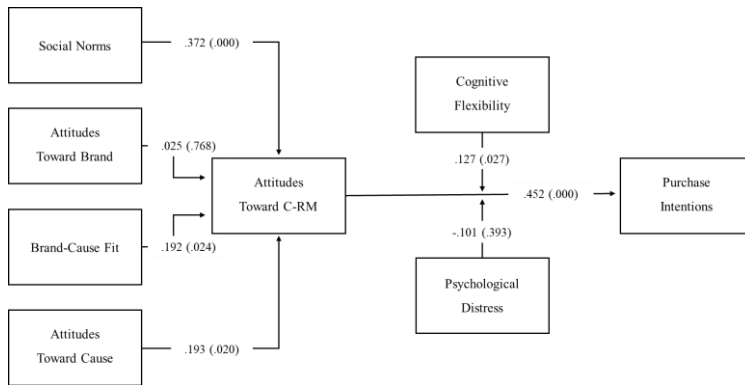
Furthermore, the considered dependent variables in the BACF model standpoint, possess a Stone–Geisser's  $Q^2$  larger than zero (Henseler et al., 2009); which confirm the model's predictive validity.

Therefore, the same hypotheses are rejected as in the overall structural model. Specifically, Hypothesis 2 is rejected by reason of the Attitudes Toward Danone does not significantly influence the Attitudes Toward C-RM ( $\beta = .114$ ,  $p = .225$ ); Hypothesis 3 is also rejected since BACF and Danone's fit do not significantly influence the Attitudes Toward C-RM ( $\beta = .122$ ,  $p = .115$ ). Additionally, and mirroring the results from the overall Structural Model, the moderators Cognitive Flexibility and Psychological Distress, Hypothesis 5 ( $\beta = -.016$ ,  $p = .723$ ) and 6 ( $\beta = -.076$ ,  $p = .527$ ) respectively, do not moderate the relationship between Attitudes Toward C-RM and Purchase Intentions.

### **5.2.3. Structural Model LPCC**

On the other hand, in the structural model, which corresponds to LPCC, a different denouement is portrayed. The paths from Social Norms to Attitudes Toward C-RM ( $\beta = .372$ ,  $p = .000$ ), LPCC and Danone's fit to Attitudes Toward C-RM ( $\beta = .192$ ,  $p = .024$ ), Attitudes Toward LPCC to Attitudes Toward C-RM ( $\beta = .193$ ,  $p = .020$ ), and Attitudes Towards C-RM to Purchase Intentions ( $\beta = .127$ ,  $p = .027$ ); are all considered to be statistically significant (Exhibit 5 and Table 9). Moreover, it is found that Cognitive Flexibility does, in fact, moderate the relationship between Attitudes Toward C-RM and Purchase Intentions.

**Exhibit 5 – Structural Model Results (LPCC)**



**Table 9 - Structural Model's Results (LPCC)**

Hypothesized relationship	Proposed effect	Path coefficient (β)	p-value	f <sup>2</sup>	Results
SN → ATCRM	Positive	.372	.000	.167	H1: Supported
ATB → ATCRM	Positive	.025	.768	.001	H2: Not Supported
BCF → ATCRM	Positive	.192	.024	.033	H3: Supported
ATC → ATCRM	Positive	.193	.020	.048	H4: Supported
CF (ATCRM → PI)	Positive	.127	.027		H5: Supported
PD (ATCRM → PI)	Positive	-.101	.393		H6: Not Supported
ATCRM → PI	Positive	.452	0.000		H7: Supported

Variance Explained: ATCRM (R<sup>2</sup> = .349) and PI (R<sup>2</sup> = .364)  
 Predictive Validity: ATCRM (Q<sup>2</sup> = .226) and PI (Q<sup>2</sup> = .266)

The model's results predict a 34.9% variance of ATCRM explained by SN, ATB, BCF, and ATC; alongside a 36.4% variance of PI explained by ATCRM (Henseler et al., 2009).

Moreover, the effect size (f<sup>2</sup>) of social norms suggest a medium effect size in relation to attitudes toward C-RM, whereas attitudes toward the brand, brand-cause fit, and attitudes toward cause indicate a weak effect in regards to attitudes toward C-RM (Cohen, 1988).

Furthermore, the considered dependent variables considered, in the BACF model standpoint, possess a Stone–Geisser's Q<sup>2</sup> larger than zero (Henseler et al., 2009); which confirm the model's predictive validity.

The only hypotheses which are not supported consider the path between Attitudes Toward Brand and Attitudes Toward C-RM (β = .025, p = .768); and the moderation of Psychological Distress between the relationship of Attitudes Toward C-RM and Purchase Intentions (β = -.101, p = .393).

In sum, Table 10 displays the different behaviours of each proposed Hypothesis in each of the scenarios considered for this research.

Table 10 - Comparison of Hypothesis

Hypothesized relationship	Overall	BACF	LPCC	Juxtaposition
SN → ATCRM	H1: Supported	H1: Supported	H1: Supported	Supported
ATB → ATCRM	H2: Not Supported	H2: Not Supported	H2: Not Supported	Not Supported
BCF → ATCRM	H3: Not Supported	H3: Not Supported	H3: Supported	Mixed
ATC → ATCRM	H4: Supported	H4: Supported	H4: Supported	Supported
CF (ATCRM → PI)	H5: Not Supported	H5: Not Supported	H5: Supported	Mixed
PD (ATCRM → PI)	H6: Not Supported	H6: Not Supported	H6: Not Supported	Not Supported
ATCRM → PI	H7: Supported	H7: Supported	H7: Supported	Supported

### 5.2.4. Multi-group Analysis (MGA)

In order to uncover the probable variations between the different causes, a permutation test for a multi-group analysis (MGA) is conducted; taking into consideration that both BACF and LPCC are constituted by 150 distinct participants.

On that note, and following the three steps dictated in the MICOM test (Henseler, Hubona, & Ray, 2016), the invariance of the studied constructs is to be measured.

This test is composed of three distinct steps. The first step assesses the supportation of configured invariance in all of the constructs. Step two, on the other hand, evaluates the compositional invariance in the studied construct. Lastly, step three, is responsible to validate the constructs' equality of mean and variance values across the two causes (Henseler et al., 2016). This latter step is also responsible to conclude the existence of full invariance in the studied constructs; in case these display values within the 95% confidence interval and permutation p-values greater than .05 on mean and variance (Henseler et al., 2016).

On this account, attitudes toward C-RM ( $p_{\text{mean}} = .061$ ,  $p_{\text{variance}} = .294$ ), purchase intentions ( $p_{\text{mean}} = .289$ ,  $p_{\text{variance}} = .098$ ), and social norms ( $p_{\text{mean}} = .998$ ,  $p_{\text{variance}} = .282$ ) show full measure invariance. On the other hand, partial invariance is found for attitudes toward brand ( $p_{\text{variance}} = .012$ ), brand-cause fit ( $p_{\text{mean}} < .05$ ), and psychological distress ( $p_{\text{variance}} = .026$ ); since these constructs solely meet one of the two guidelines, step three demands.



Moreover, no invariance was shown by the results for attitudes toward cause ( $p_{\text{mean}} < .05$ ,  $p_{\text{variance}} = .010$ ), and cognitive flexibility ( $p_{\text{mean}} = .019$ ,  $p_{\text{variance}} = .044$ ).

*Table 11 - Reliability and validity results for the different causes*

Constructs	BACF (= 150)			LPCC (= 150)		
	$\alpha$	CR	AVE	$\alpha$	CR	AVE
SN	.928	.954	.873	.919	.949	.861
ATB	.941	.955	.811	.920	.940	.759
BCF	.931	.945	.743	.944	.955	.781
ATC	.884	.915	.684	.886	.917	.691
ATCRM	.861	.900	.644	.880	.913	.677
CF	.885	.908	.553	.832	.870	.459
PD	.949	.918	.693	.882	.914	.681
PI	.927	.945	.775	.924	.942	.766

Following the MICOM test, it was studied and confirmed, in Table 10, the reliability and validity of all the constructs. These surpass the values .50 for AVE and .70 for CR (Hair et al., 2010).

In addition, Table 12 portrays the paths from each proposed hypothesis. Notably, the path from attitudes towards C-RM to purchase intentions, moderated by cognitive flexibility, is found to be statistically different between BACF and LPCC (Henseler et al., 2009).

*Table 12 - MGA Results*

	Hypothesis	BACF	LPCC	Permutation p-value
SN → ATCRM	H1	.283	.372	.432
ATB → ATCRM	H2	.114	.025	.493
BCF → ATCRM	H3	.122	.192	.573
ATC → ATCRM	H4	.347	.193	.226
CF (ATCRM → PI)	H5	-.016	.127	<b>.026</b>
PD (ATCRM → PI)	H6	-.076	-.101	.769
ATCRM → PI	H7	.645	.452	.096

Notes: p-values which are displayed as **bold** indicate a significant difference on this path relation.

BACF and LPCC represent the path coefficients in each cause.

Commencing from the proposed relationship between social norms and attitudes towards C-RM, it is found to be positive, not only from an overall scope of the study but also on both scenarios of BACF and LPCC. This finding is in line with what is predicted in Hypothesis 1, meaning that social pressure sensed by individuals nowadays due to the COVID-19 pandemic sets a norm to positively influence their attitudes toward a C-RM

campaign regardless of its temporal orientation (Tangari, Folse, Burton, & Kees, 2010; Wang, 2014). Therefore, according to this research's results, the social norms established during this pandemic period affect the attitudes individuals direct towards a C-RM campaign.

Moreover, it is also linear throughout all the scopes: overall, BACF, and LPCC; although with the opposite effect, that the attitudes towards the brand which allies itself with the cause, regardless of the temporal orientation which the causes vow to tackle, does not influence consumers' attitudes towards the Cause-Related Marketing campaign. This finding contradicts the expected positive outcome of the relation between the constructs ATB and ATCRM hypothesised (Bigné-Alcañiz et al., 2012; Natarajan et al., 2018).

In addition, the results of this research found that consumers' perceived fit of a brand suffers a differentiation depending on the cause's temporal orientation. Amidst the COVID-19 scenario, the relation between brand-cause fit with a cause which is immediate (e.g. BACF) and attitudes towards the C-RM campaign are found not to attain a relation; whereas in an ongoing cause (e.g. LPCC) it is found that the higher the fit between the brand and the cause, the higher the intentions toward the C-RM campaign will be (Natarajan et al., 2018; Yang & Mundel, 2021).

Moreover, regardless of the cause's mission is immediate or ongoing, amidst the COVID-19 pandemic, there is a positive influence in the attitudes towards the C-RM campaign. For instance, consumers' attitudes towards BACF and LPCC will positively impact Danone's C-RM campaign 'Ajudar'; which is aligned with the hypothesised relation between these two constructs (Natarajan et al., 2018; Tangari et al., 2010; Wang, 2014). This outcome can sprout due to consumers' belief of simply the fact that a brand is trying to help in easing such global calamity with a C-RM campaign, be seen as positive.

Furthermore, a positive relationship between consumers' attitudes towards the C-RM campaign and the intentions to purchase from the brand is found. Other researchers have widely tested this positive association between these variables (Eker Iscioglu & Borak, 2020; Natarajan et al., 2018; Pracejus & Olsen, 2004; Zhang et al., 2020). This study builds on the presence of this relation by adding that it is transversal through the cause's temporal orientation and that it is also existent amidst a pandemic scenario, which means that the 'Ajudar' campaign will influence consumers' purchase intentions, regardless of the campaign is associated with BACF or LPCC.

However, beyond these cause-effect relationships stated above, the moderations of individuals' cognitive flexibility own and the psychological distress manifested during the COVID-19 pandemic scenario were, likewise, tested.

It is found that the psychological distress' moderation of the attitudes toward C-RM and purchase intentions relation, in both studied scenarios, is inexistent; contrary to what was predicted. This means that regardless of one's overall behaviour due to the COVID-19 pandemic, it does not influence the purchase intentions for either cause. This finding suggests that an individual's levels of anxiety and stress provoked by the pandemic, which is forecasted to last for an extended period, will not affect the consequential purchase intentions of a C-RM campaign (He & Harris, 2020; Losada-Baltar et al., 2021; Nikčević et al., 2021). Moreover, it shows that, possibly, these forecasted effects are more eased since, in Portugal, most of the population is vaccinated against the virus, and therefore, feel safer to return to their pre-COVID lifestyle, not only as an individual but also as a citizen.

Lastly, one's cognitive flexibility is found a juxtaposition depending on the supported cause. Moreover, it is also found a significant difference in this moderation path when the causes were compared. For instance, in the BACF scenario, directly related to the pandemic's effect on who serves an immediate mission, an individual's cognitive flexibility does not moderate the relation between ATCRM and PI (Martin & Rubin, 1995). However, when the cause is ongoing in the attenuation of COVID-19 pandemic's effects, the scenario inverts; in other words, when the LPCC cause was assessed, a positive moderation of the ATCRM and PI constructs was discovered—suggesting that in a cause of ongoing nature, a consumer's adaptability and willingness to be flexible in any given situation does affect its intentions to purchase following a C-RM campaign. This may occur due to the fact that the respondents of LPCC scenario have an older age, which can mean that these individuals are more prone to adaptability (Davidson, Amso, Anderson, & Diamond, 2006).

Considering these results, it can be concluded that the COVID-19 pandemic will have an impact in C-RM due to individuals' felt social pressure having a relation toward C-RM attitudes, which is in line with the TPB theory, since it found an influence in individual's behaviour due to society's behaviour sway; and, additionally, there is a difference on how cause's with different temporal orientations influence consumers' behaviours toward the C-RM campaign, namely in brand-cause fit and cognitive flexibility.

## 6. Conclusion

### 6.1. Theoretical Implications

Researchers are gradually uncovering the effects of the COVID-19 pandemic in C-RM.

This research's results demonstrate that a cause's temporal orientation does, in fact, influence consumers' reactions towards a C-RM campaign. Specifically, dissimilarities were found in terms of brand-cause fit and cognitive flexibility. Therefore, it is believed that this research stimulates the field to deepen these findings and build upon them.

Moreover, no prior research has been conducted in the sense of comparing how two distinct causes, in terms of temporal orientation, behave; moreover, in a disruptive social scenario. Whence, it delivers a contemporary insight into the C-RM field and, above all, expands it by introducing psychology variables: social norms, cognitive flexibility, and psychological distress. This is deemed as a crucial stimulus to explore C-RM with other similar variables considered to be relevant.

Additionally, the importance for researchers to keep a close eye on disruptive social events is also evidenced; since it is unveiled that such an occurrence can, in fact, shift consumers' behaviours towards C-RM campaigns whether this shift is due to the causes' acuteness or consumers' potentially affected psychological condition. On this account, this research is considered to be able to become part of a theoretical tide, which deepens researchers' inquisitiveness to explore how such turbulent social events, whether these are small-scale or with a global reach, may affect C-RM as a whole.

Therefore, this research is believed to stimulate an uncharted field in C-RM, which is deemed of high importance. Not only does this study contribute to the literature by adding new variables related to consumers' psychography as it also measures causes' acuteness aligned over a disruptive social event; the results are found to open new branches which may optimize the background of C-RM's theoretical future.

## 6.2. Managerial Implications

This research provides corporations with a clearer insight into better aligning their C-RM strategy, especially in a disruptive incident, such as COVID-19 presents itself to be. Based on the conclusions extracted, corporations are given the understanding that the choice of a cause based on its acuteness can be a decisive factor for the success of a C-RM campaign. Therefore, corporations ought to take into consideration their target's psychographic state, especially in terms of cognitive flexibility, since it is a variable that is shown to vary depending on the chosen cause's acuteness. Moreover, the fit between the chosen cause based upon its temporal orientation is deemed to be relevant; due to the fact that alike cognitive flexibility is a variable that displays a mixed effect as a C-RM's antecedent.

On this account, in case of corporations wish to support a cause which is ongoing on its acuteness, these must be aware of the brand-cause fit and cognitive flexibility of their costumers; due to the fact that the higher these constructs are the higher their influence on the attitudes toward the C-RM campaign and purchase intentions, respectively. Moreover, corporations should also be concerned about their own C-RM programmes and how their initiation, development, or switch may impact their goals.

This research also reflects that causes overall can take advantage of troublesome borderless scenarios since there is no difference in consumers' support towards the cause. Therefore, corporations can extract the benefits from such altruistic actions, despite their feasible egotistical nature.

On the other hand, consumers are found to be receptive towards the support of a cause, regardless of its connection to the COVID-19 pandemic. This comes in handy for causes and corporations alike since it may stimulate a myriad of new relationships between these two players or even sprout current bonds to more profound endeavours.

Even though C-RM is a practice that is in growth, it may serve as an insight for corporations to take into consideration in case of similar socially disruptive scenarios. There is the confidence that this research may serve as a guide to optimize the practice of C-RM by corporations by adding to the debate that there is a difference in performance depending on the cause's temporal orientation and consumers' psychologic conditions.

### 6.3. Limitations and Future Research

Despite the conducted research contributions to understanding consumers' cause support divergence amidst a troublesome scenario, it is not invulnerable to limitations.

Firstly, the study was developed at the end-stage of the COVID-19 pandemic. Therefore, the caused mental toll at the moment is attenuated when compared to its effects in the beginning. Not only due to societies adaptation to social changes but also due to the rise of the vaccination in Portugal, where the study was conducted.

Moreover, the respondents of this study's questionnaire are Portuguese speakers. However, a portion may not be of Portuguese nationality but from a Portuguese-speaking country. Despite knowing the brand and cause(s) surveyed, its social perceptions may differ from the Portuguese natives. Enabling a discrepancy in the respondents' perceptions and reported conducts.

Furthermore, there is an accentuated number of female respondents, which may drawback the wished generality of this study across demographics.

In addition to these reported limitations, several future research suggestions are sprout. For instance, it is suggested an identical study like this, but who segments it by generations; in order to understand if there is, or not, a significant difference in terms of C-RM support based on the studied age, helping corporations and causes to apply the results of this research more optimally but also while diving deeper into their C-RM practices' effectiveness.

Moreover, it is suggested that a similar study be conducted in other cultures. In order to broaden the collected insights and, consequently, appropriate these to farther horizons.

It is also deemed relevant to explore consumers' behaviour towards causes temporal orientation at the beginning of a social catastrophe and to understand how these would react if a particular brand switches cause during a disaster; exploring the repercussions between the switch of a cause. Moreover, and adding to this thread, it can be pertinent to explore consumers' support towards a cause (immediate or ongoing) chosen by the corporation *versus* when the consumers are given a choice from a list of causes.

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## Annexes

### Annex A – Questionnaire BACF

## O impacto da pandemia de COVID-19 no Marketing de Causas

O estudo que se segue, tem como objetivo perceber de que forma a pandemia de COVID-19 irá afetar o Marketing de Causas, e faz parte da minha tese de mestrado em Marketing na ISCTE Business School.

O questionário demora, aproximadamente, 7 minutos a ser preenchido.

Todas as respostas são anónimas e confidenciais. Os dados recolhidos serão apenas e somente utilizados para fins académicos e científicos.

Por cada questionário preenchido, serão doados 0,10€ ao 'Banco Alimentar Contra a Fome'.

Para qualquer esclarecimento, não hesite em contactar-me através do email:

[amaral.r.rodrigo@gmail.com](mailto:amaral.r.rodrigo@gmail.com)

Agradeço desde já o seu tempo e participação no estudo.

Com os melhores cumprimentos,

Rodrigo Amaral Ribeiro

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\*Required

Indique se está ou não familiarizado com a marca 'Danone'.



1. Conhece a marca 'Danone'? \*



*Mark only one oval.*

Sim

Não

Indique se está ou não familiarizado com o 'Banco Alimentar Contra a Fome'.

2. Conhece o 'Banco Alimentar Contra a Fome'? \*



Mark only one oval.

- Sim  
 Não

Identifique, com base na escala apresentada, qual o seu grau de familiaridade com o apoio da marca 'Danone' a causas sociais.

3. Está familiarizado com o apoio da marca 'Danone' a causas sociais? \*

Mark only one oval.

- 1 2 3 4 5
- Nada familiarizado(a)      Muito familiarizado(a)

Classifique, com base na escala apresentada, as seguintes afirmações:

4. A maioria das pessoas que são importantes para mim acha que eu deveria comprar produtos que apoiem uma causa. \*

Mark only one oval.

- 1 2 3 4 5 6 7
- Discordo Totalmente        Concordo Totalmente

5. Ao comprar produtos que apoiem uma causa, eu corresponderia às expectativas das pessoas que são importantes para mim. \*

Mark only one oval.

	1	2	3	4	5	6	7	
Discordo Totalmente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Concordo Totalmente

6. As pessoas que são importantes para mim adorariam ver-me comprar produtos que apoiem uma causa. \*

Mark only one oval.

	1	2	3	4	5	6	7	
Discordo Totalmente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Concordo Totalmente

Foque-se na marca 'Danone' e, com base na escala apresentada, classifique as seguintes afirmações:

7. Para mim, a marca 'Danone' é atraente. \*

Mark only one oval.

	1	2	3	4	5	
Discordo Fortemente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Concordo Fortemente

8. Para mim, a marca 'Danone' é boa. \*

Mark only one oval.

	1	2	3	4	5	
Discordo Fortemente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Concordo Fortemente

9. Para mim, a marca 'Danone' é agradável. \*

Mark only one oval.

1	2	3	4	5		
Discordo Fortemente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Concordo Fortemente

10. Acho os produtos da marca 'Danone' muito úteis. \*

Mark only one oval.

1	2	3	4	5		
Discordo Fortemente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Concordo Fortemente

11. A minha opinião sobre a marca 'Danone' é muito favorável. \*

Mark only one oval.

1	2	3	4	5		
Discordo Fortemente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Concordo Fortemente

Foque-se agora no que o 'Banco Alimentar Contra a Fome' representa para si, e, com base na escala apresentada, classifique as seguintes afirmações:

12. O 'Banco Alimentar Contra a Fome' é importante para mim. \*

Mark only one oval.

1	2	3	4	5		
Discordo Fortemente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Concordo Fortemente

13. O 'Banco Alimentar Contra a Fome' é relevante para mim. \*

Mark only one oval.

1	2	3	4	5		
Discordo Fortemente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Concordo Fortemente

14. O 'Banco Alimentar Contra a Fome' é significativa para mim. \*

Mark only one oval.

1	2	3	4	5		
Discordo Fortemente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Concordo Fortemente

15. O 'Banco Alimentar Contra a Fome' é necessário para mim. \*

Mark only one oval.

1	2	3	4	5		
Discordo Fortemente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Concordo Fortemente

16. O 'Banco Alimentar Contra a Fome' é benéfico para mim. \*

Mark only one oval.

1	2	3	4	5		
Discordo Fortemente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Concordo Fortemente

Com base na escala apresentada, classifique como considera a marca 'Danone' e o 'Banco Alimentar Contra a Fome' conjuntamente.

17. A 'Danone' e o 'Banco Alimentar Contra a Fome' são compatíveis entre si. \*

Mark only one oval.

1	2	3	4	5		
Discordo Fortemente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Concordo Fortemente

18. A 'Danone' e o 'Banco Alimentar Contra a Fome' são uma combinação típica. \*

Mark only one oval.

1	2	3	4	5		
Discordo Fortemente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Concordo Fortemente

19. A 'Danone' e o 'Banco Alimentar Contra a Fome' representam-se bem um ao outro. \*

Mark only one oval.

1	2	3	4	5		
Discordo Fortemente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Concordo Fortemente

20. A 'Danone' e o 'Banco Alimentar Contra a Fome' complementam-se. \*

Mark only one oval.

1	2	3	4	5		
Discordo Fortemente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Concordo Fortemente

21. A 'Danone' e o 'Banco Alimentar Contra a Fome' enquadram-se bem juntos. \*

Mark only one oval.

1	2	3	4	5		
Discordo Fortemente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Concordo Fortemente

22. A 'Danone' e o 'Banco Alimentar Contra a Fome' fazem sentido juntos. \*

Mark only one oval.

1	2	3	4	5	
Discordo Fortemente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/> Concordo Fortemente

Considere, com base na escala apresentada, o seu comportamento como consumidor perante um produto e organização empresarial que apoie uma causa solidária.

23. Gosto de comprar produtos que doem parte dos seus lucros para uma causa solidária. \*

Mark only one oval.

1	2	3	4	5	
Discordo Fortemente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/> Concordo Fortemente

24. Estou disposto a pagar mais por um produto se o seu fabricante doar parte dos lucros para instituições de solidariedade. \*

Mark only one oval.

1	2	3	4	5	
Discordo Fortemente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/> Concordo Fortemente

25. Se uma empresa doar parte dos seus lucros para uma instituição de solidariedade, existe uma maior probabilidade de comprar os seus produtos. \*

Mark only one oval.

1	2	3	4	5	
Discordo Fortemente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/> Concordo Fortemente

26. Empresas que publicitem a doação parcial dos seus lucros para uma instituição de solidariedade, são bons cidadãos corporativos. \*

Mark only one oval.

	1	2	3	4	5	
Discordo Fortemente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Concordo Fortemente

27. Faço um esforço acrescido para comprar produtos de empresas que apoiam causas de solidariedade. \*

Mark only one oval.

	1	2	3	4	5	
Discordo Fortemente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Concordo Fortemente

Por favor, considere o seguinte cenário:

#### Campanha 'Ajudar'

A 'Danone' juntou-se com o 'Banco Alimentar Contra a Fome', cuja missão é a de combater o desperdício de produtos alimentares, fornecendo-os a pessoas mais carenciadas, e desenvolveu a campanha 'Ajudar'.

Nesta campanha, por cada iogurte associado à campanha 'Ajudar' vendido, a 'Danone' doa 5% do lucro ao 'Banco Alimentar Contra a Fome' de modo a apoiar a sua missão.

28. Leu o cenário? \*

Mark only one oval.

- Sim
- Não    *Skip to question 28*

Tendo em conta o cenário que leu anteriormente, considere, com base na escala apresentada, qual seria o seu comportamento como consumidor.



29. Anseio por aprender mais sobre o iogurte que está associado à campanha 'Ajudar' para o 'Banco Alimentar Contra a Fome'. \*

Mark only one oval.

	1	2	3	4	5	
Discordo Fortemente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Concordo Fortemente

30. É provável que participe na campanha 'Ajudar' para o 'Banco Alimentar Contra a Fome' comprando o iogurte. \*

Mark only one oval.

	1	2	3	4	5	
Discordo Fortemente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Concordo Fortemente

31. Estaria disposto a persuadir outras pessoas a comprar o iogurte associado ao 'Banco Alimentar Contra a Fome'. \*

Mark only one oval.

	1	2	3	4	5	
Discordo Fortemente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Concordo Fortemente

32. Estaria disposto a comprar o iogurte associado ao 'Banco Alimentar Contra a Fome'. \*

Mark only one oval.

	1	2	3	4	5	
Discordo Fortemente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Concordo Fortemente

33. Consideraria ser consumidor da marca 'Danone', que doa para o 'Banco Alimentar Contra a Fome', de modo a ajudar a sua missão. \*

Mark only one oval.

1	2	3	4	5		
Discordo Fortemente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Concordo Fortemente

Indique, com base na escala apresentada, de que forma as seguintes afirmações descrevem a sua personalidade.

34. Consigo comunicar uma ideia de várias maneiras diferentes. \*

Mark only one oval.

1	2	3	4	5	6		
Discordo Fortemente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Concordo Fortemente

35. Tendo a evitar situações novas e diferentes. \*

Mark only one oval.

1	2	3	4	5	6		
Discordo Fortemente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Concordo Fortemente

36. Sinto que nunca tenho a oportunidade de tomar decisões. \*

Mark only one oval.

1	2	3	4	5	6		
Discordo Fortemente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Concordo Fortemente

37. Consigo arranjar soluções funcionais para problemas que aparentemente não têm solução. \*

Mark only one oval.

	1	2	3	4	5	6	
Discordo Fortemente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Concordo Fortemente

38. As minhas decisões são limitadas quando tenho de decidir como me comportar. \*

Mark only one oval.

	1	2	3	4	5	6	
Discordo Fortemente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Concordo Fortemente

39. Apresento soluções criativas para problemas. \*

Mark only one oval.

	1	2	3	4	5	6	
Discordo Fortemente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Concordo Fortemente

40. Sou capaz de me comportar apropriadamente em qualquer situação. \*

Mark only one oval.

	1	2	3	4	5	6	
Discordo Fortemente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Concordo Fortemente

41. O meu comportamento é o resultado de decisões conscientes que tomo. \*

*Mark only one oval.*

	1	2	3	4	5	6	
Discordo Fortemente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Concordo Fortemente

42. Tenho diversas maneiras de me comportar em qualquer situação. \*

*Mark only one oval.*

	1	2	3	4	5	6	
Discordo Fortemente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Concordo Fortemente

43. Tenho dificuldade em usar o meu conhecimento sobre um determinado assunto em situações reais. \*

*Mark only one oval.*

	1	2	3	4	5	6	
Discordo Fortemente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Concordo Fortemente

44. Estou disposto a ouvir e a considerar possíveis alternativas para lidar com um determinado problema. \*

*Mark only one oval.*

	1	2	3	4	5	6	
Discordo Fortemente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Concordo Fortemente

45. Tenho a autoconfiança necessária para experimentar diferentes formas de me comportar. \*

*Mark only one oval.*

	1	2	3	4	5	6	
Discordo Fortemente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Concordo Fortemente

Considere, com base na escala apresentada, como se sentiu relativamente à pandemia de COVID-19 nas últimas duas semanas.

46. Com que frequência experienciou os seguintes acontecimentos nas últimas duas semanas? \*

Mark only one oval per row.

	Nunca	Raramente, menos de um ou dois dias	Vários dias	Mais de sete dias	Quase todos os dias durante as últimas duas semanas
Senti-me tonto, com vertigens ou desmaiei quando li ou ouvi notícias sobre o coronavírus.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tive dificuldade a adormecer ou a dormir porque estava a pensar sobre o coronavírus.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Senti-me paralisado ou petrificado quando pensei ou fui exposto a informações sobre o coronavírus	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Perdi o interesse em comer quando pensei ou fui exposto a informações sobre o coronavírus.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Senti náuseas ou problemas de estômago quando pensei ou fui exposto a informações sobre o coronavírus.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Indique os seus dados sociodemográficos.

47. Género \*

*Mark only one oval.*

- Feminino
- Masculino
- Prefiro não especificar

48. Idade \*

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49. Educação \*

*Mark only one oval.*

- Ensino Básico
- Secundário
- Licenciatura
- Mestrado
- Doutoramento
- Other: \_\_\_\_\_

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## Annex B – Questionnaire LPCC

### O impacto da pandemia de COVID-19 no Marketing de Causas

O estudo que se segue, tem como objetivo perceber de que forma a pandemia de COVID-19 irá afetar o Marketing de Causas, e faz parte da minha tese de mestrado em Marketing na ISCTE Business School.

O questionário demora, aproximadamente, 7 minutos a ser preenchido.

Todas as respostas são anónimas e confidenciais. Os dados recolhidos serão apenas e somente utilizados para fins académicos e científicos.

Por cada questionário preenchido, serão doados 0,10€ à 'Liga Portuguesa Contra o Cancro'.

Para qualquer esclarecimento, não hesite em contactar-me através do email:

[amaral.r.rodrigo@gmail.com](mailto:amaral.r.rodrigo@gmail.com)

Agradeço desde já o seu tempo e participação no estudo.

Com os melhores cumprimentos,

Rodrigo Amaral Ribeiro

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\*Required

Indique se está ou não familiarizado com a marca 'Danone'.



1. Conhece a marca 'Danone'? \*



Mark only one oval.

Sim

Não

Indique se está ou não familiarizado com a 'Liga Portuguesa Contra o Cancro'.

2. Conhece a 'Liga Portuguesa Contra o Cancro'? \*



Mark only one oval.

Sim

Não

Identifique, com base na escala apresentada, qual o seu grau de familiaridade com o apoio da marca 'Danone' a causas sociais.

3. Está familiarizado com o apoio da marca 'Danone' a causas sociais? \*

Mark only one oval.

1	2	3	4	5		
Nada familiarizado(a)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Muito familiarizado(a)

Classifique, com base na escala apresentada, as seguintes afirmações:

4. A maioria das pessoas que são importantes para mim acha que eu deveria comprar produtos que apoiem uma causa. \*

Mark only one oval.

1	2	3	4	5	6	7	
Discordo Totalmente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Concordo Totalmente

5. Ao comprar produtos que apoiem uma causa, eu corresponderia às expectativas das pessoas que são importantes para mim. \*

Mark only one oval.

1	2	3	4	5	6	7	
Discordo Totalmente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Concordo Totalmente

6. As pessoas que são importantes para mim adorariam ver-me comprar produtos que apoiem uma causa. \*

Mark only one oval.

1	2	3	4	5	6	7	
Discordo Totalmente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Concordo Totalmente

Foque-se na marca 'Danone' e, com base na escala apresentada, classifique as seguintes afirmações:

7. Para mim, a marca 'Danone' é atraente. \*

Mark only one oval.

1	2	3	4	5	
Discordo Fortemente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Concordo Fortemente

8. Para mim, a marca 'Danone' é boa. \*

Mark only one oval.

1	2	3	4	5	
Discordo Fortemente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Concordo Fortemente

9. Para mim, a marca 'Danone' é agradável. \*

Mark only one oval.

1	2	3	4	5	
Discordo Fortemente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Concordo Fortemente

10. Acho os produtos da marca 'Danone' muito úteis. \*

Mark only one oval.

	1	2	3	4	5	
Discordo Fortemente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Concordo Fortemente

11. A minha opinião sobre a marca 'Danone' é muito favorável. \*

Mark only one oval.

	1	2	3	4	5	
Discordo Fortemente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Concordo Fortemente

Foque-se agora no que a 'Liga Portuguesa Contra o Cancro' representa para si, e, com base na escala apresentada, classifique as seguintes afirmações:

12. A 'Liga Portuguesa Contra o Cancro' é importante para mim. \*

Mark only one oval.

	1	2	3	4	5	
Discordo Fortemente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Concordo Fortemente

13. A 'Liga Portuguesa Contra o Cancro' é relevante para mim. \*

Mark only one oval.

	1	2	3	4	5	
Discordo Fortemente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Concordo Fortemente

14. A 'Liga Portuguesa Contra o Cancro' é significativa para mim. \*

Mark only one oval.

1	2	3	4	5	
Discordo Fortemente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Concordo Fortemente

15. A 'Liga Portuguesa Contra o Cancro' é necessária para mim. \*

Mark only one oval.

1	2	3	4	5	
Discordo Fortemente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Concordo Fortemente

16. A 'Liga Portuguesa Contra o Cancro' é benéfica para mim. \*

Mark only one oval.

1	2	3	4	5	
Discordo Fortemente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Concordo Fortemente

Com base na escala apresentada, classifique como considera a marca 'Danone' e a 'Liga Portuguesa Contra o Cancro' conjuntamente.

17. A 'Danone' e a 'Liga Portuguesa Contra o Cancro' são compatíveis entre si. \*

Mark only one oval.

1	2	3	4	5	
Discordo Fortemente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Concordo Fortemente

18. A 'Danone' e a 'Liga Portuguesa Contra o Cancro' são uma combinação típica. \*

Mark only one oval.

1	2	3	4	5		
Discordo Fortemente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Concordo Fortemente

19. A 'Danone' e a 'Liga Portuguesa Contra o Cancro' representam-se bem uma à outra. \*

Mark only one oval.

1	2	3	4	5		
Discordo Fortemente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Concordo Fortemente

20. A 'Danone' e a 'Liga Portuguesa Contra o Cancro' complementam-se. \*

Mark only one oval.

1	2	3	4	5		
Discordo Fortemente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Concordo Fortemente

21. A 'Danone' e a 'Liga Portuguesa Contra o Cancro' enquadram-se bem juntas. \*

Mark only one oval.

1	2	3	4	5		
Discordo Fortemente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Concordo Fortemente

22. A 'Danone' e a 'Liga Portuguesa Contra o Cancro' fazem sentido juntas. \*

Mark only one oval.

1	2	3	4	5		
Discordo Fortemente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Concordo Fortemente

Considere, com base na escala apresentada, o seu comportamento como consumidor perante um produto e organização empresarial que apoie uma causa solidária.

23. Gosto de comprar produtos que doem parte dos seus lucros para uma causa solidária. \*

*Mark only one oval.*

	1	2	3	4	5	
Discordo Fortemente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Concordo Fortemente

24. Estou disposto a pagar mais por um produto se o seu fabricante doar parte dos lucros para instituições de solidariedade. \*

*Mark only one oval.*

	1	2	3	4	5	
Discordo Fortemente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Concordo Fortemente

25. Se uma empresa doar parte dos seus lucros para uma instituição de solidariedade, existe uma maior probabilidade de comprar os seus produtos. \*

*Mark only one oval.*

	1	2	3	4	5	
Discordo Fortemente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Concordo Fortemente

26. Empresas que publicitem a doação parcial dos seus lucros para uma instituição de solidariedade, são bons cidadãos corporativos. \*

*Mark only one oval.*

	1	2	3	4	5	
Discordo Fortemente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Concordo Fortemente

27. Faço um esforço acrescido para comprar produtos de empresas que apoiam causas de solidariedade. \*

Mark only one oval.

	1	2	3	4	5	
Discordo Fortemente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Concordo Fortemente

Por favor, considere o seguinte cenário:

### Campanha 'Ajudar'

A 'Danone' juntou-se com a 'Liga Portuguesa Contra o Cancro', cuja missão é a de apoiar o doente oncológico e família, na promoção da saúde, na prevenção do cancro e no estímulo à formação e investigação em oncologia, e desenvolveu a campanha 'Ajudar'.

Nesta campanha, por cada iogurte associado à campanha 'Ajudar' vendido, a 'Danone' doa 5% do lucro à 'Liga Portuguesa Contra o Cancro' de modo a apoiar a sua missão.

28. Leu o cenário? \*

Mark only one oval.

- Sim
- Não    Skip to question 28

Tendo em conta o cenário que leu anteriormente, considere, com base na escala apresentada, qual seria o seu comportamento como consumidor.

29. Anseio por aprender mais sobre o iogurte que está associado à campanha 'Ajudar' para a 'Liga Portuguesa Contra o Cancro'. \*

Mark only one oval.

	1	2	3	4	5	
Discordo Fortemente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Concordo Fortemente



30. É provável que participe na campanha 'Ajudar' para a 'Liga Portuguesa Contra o Cancro' comprando o iogurte. \*

Mark only one oval.

	1	2	3	4	5	
Discordo Fortemente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Concordo Fortemente

31. Estaria disposto a persuadir outras pessoas a comprar o iogurte associado à 'Liga Portuguesa Contra o Cancro'. \*

Mark only one oval.

	1	2	3	4	5	
Discordo Fortemente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Concordo Fortemente

32. Estaria disposto a comprar o iogurte associado à 'Liga Portuguesa Contra o Cancro'. \*

Mark only one oval.

	1	2	3	4	5	
Discordo Fortemente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Concordo Fortemente

33. Consideraria ser consumidor da marca 'Danone', que doa para a 'Liga Portuguesa Contra o Cancro', de modo a ajudar a sua missão. \*

Mark only one oval.

	1	2	3	4	5	
Discordo Fortemente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Concordo Fortemente

Indique, com base na escala apresentada, de que forma as seguintes afirmações descrevem a sua personalidade.

34. Consigo comunicar uma ideia de várias maneiras diferentes. \*

*Mark only one oval.*

1	2	3	4	5	6		
Discordo Fortemente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Concordo Fortemente

35. Tendo a evitar situações novas e diferentes. \*

*Mark only one oval.*

1	2	3	4	5	6		
Discordo Fortemente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Concordo Fortemente

36. Sinto que nunca tenho a oportunidade de tomar decisões. \*

*Mark only one oval.*

1	2	3	4	5	6		
Discordo Fortemente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Concordo Fortemente

37. Consigo arranjar soluções funcionais para problemas que aparentemente não têm solução. \*

*Mark only one oval.*

1	2	3	4	5	6		
Discordo Fortemente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Concordo Fortemente

38. As minhas decisões são limitadas quando tenho de decidir como me comportar. \*

*Mark only one oval.*

1	2	3	4	5	6	
Discordo Fortemente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Concordo Fortemente

39. Apresento soluções criativas para problemas. \*

*Mark only one oval.*

1	2	3	4	5	6	
Discordo Fortemente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Concordo Fortemente

40. Sou capaz de me comportar apropriadamente em qualquer situação. \*

*Mark only one oval.*

1	2	3	4	5	6	
Discordo Fortemente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Concordo Fortemente

41. O meu comportamento é o resultado de decisões conscientes que tomo. \*

*Mark only one oval.*

1	2	3	4	5	6	
Discordo Fortemente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Concordo Fortemente

42. Tenho diversas maneiras de me comportar em qualquer situação. \*

*Mark only one oval.*

1	2	3	4	5	6	
Discordo Fortemente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Concordo Fortemente

43. Tenho dificuldade em usar o meu conhecimento sobre um determinado assunto em situações reais. \*

Mark only one oval.

	1	2	3	4	5	6	
Discordo Fortemente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Concordo Fortemente

44. Estou disposto a ouvir e a considerar possíveis alternativas para lidar com um determinado problema. \*

Mark only one oval.

	1	2	3	4	5	6	
Discordo Fortemente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Concordo Fortemente

45. Tenho a autoconfiança necessária para experimentar diferentes formas de me comportar. \*

Mark only one oval.

	1	2	3	4	5	6	
Discordo Fortemente	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Concordo Fortemente

Considere, com base na escala apresentada (composta por 5 itens), como se sentiu relativamente à pandemia de COVID-19 nas últimas duas semanas.

46. Com que frequência experienciou os seguintes acontecimentos nas últimas duas semanas? \*

Mark only one oval per row.

	Nunca	Raramente, menos de um ou dois dias	Vários dias	Mais de sete dias	Quase todos os dias durante as últimas duas semanas
Senti-me tonto, com vertigens ou desmaiei quando li ou ouvi notícias sobre o coronavírus.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tive dificuldade a adormecer ou a dormir porque estava a pensar sobre o coronavírus.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Senti-me paralisado ou petrificado quando pensei ou fui exposto a informações sobre o coronavírus	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Perdi o interesse em comer quando pensei ou fui exposto a informações sobre o coronavírus.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Senti náuseas ou problemas de estômago quando pensei ou fui exposto a informações sobre o coronavírus.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Indique os seus dados sociodemográficos.

47. Género \*

*Mark only one oval.*

- Feminino
- Masculino
- Prefiro não especificar

48. Idade \*

---

49. Educação \*

*Mark only one oval.*

- Ensino Básico
- Secundário
- Licenciatura
- Mestrado
- Doutoramento
- Other: \_\_\_\_\_

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## Annex C – Questionnaires’ analysed items translations, scales, and sources

*Table 13 - Questionnaires’ analysed items translation, scales and source (part 1)*

Construct	Original Item	Adapted Item	Portuguese	Scale	Source
Social Norms (SN)	<p>1. Most people who are important to me think I should shop at environmentally friendly stores</p> <p>2. By shopping at environmentally friendly stores I would live up to the expectations that people who are important to me have</p> <p>3. People who are important to me would love to see me shopping at environmentally friendly stores</p>	<p>1. Most people who are important to me think I should shop products which support a cause.</p> <p>2. Most people who are important to me think I should shop products which support a cause.</p> <p>3. People who are important to me would love to see me shop products which support a cause.</p>	<p>1. A maioria das pessoas que são importantes para mim acha que eu deveria comprar produtos que apoiem uma causa.</p> <p>2. Ao comprar produtos que apoiem uma causa, eu corresponderia às expectativas das pessoas que são importantes para mim</p> <p>3. As pessoas que são importantes para mim adorariam ver-me comprar produtos que apoiem uma causa.</p>	Likert Scale (1 - Totally Disagree   7 - Totally Agree)	Hofenk, van Birgelen, Bloemer, & Semeijn (2019)
Attitudes Toward Brand (ATB)	<p>1. To me, Brand is appealing.</p> <p>2. To me, Brand is good.</p> <p>3. To me, Brand is pleasant.</p> <p>4. I think products Brand is very useful.</p> <p>5. My opinion of the Brand is very favorable.</p>	<p>1. To me, Danone is appealing.</p> <p>2. To me, Danone is good.</p> <p>3. To me, Danone is pleasant.</p> <p>4. I think the products of Danone are very useful.</p> <p>5. My opinion of Danone is very favourable.</p>	<p>1. Para mim, a marca Danone é atraente.</p> <p>2. Para mim, a marca Danone é boa.</p> <p>3. Para mim, a marca Danone é agradável.</p> <p>4. Acho os produtos da marca Danone muito úteis.</p> <p>5. A minha opinião sobre a marca Danone é muito favorável.</p>	Likert Scale (Strongly Disagree = 1   Strongly Agree = 5)	Natarajan, Jublee, Kasilingam, & Stephen (2018)
Attitudes Toward Cause (ATC)	<p>1. The cause presented is important to me.</p> <p>2. The cause presented is relevant to me.</p> <p>3. The cause presented is significant to me.</p> <p>4. The cause presented is needed to me.</p> <p>5. The cause presented is beneficial to me.</p>	<p>1. BACF / LPCC is important to me.</p> <p>2. BACF / LPCC is relevant to me.</p> <p>3. BACF / LPCC is significant to me.</p> <p>4. BACF / LPCC is needed to me.</p> <p>5. BACF / LPCC is beneficial to me.</p>	<p>1. BACF / LPCC é importante para mim.</p> <p>2. BACF / LPCC é relevante para mim.</p> <p>3. BACF / LPCC é significante para mim.</p> <p>4. BACF / LPCC é necessária para mim.</p> <p>5. BACF / LPCC é benéfica para mim.</p>	Likert Scale (Strongly Disagree = 1   Strongly Agree = 5)	Natarajan, Jublee, Kasilingam, & Stephen (2018)
Brand-Cause Fit (BCF)	<p>1. [Brand] and the [Cause] are consistent with each other.</p> <p>2. [Brand] and the [Cause] together is a typical match.</p> <p>3. [Brand] and the [Cause] represent each other well.</p> <p>4. [Brand] and the [Cause] complement each other.</p> <p>5. [Brand] and the [Cause] fit together well.</p> <p>6. [Brand] and the [Cause] together make sense.</p>	<p>1. Danone and BACF / LPCC are consistent with each other.</p> <p>2. Danone and BACF / LPCC together is a typical match.</p> <p>3. Danone and BACF / LPCC represent each other well.</p> <p>4. Danone and BACF / LPCC complement each other.</p> <p>5. Danone and BACF / LPCC fit together well.</p> <p>6. Danone and BACF / LPCC together make sense.</p>	<p>1. A Danone e BACF / LPCC são compatíveis entre si.</p> <p>2. A Danone e BACF / LPCC são uma combinação típica.</p> <p>3. A Danone e BACF / LPCC representam-se bem um ao outro.</p> <p>4. A Danone e BACF / LPCC complementam-se.</p> <p>5. A Danone e BACF / LPCC enquadram-se bem juntas.</p> <p>6. A Danone e BACF / LPCC fazem sentido juntas.</p>	Likert Scale (Strongly Disagree = 1   Strongly Agree = 5)	Natarajan, Jublee, Kasilingam, & Stephen (2018)

Table 14 - Questionnaires' analysed items translation, scales and source (part 2)

Construct	Original Item	Adapted Item	Portuguese	Scale	Source
Attitude towards C-RM (ATCRM)	1. I like buying products which donate part of their profits to a charitable cause.	-	1. Gosto de comprar produtos que doem parte dos seus lucros para uma causa solidária.	Likert Scale (Strongly Disagree = 1   Strongly Agree = 5)	Natarajan, Jublee, Kasilingam, & Stephen (2018)
	2. I am willing to pay more for a product if the manufacturer is donating part of the profits to charity.	-	2. Estou disposto a pagar mais por um produto se o seu fabricante doar parte dos lucros para instituições de solidariedade.		
	3. If a company is donating part of its profits to a charity, then I am more likely to buy its products.	-	3. Se uma empresa doar parte dos seus lucros para uma instituição de solidariedade, existe uma maior probabilidade de comprar os seus produtos.		
	4. Companies who advertise that they are donating part of their profits to charity are good corporate citizens.	-	4. Empresas que publicitem a doação parcial dos seus lucros para uma instituição de solidariedade, são bons cidadãos corporativos.		
	5. I make a special effort to buy from companies that support charitable causes	-	5. Faço um esforço acrescido para comprar produtos de empresas que apoiam causas de solidariedade.		
Purchase Intentions (PI)	1. I am eager to learn more about this product which is related to a campaign for a cause.	1. I am eager to learn more about this yogurt which is related 'Juntos' campaign for Rede de Emergência Alimentar.	1. Anseio por aprender mais sobre o iogurte associado à campanha 'Ajudar' para xxxx.	Likert Scale (Strongly Disagree = 1   Strongly Agree = 5)	Natarajan, Jublee, Kasilingam, & Stephen (2018)
	2. I am likely to participate in a campaign for a cause by purchasing the product.	2. I am likely to participate in 'Juntos' campaign for Rede de Emergência Alimentar by purchasing the yogurt.	2. É provável que participe na campanha 'Ajudar' para xxxx comprando o iogurte.		
	3. I would be willing to influence others to purchase this cause-related product.	3. I would be willing to influence others to purchase this cause-related yogurt.	3. Estaria disposto a persuadir outras pessoas a comprar este iogurte associado ao xxxx.		
	4. I would be willing to purchase this cause-related product.	4. I would be willing to purchase this cause-related yogurt.	4. Estaria disposto a comprar este iogurte associado ao xxxx.		
	5. I would consider purchasing from this firm which donates to a cause to help it.	5. I would consider purchasing from Danone which donates to Rede de Emergência Alimentar to help it.	5. Consideraria ser consumidor da Danone, que doa para xxxx, de modo a ajudar a sua missão.		



Table 15 - Questionnaires' analysed items translation, scales and source (part 3)

Construct	Original Item	Adapted Item	Portuguese	Scale	Source
Cognitive Flexibility (CF)	1. I can communicate an idea in many different ways. 4. I can find workable solutions to seemingly unsolvable problems.  6. I am willing to work at creative solutions to problems. 7. In any given situation, I am able to act appropriately. 8. My behavior is a result of conscious decisions that I make. 9. I have many possible ways of behaving in any given situation. 11. I am willing to listen and consider alternatives for handling a problem.  12. I have the self-confidence necessary to try different ways of behaving.	- - - - - - -	1. Consigo comunicar uma ideia de várias maneiras diferentes. 4. Consigo arranjar soluções funcionais para problemas que aparentemente não têm solução. 6. Apresento soluções criativas para problemas. 7. Sou capaz de me comportar apropriadamente em qualquer situação. 8. O meu comportamento é o resultado de decisões conscientes que tomo. 9. Tenho diversas maneiras de me comportar em qualquer situação. 11. Estou disposto a ouvir e a considerar possíveis alternativas para lidar com um determinado problema. 12. Tenho a auto-confiança necessária para experimentar diferentes formas de me comportar.	Likert Scale (Strongly Disagree = 1   Strongly Agree = 6)	Martin & Rubin (1995)
Psychological Distress (PD)	1. I felt dizzy, lightheaded, or faint, when I read or listened to news about the coronavirus. 2. I had trouble falling or staying asleep because I was thinking about the coronavirus. 3. I felt paralyzed or frozen when I thought about or was exposed to information about the coronavirus 4. I lost interest in eating when I thought about or was exposed to information about the coronavirus. 5. I felt nauseous or had stomach problems when I thought about or was exposed to information about the coronavirus.		1. Senti-me tonto, com vertigens ou desmaiei quando li ou ouvi notícias sobre o coronavírus. 2. Tive dificuldade de adormecer ou a dormir porque estava a pensar sobre o coronavírus. 3. Senti-me paralisado ou petrificado quando pensei ou fui exposto a informações sobre o coronavírus 4. Perdi o interesse em comer quando pensei ou fui exposto a informações sobre o coronavírus. 5. Senti náuseas ou problemas de estômago quando pensei ou fui exposto a informações sobre o coronavírus.	Likert Scale (Not at All = 0   Nearly Every Day = 4)	Lee (2020)

**Annex D – Permutation test results**

*Table 16 - MICOM Step 2*

Construct	Original Correlation	Correlation Permutation Mean	5.0%	Permutation p- Values
ATB	1,000	0,999	0,997	0,890
ATC	1,000	0,998	0,993	0,891
ATCRM	0,998	0,999	0,998	0,017
BCF	0,999	0,999	0,997	0,685
CF	0,994	0,993	0,983	0,547
PD	0,899	0,869	0,361	0,277
PI	1,000	1,000	0,999	0,861
SN	1,000	1,000	0,999	0,610

*Table 17 - MICOM Step 3 – Part 1*

Construct	Mean - Original Difference (BACF) – (LPCC)	Mean - Permutation Mean Difference (BACF) – (LPCC)	2.5%	97.5%	Permutation p-Values
ATB	0,062	-0,003	-0,227	0,221	0,575
ATC	-0,471	-0,003	-0,222	0,230	
ATCRM	-0,209	-0,007	-0,229	0,210	0,061
BCF	0,667	-0,005	-0,243	0,223	
CF	-0,263	-0,005	-0,219	0,218	0,019
PD	0,193	-0,001	-0,217	0,224	0,092
PI	-0,123	-0,008	-0,228	0,215	0,289
SN	0,000	-0,007	-0,236	0,233	0,998

IMPACT OF THE COVID-19 PANDEMIC ON CAUSE-RELATED MARKETING

*Table 18 - MICOM Step 3 – Part 2*

Construct	Variance - Original Difference (BACF) – (LPCC)	Variance - Permutation Mean Difference (BACF) – (LPCC)	2.5%	97.5%	Permutation p-Values
ATB	0,479	0,005	-0,372	0,401	0,012
ATC	0,430	0,002	-0,371	0,379	0,010
ATCRM	0,212	0,019	-0,337	0,423	0,294
BCF	-0,070	0,000	-0,273	0,259	0,599
CF	0,457	0,008	-0,428	0,471	0,044
PD	0,970	-0,010	-0,852	0,868	0,026
PI	0,327	0,012	-0,391	0,374	0,098
SN	0,145	-0,003	-0,268	0,265	0,282

**Annex E – Multi-group Analysis (MGA) results**

*Table 19 - Multi-group path coefficients and p values*

	Path Coefficients Original (BACF)	Path Coefficients Original (LPCC)	t-Values (BACF)	t-Values (LPCC)	p-Values (BACF)	p-Values (LPCC)
SN → ATCRM	.283	.372	3.761	4.439	.000	.000
ATB → ATCRM	.114	.025	1.095	.308	.274	.758
BCF → ATCRM	.122	.192	1.404	2.074	.161	.039
ATC → ATCRM	.347	.193	3.726	2.267	.000	.024
CF (ATCRM → PI)	-.016	.127	.455	2.284	.649	.023
PD (ATCRM → PI)	-.076	-.101	1.078	.865	.281	.388
ATCRM → PI	.645	.452	9.611	4.605	.000	.000