Cause-related marketing on Facebook: how successful is it really?

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Acknowledgements

List of abbreviations

CSR   Corporate social responsibility

ONS   Online social networks

WOM   Word-of-mouth

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Abstract

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One challenge currently affecting the Third Sector is the rising number of non-profit organizations fighting for limited pools of resources and attention, which leads them to look for alternative ways to break out of the clutter. In this context, cause-related marketing is rising in popularity. This is a fundraising technique in which the donation is dependent on a consumer behavior that holds a direct connection to the firm's financial performance, typically the purchasing of a sponsoring brand. Nevertheless, as companies and non-profits invest on online social networks and Facebook in particular as tools to relate to their publics, these practices are gradually becoming digital in nature, thus creating new challenges and opportunities. This dissertation thus aims to study this new context for cause-related marketing by exploring the value added by Facebook to its effectiveness.

The paper revolves around the case of *AJUDE*, a non-profit that recently engaged on a Facebook cause-related marketing campaign with *Biolotus Health Care*, a pharmaceutical firm. A video featuring one of the company's brands was posted on the network informing that for every "like" it received 0.25€ would be donated to the non-profit. Through this example, students and instructors will have firsthand contact with the difficulties of devising successful cause-related marketing campaigns on Facebook and of measuring their impact afterwards. The primary market research undertaken by the author adds to this by tapping into consumers' evaluation of online and offline formats in terms of participation intentions and attitudes towards the non-profit, the company and the campaign itself.

In the end, offline formats are more effective in generating positive attitudes towards the firm, especially regarding purchasing intentions, whereas Facebook manages to reach greater participation intentions. The author further concludes that although the campaign format does affect the program's success, no mode can be proclaimed as the most effective by itself since it will depend on the specific strategies and investment of the organizations.

Resumo

Título da dissertação: "Campanhas de cause-related marketing no Facebook: quão bem-sucedidas são realmente?"
Autor: Inês Dias

Um dos maiores desafios que afectam o Terceiro Sector é o crescente número de organizações a lutar por fontes limitadas de atenção e recursos. Na busca de alternativas, campanhas de cause-related marketing estão a tornar-se cada vez mais populares. Esta é uma técnica de angariação de fundos em que a doação está dependente de um comportamento do consumidor com impacto directo na performance da empresa, no caso mais típico a compra da marca patrocinadora. No entanto, com empresas e associações a investirem nas redes sociais e no Facebook em especial como forma de se ligarem com os que os rodeiam, esta prática está gradualmente a tornar-se digital, criando novos desafios e oportunidades para as organizações. Esta dissertação pretende assim estudar este novo contexto para as campanhas de cause-related marketing, explorando o valor que o Facebook acrescenta à sua eficácia.

O estudo foca-se no caso da *AJUDE*, uma organização sem fins lucrativos que recentemente implementou uma campanha deste tipo em parceria com a *Biolotus Health Care*, uma empresa farmacêutica. Um vídeo foi colocado na rede social, informando que por cada "gosto" recebido 0.25€ seriam doados à associação. Através deste exemplo, alunos e professores poderão contactar com as dificuldades de organizar e avaliar o sucesso de campanhas de cause-related marketing no Facebook. O estudo de mercado realizado acrescenta valor por investigar a avaliação do impacto destas campanhas junto dos consumidores, comparando formatos online e offline em termos de intenções de participação e atitudes geradas em relação à associação, à empresa e à campanha em si.

Em conclusão, os formatos offline de cause-related marketing são mais eficazes em gerar atitudes positivas em relação à empresa, nomeadamente intenções de compra da marca patrocinadora, enquanto o Facebook atinge intenções de participação na campanha mais elevadas. No entanto, apesar do formato afectar o sucesso da estratégia, por si só nenhum dos dois tipos de campanha pode ser considerado o mais eficaz, dado que o seu sucesso depende das tácticas específicas e do investimento feito pelas organizações.

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1. Introduction

The Third Sector, composed by not-for-profit organizations that have a voluntary nature, is increasingly realizing the need to use marketing techniques to increase awareness, recruit supporters and raise monetary funds. Corporate social responsibility (CSR) too is gaining popularity, as firms perceive its financial advantages and consumers demand more than economic efficiency alone. With this, cause-related marketing is becoming a recurrent strategy. This is a communication practice with fundraising purposes in which a for-profit makes a donation to a not-for-profit organization depending on some consumer action that is linked to the company's revenues. In its most traditional form, an appeal is made for consumers to buy a sponsoring product and for each unit sold a given value is donated to the cause.

Nevertheless, new contexts have surfaced. Online social networks (OSN) and Facebook in particular are becoming popular tools as non-profits struggle to break out of the clutter, namely since they offer free access to wide communities. As companies too realize their power in enhancing customer relationships, cause-related marketing is gradually becoming digital. This type of programs require consumers to engage in some kind of online activity that holds no direct connection to their purchasing decisions, which thus changes the incentives for the organizations to participate and creates additional challenges and opportunities for them. Even so, and although a lot has been written on cause-related marketing and OSN separately, little academic effort has dedicated to study them together, and so organizations are investing in this reality without any guarantee of success. The author thus wishes to address this gap and **determine the value of Facebook for non-profit organizations in the implementation of effective cause-related marketing programs** by applying the measures of success used to assess traditional campaigns to this digital format. With no research to depart from, this study intends to hold a broad perspective that can provide the grounds for more specialized studies on this topic.

In particular, the author chose to focus on Facebook for its relevance in Portugal, where the study will be carried out (Facebook was the most visited OSN in 2010, rising from 2.2% to 22.5% of penetration in one year), and to emphasize the non-profits' perspective since it has been mostly neglected so far. Moreover, the problem at hand will be investigated through the example of *AJUDE*, a Portuguese non-profit that recently engaged

on a Facebook cause-related marketing campaign. This case study will allow students and instructors to experience how companies and non-profits typically interact and the main challenges in achieving and measuring success, which will help to draw conclusions in terms of whether Facebook is indeed the best choice in the implementation of these strategies.

To address the proposed problem, five key research questions will be examined in the Portuguese context:

RQ (1): Is there space for cause-related marketing on Facebook?

RQ (2): Are participation intentions higher for Facebook cause-related marketing campaigns when compared to traditional formats?

RQ (3): What is the impact of the use of Facebook on the consumers' perceptions of the cause-related marketing program?

RQ (4): What is the impact of the use of Facebook on the attitudes of consumers towards the cause/non-profit after the cause-related marketing campaign is over?

RQ (5): What is the impact of the use of Facebook on the attitudes of consumers towards the brand/company after the cause-related marketing campaign is over?

The rest of the paper is organized as follows. First, a description of the methodology used is provided, followed by a revision of existing literature on CSR, cause-related marketing and non-profits' usage of OSN. The story of *AJUDE* is detailed next, followed by the results from the market research undertaken by the author and the guidelines for instructors to effectively use the present case study. The paper finishes with the main conclusions drawn from the study, together with its limitations and suggestions for future research.

2. Methodology

Throughout the present study, various research methods were used. For instance, the literature review was supported solely on secondary sources of information which were selected based on several keywords that will be enumerated in the respective chapter. Furthermore, to choose among alternative sources several criteria were employed, namely including academic publications only, using a considerable number of articles in order to increase variety and selecting studies that came from high-quality journals and that were dated at most of the past six years in order to guarantee the accuracy and credibility of the data. However, given the lack of high-quality studies focused on the Third Sector, the author's efforts went to balance less desirable sources with more reliable ones as much as possible.

Additionally, for detailing the story of *AJUDE*, the data was mostly collected through in-depth interviews, since this qualitative technique is more insightful when the necessary analysis is non-statistical. Indeed, the deep understanding of each key participant's point of view would have been hard to achieve through quantitative methods. The respondents were the central characters of the story, namely Clara d'Almeida and Bruno Cardoso from *AJUDE* (see **Exhibit 1**) and Edite Santos from *Biolotus Health Care* (see **Exhibit 2**). All the discussions were face-to-face and based on a previously defined script. The author also made selective use of secondary sources of data, namely the websites and Facebook pages of *AJUDE* and *Biolotus Health Care* and the study of Franco (2004) for a complete definition of the Third Sector. Regarding its structure, the case was developed as a funnel, thus going from a broad perspective on the Third Sector to *AJUDE*'s specific case and culminating in the detailing of its Facebook cause-related marketing campaign.

Finally, the author conducted additional primary research in order to answer the proposed key research questions, namely two in-depth interviews and an online survey that will be detailed in the respective chapter.

3. Literature Review

The revision of existing literature revolves around three core topics. First, a definition of CSR will be detailed, together its evolution until the appearance of cause-related marketing. This will lead to the second topic, which is the conceptualization of cause-related marketing in depth with a special focus on its evaluation. Finally, the non-profits' usage of OSN is presented, in order to define this new environment for cause-related marketing.

Keywords: corporate social responsibility, cause-related marketing, campaigns, online social networks, non-profit, success.

3.1. Evolution of corporate social responsibility practices

CSR has been present in society for centuries and is an increasingly important reality. Nevertheless, academics only started to dedicate to its formal conceptualization in the 1960's and no single agreement has yet been reached. In broad terms, CSR may be defined as the firms' efforts to contribute to the society's well-being in addition to the creation of economic value implicated by their commercial nature (Devinney, 2009; Carroll and Shabana, 2010). In this sense, a good corporate citizen must fulfill economic, legal, ethical and philanthropic goals, meaning that it must not only produce economic rents and comply with the society's legal requirements and ethical expectations, but also go further by voluntarily promoting its improvement (Carroll, 1999 cited in Carroll and Shabana, 2010).

As new business and ethical perspectives arise, CSR has evolved from being mostly an altruistic impulse, to become a demand from activists and consumers in the 1960's, and to finally be a strategy to maximize the company's long-term performance in the turn of the century (Stroup and Neubert, 1987 cited in Varadarajan and Menon, 1988; Devinney, 2009; Carroll and Shabana, 2010). Even though the results regarding the existence and the practical operationalization of this financial impact are mixed, this means that firms are no longer required to forgo their financial health to help the society and so the emphasis given to the bottom-line effects of CSR is becoming more and more pronounced as companies use it as a tool to develop competitive advantages, improve their cost structure, reduce business risk, improve their image and develop meaningful synergies with partnering entities (Devinney, 2009; Agarwal, et al., 2010; Carroll and Shabana, 2010). With this, new

practices have surfaced and cause-related marketing in particular is becoming increasingly popular (Gupta and Pirsch, 2006; Wymer and Sargeant, 2006; Wymer and Samu, 2009). This is a marketing strategy in which a for-profit makes a donation to a non-profit organization depending on some consumer behavior, typically the purchasing of a company's product (Varadarajan and Menon, 1988).

3.2. Cause-related marketing

Cause-related marketing has received a lot of attention over time and existing research has evolved in four main directions: defining cause-related marketing, understanding its advantages and disadvantages, exploring consumer reactions to such programs and determining the factors that leverage its success (Gupta and Pirsch, 2006; Wymer and Samu, 2009). Nevertheless, several gaps remain, thus leading to the fragmentation of existing knowledge (Wymer and Sargeant, 2006). The present study aims at helping to complete the third stream of research, by evaluating consumers' attitudes towards cause-related marketing, the non-profit and the company in the specific context of Facebook.

3.2.1. Definition

Several definitions have been proposed for cause-related marketing. Broader perspectives describe it as any strategy in which a firm fulfills marketing objectives by partnering with a social cause (e.g. Barone, Miyazaki and Taylor, 2000 cited in Gupta and Pirsch, 2006). However, others argue for a more restrictive concept, which will be the one adopted in the present discussion for its predominance in existing literature. For instance, Varadarajan and Menon (1988, p.60) first formally defined cause-related marketing 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". In this sense, what sets this strategy apart is this direct link with the firm's performance. Even so, departing from this several types of campaigns may be conceived by changing characteristics like the number of causes, brands and even companies involved, the duration of the program, its geographic reach and the type of relationship developed between the two parts (Varadarajan and Menon, 1988).

Additionally, within existing marketing theory cause-related marketing is defined as a marketing communications strategy (Adkins, 1999; Bronn and Vrioni, 2001). Also referred to as the firm's promotion mix, these are "tools that the company uses to persuasively communicate customer value and build customer relationships" (Kotler, et. al, 2008, p. 691), which according to Kotler, et. al (2008) may be divided in five categories: advertising, sales promotion, public relations, personal selling and direct marketing. Several attempts have been made to fit cause-related marketing perfectly within only one of these groups, although the diverse nature of the concept makes this task virtually impossible. Nonetheless, for its societal purpose cause-related marketing is most commonly identified as a type of public relations (Varadarajan and Menon, 1988), which are strategies like sponsorships and support for non-profits through the organization of fundraising programs that are aimed at developing fruitful relationships with key stakeholders, generating positive buzz around the company and enhancing its image (Kotler, et. al, 2008). Even so, the commercial side of cause-related marketing allows it to fit within other categories as well. For example, and depending on the specifics of the campaign, it may be identified with advertising if the program is communicated through mass media (Adkins, 1999) or sales promotion if there is an economic incentive for the purchase of the sponsoring product (Varadarajan and Menon, 1988).

3.2.2. Benefits and critics

The positive nature of cause-related marketing has long been recognized and the growing number of partnerships provides support for this (Wymer and Samu, 2009). Firstly, for the company cause-related marketing primarily provides increased sales, since it holds a direct link to its profits (Varadarajan and Menon, 1988; Drumwright, 1996 cited in Wymer and Sargeant, 2006). This strategy basically works as a differentiator for the sponsoring product, thus providing it with additional competitive advantages. However, sales only reflect the impact on customer relationships. Other effects include increased brand awareness and recognition, support in reaching new segments and in deepening relations with current ones and enhanced corporate image. All of these advantages improve the way the firm is perceived and help to attract and retain consumers, employees and investors, thus holding a positive long-term impact for the business (Varadarajan and

Menon, 1988; Agarwal, et al., 2010). Secondly, the non-profit benefits primarily from the monetary support received (Varadarajan and Menon, 1988; Andraesen, 1996 cited in Wymer and Sargeant, 2006; Runté, Basil and Deshpande, 2009). However, an excessive focus on these immediate consequences has led to more long-term benefits to be ignored, namely increasing awareness, more positive consumer attitudes and the promotion of active behavior from individuals in terms of donations and volunteer work (Varadarajan and Menon, 1988; Gourville and Rangan, 2004; Wymer and Samu, 2009; Runté, Basil and Deshpande, 2009). Finally, consumers benefit mostly from being able to express their socially responsible self through their participation in the campaign (Agarwal, et al., 2010). Moreover, the association with a specific cause adds value to the product, thus increasing the level of satisfaction with the purchase (Webb and Mohr, 1998 cited in Gupta and Pirsch, 2006).

Even so, there have been long-standing critics to the development of such programs, which are in line with disadvantages attributed to CSR practices in general. In fact, it has been posited that although positive in nature, social responsible behavior comes with trade-offs associated, which are deeply connected to the fact that in the end companies own a commercial purpose and are not primarily intended to act upon pressing social issues (Devinney, 2009). One of the main accusations is the fact that companies tend to spend more on developing the cause-related marketing program that on the actual donation. Therefore, for-profits need to be careful in order to avoid being perceived as exploiting a social cause for self-benefit and self-promotion (Varadarajan and Menon, 1988). Non-profits too must address reputational issues, since they might damage their image and credibility through the association with a commercial business (Garrison, 1990 cited in Gupta and Pirsch, 2006). Additionally, engaging in a cause-related marketing program might pass on the message that they no longer need private donors' support, which may reduce their involvement with the charity (Andraesen, 1996 cited in Thomas, Mullen and Fraedrich, 2011b). In conclusion, and although it can be a highly valuable strategy, if not planned and implemented carefully cause-related marketing can easily be harmful for the company and the non-profit (Varadarajan and Menon, 1988; Demetriou, Papsolomou and Vrontis, 2010).

3.2.3. Metrics for cause-related marketing evaluation

Several academics have dedicated to explaining specific phenomena within cause-related marketing and how particular moderating variables, such as the level of fit between the partnering organizations (e.g. Thomas, Mullen and Fraedrich, 2011a), the price level of the sponsoring product (e.g. Chang, 2008) and the duration of the partnership (e.g. Thomas, Mullen and Fraedrich, 2011a), impact on its success. Even so, the goal of these studies is to explore the existence of antecedents of success, and so there is yet little focus on the specific topic of cause-related marketing evaluation. In fact, to the author's knowledge Thomas, Mullen and Fraedrich (2011a) were the first to propose a global perspective of cause-related marketing, by joining several antecedents and measures of resulting success drawn from past literature on a single framework.

Derived from this, no single agreement has been reached, and so over time the criteria used to measure the success of cause-related marketing programs have been diverse. For one thing, they have varied between simply assessing the campaign's ability to perform marketing objectives or valuing financial and social benefits together. However, in the end cause-related marketing is mostly perceived as a way to achieve differential competitive advantages, and so marketing metrics have gathered more support (Varadarajan and Menon, 1988; Carroll and Shabana, 2010). Additionally, academics have varied in the perspective from which the success is measured. If at first only the business side was considered, slowly metrics directly related to the non-profit have started to be included as well, although there is still an unbalanced focus in favor of the company (Gourville and Rangan, 2004). Finally, divergences occur with regard to the time frame implied by the chosen metrics. Indeed, several academics argue that true benefits of cause-related marketing can only arise in the long-term, finding it impossible to its measure immediate impact (Agarwal, et al., 2010). Nowadays, consumers are suspicious of the company's incentives for engaging in such practices and so only a true and continuous commitment with the cause will lead to the maximization of the potential benefits of these techniques (Bronn and Vrioni, 2001; Demetriou, Papsolomou and Vrontis, 2010). In spite of this, greater importance is still given to immediate effects, namely sales and monetary donations.

Despite the lack of agreement and even though there is almost no specific literature on this topic, six core metrics of success may be highlighted as the most commonly used as

dependent measures in past research. Firstly, there is *purchase likelihood* and it has been posited that the higher the impact on consumer choice, the higher the success of the program (Chang, 2008). There has been a great focus on evaluating this strategy's effectiveness by considering simply its impact on sales and profitability (Andreasan, 1986 cited in Gupta and Pirsch, 2006), with several authors employing this metric (e.g. Chang, 2008; Lafferty and Edmondson, 2009; Tangari, et al., 2010; Thomas, Mullen and Fraedrich, 2011a). This prevalence derives from the long-standing trend of looking at cause-related marketing mostly as a transaction-based program. Moreover, understanding the campaign's impact on consumer choice is crucial to assess its success since it is typically a prerequisite for consumers' participation (Andreasan, 1986 cited in Gupta and Pirsch, 2006; Chang, 2008), which is why other authors have proposed *participation intentions* as a proxy for purchase likelihood (Grau and Folse, 2007).

A third measure of effectiveness is the consumer *attitudes towards the cause-related marketing campaign* itself, although there is yet no absolute agreement on what this metric should include. For instance, Grau and Folse (2007), Lafferty and Edmondson (2009) and Tangari, et al. (2010) all measured attitudes towards the program by asking respondents to evaluate it according to several pairs of opposing adjectives. Chang (2008), though, used a mix of several criteria, including the willingness to pay for the sponsoring product, attitudes towards the company and purchasing intentions.

Fourthly, consumer *attitudes towards the cause and the non-profit* have also been employed as metrics of success, for example by asking respondents their opinion on the organizarion and on the meaningfulness of its work (Wymer and Samu, 2009). Even though there is considerably less focus on the non-profit than on the company, there are still studies advocating for this measure (Gourville and Rangan, 2004). *Attitudes towards the product, brand or even the company* have been considered as well, for instance by asking respondents to rate the brand on a series of bipolar adjectives (Tangari, et al., 2010) or by asking them directly their opinions on it image and quality (Wymer and Samu, 2009).

Finally, *positive word-of-mouth* (WOM) has been posited as a consequence of effective cause-related marketing programs, since a brand's support of a cause tends to be over consumers' expectations and delighted consumers are likely to become ambassadors for their preferred products by promoting positive WOM around them (Kano, Takahashi and

Tsuj, 1984 cited in Thomas, Mullen and Fraedrich, 2011b). Thomas, Mullen and Fraedrich (2011a) first proposed this metric by arguing that the successful alignment with a social cause should lead to changes in attitudes and beliefs that later translate into recommendations and WOM for both the firm and the brand. Although not directly connected to the WOM concept, the willingness to recommend the brand had already been used in previous studies as a way to measure behavioral intentions of consumers derived from effective campaigns (Chang, 2008).

3.3. Non-profits and online social networks

As challenges multiply due to low levels of awareness, resources and community support, internet-based technologies provide new opportunities for non-profits to be more dynamic and interact closely with relevant publics. In this sense, the purpose of their usage is mostly relational, although they may also help to increase credibility and transparency, attract volunteers, develop new services and pool monetary resources (Bennett, 2009; Lee and Bhattacherjee, 2011). Indeed, online strategies for finding resources are becoming a trend in the Third Sector and this is bound to increase together with online shopping and consumers' giving behavior (Bennett, 2009). OSN in particular are becoming increasingly popular, being only surpassed by the e-mail (Curtis, et al., 2009). This is a type of social media that focuses on leveraging social interactions between those that share common interests. Each member creates a profile and the website basically allows for both posting and consuming content shared by others, leading to active dialogues and exchanges of information. The most distinctive feature of OSN thus lies in this interactivity, which makes them a powerful tool in influencing consumer behavior. Indeed, according to the social cognitive theory humans learn mostly from the direct interactions with the surrounding environment, and in this sense this interactivity together with the high levels of customization allowed provide OSN with greater chances of increasing the attention, retention and interest of consumers to actively connect with the organization when compared to more traditional media (Hill and Moran, 2011).

Although non-profits are conscious of the importance of OSN, there are still inequalities regarding the way they are strategically used. This organizational digital divide is mostly caused by individual differences of the non-profits' managers, environmental factors like

the non-profit's location and differences in the organization itself in terms of size, skills and assets (Lee and Bhattacherjee, 2011). Simply creating an account is not enough, and the lack of technical expertise, human resources, time and financial investment are leading to the underutilization of OSN in most cases, thus generating low quality and inactive communities (Waters, et al., 2009; Hill and Moran, 2011) and potentially inhibiting their effectiveness (Alexander, et al., 2010 cited in Hill and Moran, 2011). According to Waters, et al. (2009) the successful use of OSN entails the non-profit to observe three factors: transparency, level and quality of information provided and interactivity, both online and offline. This balance with traditional media is relevant as a way to support online strategies and to keep reaching those consumers that are not keen on using OSN (Hill and Moran, 2011). Nevertheless, non-profits typically stop at the most basic level of the process. Indeed, although they use OSN to disclose information on the organization, the Third Sector is not effectively generating exciting content and so not engaging the community through social interactions (Waters, 2009 cited in Waters, et. al, 2009; Waters, et al., 2009).

The lack of extensive research adds to these problems, since the Third Sector is learning how to best use OSN through practice and so end up not taking advantage of all functionalities. Even so, some best practices may be drawn from previous efforts on understanding how OSN are being used by companies (Waters, et al., 2009; Hill and Moran, 2011). For instance, according to Porter, et al. (2011), one of the biggest challenges is the achievement of long-term engagement of the community members. To address this issue, they argued that their core focus should be on generating their active participation, so that consumers go from using the community to fulfill their own needs to use it as a tool to support and advocate for the organization. The community sponsor must then first understand what motivates consumers to visit the community, to later use this as a lever to promote active behavior. For this, several strategies may be employed, namely providing incentives for users to connect with each other and contribute with high-quality inputs, and offering them content diversity and customization of services. In a more final stage, the goal of the community manager should be mainly to sustain the relationship and extend it into the future, thus ensuring true consumer engagement and cooperation. For this to happen, members should experience a true connection with the community and even feel empowered by it.

4. Case Study – cause-related marketing on Facebook: how successful is it really?

Sitting at her desk in the headquarters of *AJUDE*, a small non-profit organization located in Oeiras, Clara d'Almeida looked back and realized how much they had accomplished with "Clube do Jamor" in such a short period of time. Apart from the recreational activities aimed at the elderly, the club was finally starting to win the confidence of severe cases of disability and solitude in the local community. However, a year had almost gone by, and yet no help had come. *It is impossible to go on like this*, she thought. *No money to fund the services, no one to establish the contacts with the people in need, and if we keep this way the club will most certainly have to be dissolved soon.*

Earlier that week, Clara had met with Francisco Pinto, a friend working at a film production agency in Portugal. He had been an important facilitator of the last fundraising project of *AJUDE* – a cause-related marketing Facebook campaign sponsored by *Biolotus Health Care*, a pharmaceutical company. Even with all the obstacles, in the end the project was a success and Clara wanted to do a second-round, now focusing on "Clube do Jamor". *I just talked to my superior and he was completely on board,* Francisco had said. *What exactly did you have in mind?* She knew there was no time to lose. How should they do it this time around? Was Facebook the best channel or were there better options? Clara knew that only by addressing this issue would she be able to build the strongest campaign for *AJUDE* and "Clube do Jamor" and there was not much time to figure it all out.

4.1. The Third Sector

The Third Sector may be broadly defined as the group of organizations that for their nature would not fit into the First Sector, formed by public organs, or the Second Sector, which was made of profit-generating companies. Over the years, a lot of expressions were used to refer to this universe, including Non-profit, Voluntary and even Cooperative Sector. Perhaps connected with this lack of unanimity, a lot of controversy surrounded its proper definition. In this sense, several grey areas persisted, thus perpetuating the lack of deep understanding and quantification of the sector. Over time, several perspectives surfaced in the attempt to solve this issue. One viewpoint in particular was adopted by the United Nations and gained popularity for its level of detail and rather restrictive scope. This was a

structural-operational perspective that defined the organizations belonging to the Third Sector based on how they operated and on their function in society. According to this, five core qualities should be observed for an organization to be included in this sector:

a) *Organization*, which means that it must be a formal institution;

b) *Not-for-profit*, meaning that the generated profits must be reinvested in its own activity and not distributed to either managers or owners;

c) *Private*, in the sense that it needed to be distinct from the government;

d) *Voluntary*, which meant that any contribution must come from good will and not be demanded by law;

e) *Self-governing*, thus implicating that the organization should have at least some kind of autonomy in the pursuit of its mission and in the management of its activity.

Other challenges were faced by non-profit organizations besides the difficulties in their proper definition. Firstly, the rising number of non-profits led to high levels of competition for both attention and resources. Moreover, non-profits typically lacked the necessary management skills that allowed them to be financially and strategically sustainable. In fact, their focus was mostly on the short-term, which affected their future viability. This tended to aggravate their lack of financial resources, since fundraising programs were typically focused on the more immediate, monetary benefits instead of considering possible increased future paybacks for developing sustainable relations with sponsors and supporters. Thirdly, their communication strategies were deficient and almost inexistent, thus leading to low levels of projection.

4.2. AJUDE (*Ajuda Juvenil para o Desenvolvimento*)

AJUDE was founded in November 2003 in Cruz Quebrada (Oeiras) by a group of college graduates wishing to provide a viable solution to the rising academic failure. Its mission was thus to "develop activities that contribute effectively to the social, educational and civic enrichment of children and teenagers", committing to "fight academic failure, reduce social inequities and improve the social inclusion of the most disadvantaged"[1].

The organization offered several programs that were primarily, although not exclusively, aimed at disadvantaged children from 6 to 12 years old. The core activities would go from

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[1] http://a-ajude.blogspot.com/

providing personalized academic support through daily study groups to organizing recreational activities such as holiday camps. With time, *AJUDE* managed to gradually extend its reach by integrating more and more children, and its social impact within the local community was reflected on this growing number of people that would daily visit the organization and benefit from the support it granted (see **Exhibit 3**).

As it grew in size and experience, *AJUDE* started to diversify its reach and so on May 2011 "Clube do Jamor" was created. Its core mission was to identify and act upon severe cases of disability and solitude among the elderly in the local community. The need for the expansion came from the realization of the growing number of cases of older people in poor living conditions that received no help from their relatives or friends. Acknowledging that different cases needed different type of support, the activities of the club were two-folded. On one side, there were ludic programs for active citizens, such as trips to the theater and specialized gymnastics classes. On the other side, *AJUDE* developed social support programs for cases in which direct intervention was needed, which included the appointment of volunteers to keep them company, go to the pharmacy to pick up their prescriptions and provide help in their homes for example by cooking or cleaning in the most severe cases.

4.2.1. Human resources

AJUDE was almost entirely managed by volunteers. The Direction Team was composed by six volunteering members, namely Bruno Cardoso (the President), Fátima Ferreira (the Vice-President and responsible for the Education Department), André Lisboa (the Treasurer, who was responsible for the financial management of *AJUDE*), Fedra Elias (the Secretary, who was also responsible for other Administrative functions) and Susana Cardoso (responsible for training incoming volunteers). Moreover, it employed two full-time collaborators, who were the only remunerated members of the whole team: Clara d'Almeida (Secretary-General) and Cristina Canada (responsible for managing "Clube do Jamor"). Working in *AJUDE* since 2009, Clara was responsible for most of the daily operations of the organization and all the decisions had to receive her approval. It was also her responsibility to handle payrolls and other financial responsibilities, to manage enrollments, to devise communication activities and to apply for funding programs.

4.2.2. Financial resources

AJUDE managed its activities with an annual budget of 35.000€, coming mostly from internal revenues (60%) and public support (40%). Internal revenues came mainly from the symbolic prices charged to each user for the services provided and from membership fees of 1 euro per month. However, in line with its role in society exceptions were easily made for the most disadvantaged. The external support came from partnerships that were developed over the years, namely with *IPJ – Instituto Português da Juventude*, *Banco Alimentar Contra a Fome* and with *Câmara Municipal de Oeiras*. The headquarters of *AJUDE* had been itself a donation from *Câmara Municipal de Oeiras*, which also supported monthly expenses such as rent, water and electricity. In addition to this, *AJUDE* would occasionally receive one-time donations from both individual and business donors.

4.2.3. Communication strategy

From the start, *AJUDE* relied mostly on digital tools to communicate with its publics, and the mentions it had received on mass media had been sporadic. It created its own blog in 2007 and one year later its official website with additional functionalities besides the presentation and history of the organization, such as the download of the necessary documents to become a member, to make donations or to enroll for specific activities. The different menus also allowed for more information to be made available and the design of the website in itself made it more appealing and user-friendly.

The ultimate communication strategy of the non-profit was the move towards OSN with the creation of its own Facebook profile on September 2010. If the website was mostly informative, Facebook was intended to be a more interactive channel of communication through which Clara could collect instant feedback. From its start, the page was a success, and in one year a community of 2500 friends was created without the organization of any specific campaign. Nevertheless, the website was left operational, as the two tools somehow complemented each other.

4.3.Struggling to make ends meet

Despite the positive impact *AJUDE* was having on the local community, challenges were mounting up. For one thing, there was no space to admit any more children, which

was limiting its intervention. Another challenge was related to its communication strategy. With other priorities on her hands, for Clara the development of an actual plan was utopic, although the lack of awareness was definitely holding the organization back. Struggling with other responsibilities, communication and Facebook in specific could not be a priority, and so the time spent managing the page was far from her initial expectations. *AJUDE* was also suffering from a severe lack of resources, which Clara saw as the base of all other problems. Not only was the lack of funds was limiting their action, but also with only two employees dedicated to the organization on a daily basis it was hard for the responsibilities not to be too concentrated. However, there were no funds to hire more people and raising fees was not an option. *It is like thinking which came first, the chicken or the egg. We will never get more money without more people to help, but we definitely cannot afford to have any more expenses at the time*, Bruno Cardoso had said. *We need to devise new strategies. I have an idea to discuss with you, but let's talk in the Board meeting next week.*

As she was entering the conference room, Clara felt curious about this new project. *Here is an example of a campaign recently done in the United States*, Bruno was saying. *A producer of gloves for medical use partnered with a hospital to shoot a video that was later posted on YouTube. If the threshold of one million views was reached, the company would make a donation that would be invested in additional research for Breast Cancer treatment. It goes without saying that the video almost went viral, and so the money was raised. Why not doing something like this for* AJUDE*?* Clara was instantly convinced. From its start, the organization had strongly defended that non-profits should not beg for money but be able to give something in return, and there were clear benefits for both sides in a campaign like this. *Nowadays no one gives anything for free*, Bruno added. *It is no longer enough to be socially responsible. We need to consider the commercial side as well.*

4.4. Getting the process started

As Clara thought of the best strategy to follow, Facebook came instantly to her mind. For one thing, it was a way to promote activity on the network without incurring on any additional costs. Already resource-constrained and with no contacts that would allow it to have access to more traditional media, *AJUDE* needed a platform that was accessible for free, and in this sense Facebook was the perfect solution. Moreover, apart from raising

funds, it was also an objective to increase *AJUDE*'s projection and Facebook was for sure the best way for such a local organization to interact with the masses. Furthermore, through the OSN the campaign would quickly reach wide groups of consumers, which was an advantage given their urgency in getting results. In the following two weeks, Clara devised the concept for a short video, which would link the donations to the number of "likes" received. With a powerful contact inside a film production agency, she would be able to reduce significantly the costs of producing a campaign of this kind, which would otherwise be unfeasible. Francisco Pinto, an old friend starting his career as a Director, was building up his portfolio and had already offered to help her if an opportunity ever came up.

Looking back, she felt proud of how much she had accomplished on such short notice, but it was too soon to declare the success of the campaign. The lack of resources was in itself a problem, but together with the low awareness and the lack of communication getting business support would definitely be a challenge. At last, the partner came once again through a friend of Clara working in *Biolotus Health Care*, a Portuguese start-up in the pharmaceutical industry. Biolotus *is new in Portugal and so no one really knows us*, he had said. *Besides, we do not have a sizeable budget to communicate our products yet, and so I think the project will be easy to sell inside the company.* It was less than one week before Clara was asked for a formal proposal of the project.

4.4.1. *Biolotus Health Care* – the partner

Biolotus Health Care, a specialized unit of the European group *Biolotus Biotech*, was founded in Portugal in September 2009. Its core business was Dermatology, although it also marketed products in other medical areas, namely Plastic Surgery, Vascular Surgery, Pediatrics and Gynecology. Its mission was to "offer medical products that are a result of solid clinical and scientific investigation to the Portuguese consumers, while elevating the quality parameters of the Health industry in Portugal"[2].

The portfolio of *Biolotus Health Care* integrated dermocosmetics, medical devices, drugs and dietary supplements, which were marketed under the name of five brands: Alpecin, Plantur39, Daylong, Excipial and L-Mesitran (see **Exhibit 4**). All products were sold exclusively in pharmacies and promoted directly to key influencers that could

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[2] http://www.biolotus-healthcare.com/paginas/564/sobre-a-biolotus-health-care/

recommend their use, such as nurses and physicians. For this and for the lack of budget, mass communication was not part of the future of either brand.

4.4.2. The proposal

The proposal for the campaign was sent on May 13, 2011 to Edite Santos, the Marketing Director of *Biolotus Health Care*.

«AJUDE & Biolotus Health Care

Our idea is to develop a project in which a product of *Biolotus Health Care*'s portfolio aimed at children and teenagers can be reconciled with what *AJUDE* stands for. We believe that this type of campaigns should be benefic for both parts and so our goal is that the children of *AJUDE* help somehow in the promotion of one of your brands.

More specifically, we wish to produce a short video in which the main actors would be children enrolled in our organization. It would also count with the participation of two Portuguese celebrities, who for their joviality and public recognition will help to increase the number of visualizations. The video would be posted on Facebook and the donation would be tied to people's action – for each "like" the video receives, a given amount would be donated to *AJUDE*.

Costs and proceeds

The production of the video will not bear any cost for *Biolotus Health Care*, since it will be granted by other entities that are partnering with *AJUDE*.

Regarding the proceeds, the visualization of the video will be periodically evaluated and for each user that clicks on the "like" button *AJUDE* receives a value to be defined. This donation will be allocated to the activities *AJUDE* develops with disadvantaged children. »

It was May 29 when Clara received the email with the positive answer she was hoping for (see **Exhibit 5**). This cause-related marketing campaign was the first communication activity of the brand Daylong. With no budget to do any kind of point-of-sales promotion, this had been a great opportunity for the company. *Our goal is primarily to help your cause*, Edite had said, *but of course that since we are on the process of building our image,*

we are also looking for some kind of publicity. Both AJUDE *and* Biolotus *are quite unknown, and so this way we can somehow carry each other. Even so, sales per se are not our first objective and I believe that they could never be, given the nature of the campaign.* Since the video was intended for Facebook and the behavior asked from consumers was merely online, an immediate impact on sales would be utopic. Nonetheless, she hoped that this could be a good way to introduce the brand and the company to consumers, and if everything went well it would be no time before people were searching for more information and even looking for the products on the sales points.

4.5. The campaign

The video was shot on July 4 during a summer camp organized by *AJUDE* and posted on Facebook on August 4, 2011, on the pages of the company, the non-profit and of the two celebrities involved. Its title explained that for every "like", 0.25 euros would be donated to *AJUDE* and its children.

The video showed 15 girls and 15 boys organized in two opposing teams. They were applying Daylong sunscreen while waiting for the safe time for sunlight exposure. As the clock reached 4 p.m., the teams ran to an open space where they confronted each other in a playful water fight. As the image zoomed out, the logo of *AJUDE* appeared on the screen and the narrator made an appeal to the viewers: "*This summer, do not let the sun stop you from playing.* AJUDE *promotes the entertainment and* Biolotus Health Care *ensures your protection. Together, we can reach more children*" (see **Exhibit 6**)[3].

For one month, continuous appeals were made for consumers to intervene and help the cause. In the end, more than 4.000 Facebook users clicked on the "like" button and the predetermined 1.000€ were collected, which were allocated to the renovation of studying material and the organization of new extra-curricular activities for children.

Looking back, Clara felt proud of what they accomplished. In fact, the benefits of the cause-related marketing campaign were obvious for *AJUDE*. Besides the donation, several comments were posted on Facebook as a result of the video. Users seemed to have found it to be a positive initiative and had even shown interest in more of such campaigns to be organized. What also amazed her were the incredible participation rates that were reached

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[3] http://www.youtube.com/watch?v=sXL9NX7K5oY

in just one month, with such a small organization together with an almost unknown company being able to mobilize thousands of people to support the cause.

However, it was hard to measure the impact of the program beyond its most immediate benefits. In fact, Clara struggled in her wish to quantify any traffic improvements on the website or Facebook page and possible effects in terms of image, in order to define improved objectives for the future and to draw lessons from past pitfalls. The same issues were faced by *Biolotus Health Care*, which had no clear metrics to evaluate how the campaign might have affected the purchase intentions of the brand or other product of its portfolio, or even the company's image or the number of visits on their online pages.

4.6. The challenge

It was February 2012 and "Clube do Jamor" was celebrating almost one year of existence. Nevertheless, the process of intervention was slow and challenging and although the role of *AJUDE* in helping the younger generation was well-known in the local community it was still difficult to win the confidence of the elderly. This was also a consequence of the lack of resources that the club needed to pursue this mission successfully. *One thing about fundraising is that people want to know exactly what they are giving money to and how it will be spent*, Clara said. *We need to devise new strategies, and we need to do it fast.*

As she reviewed the files from the *Biolotus Health Care* campaign, Clara wondered how she could draw accurate guidelines for the development of the process at hand and hopefully leverage the insights she got to produce a strong campaign briefing. Was Facebook the best channel to support a new program? Could better results be reached this time? And most importantly, how should this success be measured afterwards?

5. Market Research

Based on two interviews and a survey, extensive analysis was performed to understand the impact of Facebook on the effectiveness of cause-related marketing programs.

5.1. Methodology

The goal of the interviews was to document additional experiences on the evaluation of cause-related marketing campaigns. For this the author interviewed Cláudia Pedra from the *Stone Soup Consulting Group* (see **Exhibit 7**), who specialized in the Third Sector and in fundraising strategies in particular, and Rita Roquette from *Comunidade Vida e Paz* (see **Exhibit 8**), a non-profit that had held both Facebook and more traditional cause-related marketing campaigns. Rita Roquette was then asked to evaluate each program on the considered metrics, although the lack of objective measures available to non-profits led to inconclusive results for almost all the metrics. Once again, all interviews were personal and had a semi-structured nature.

Concerning the survey, its objective was to gather consumer data from a larger sample that could be statistically analyzed, and its development entailed several steps. Firstly, the method was defined in accordance to the topic under study and so the author opted for an electronic interview that was distributed through Facebook and email. Other justifications for the chosen method were the fastness of getting results and the possibility of reaching wide targets.

Regarding the target population, the questionnaire was intended for consumers, as they are the key enablers of the donation in these programs and in the end their success is dependent on consumers' reactions. In particular, respondents should be Portuguese Facebook users, given that the study was carried out in Portugal and that it focused on this OSN. Indeed, respondents with no Facebook account would probably not be able to provide useful insights on the research problem at hand. No other restrictions were imposed to the target population since any Facebook user would be able to participate in a campaign organized on the network regardless of their profile. From this universe, a convenience sample was drawn from the author's own network of contacts, which should not increase the bias of the study given that there were no specific requirements for the type of subjects to be probed. As for the sample size, a minimum of 150 responses was determined, which

although small is justified by the expected resistance of respondents to participate in a study of this nature.

The third step was the design of the questionnaire itself. After several pre-tests ensured it was addressing all the intended points, a survey of twelve close-ended questions was reached (see **Exhibit 9**). Questions 1 and 2 probed consumers on their past behavior towards non-profits and intended to evaluate their level of connection with the Third Sector. This was complemented by question 3, which measured the importance attributed to socially conscious behavior coming from individuals and companies on four items to be classified on a seven-point likert scale anchored by strongly disagree and strongly agree. Seven-point scales were chosen for being the most commonly employed on cause-related marketing studies. The following two questions asked the sample to assess a traditional cause-related marketing campaign, which was introduced on a preceding paragraph. Question 4 was composed by ten affirmations to be classified on a seven-point likert scale. The items were adapted from studies mentioned on the literature review and focused on evaluating participation intentions (Q4.1. and Q4.6.), attitudes towards the non-profit and the social cause (Q4.7. and Q4.10.) and attitudes towards the sponsoring company and brand including purchasing intentions and WOM effects (Q4.2. to Q4.5. and Q4.8.). The remaining item measured the sense of fulfillment derived from the campaign (Q4.9.), which together with question 5 evaluated the attitudes towards the campaign itself. Respondents were presented with five pairs of bipolar adjectives that should be used to assess the campaign on a five-point scale, from positive to negative this time. The selected adjectives and scales were adapted from the studies of Grau and Folse (2007) and Tangari, et al. (2010) and measured the reliability (Q5.1.), easiness to participate (Q5.2.), innovation (Q5.3.), general perspective (Q5.4.) and motivation of organizations to engage (Q5.5.). Question 6 documented the time spent on Facebook per day. Questions 7 and 8 analyzed how attentive consumers are to non-profits' and companies' activities on Facebook by becoming fans of their official pages. Questions 9 and 10 mirrored questions 4 and 5 but focused on Facebook cause-related marketing, and so slight adaptations were made to the preceding example and to the phrasing of the items. The survey ended with two demographic questions, namely age (question 11) and gender (question 12).

Finally, the author prepared the data and performed the statistical analysis. First, questions 4.6. and 9.6.were recoded in order to facilitate comparisons with other items, since these were the only variables from questions 4 and 9 in which the higher the value the worse the evaluations. Therefore, the scale was inverted, and to avoid any confusion in the results' analysis chapter these two items are always identified with the label "inverted". The second step was data cleaning, which consisted on deleting 27 questionnaires that showed missing values. Finally, the statistical analysis itself was performed on SPSS software, namely paired samples t-tests in order to evaluate the significance of the mean differences registered between traditional and Facebook campaigns on the mentioned metrics (all using 95% confidence intervals), crosstabulations, frequencies, percentages and mean values.

5.2. Sample analysis

Regarding the interviews, please refer to the previous section for the respondents' description. As for the online survey, the final sample after data cleaning counted with 187 respondents. It was composed by more females (60.7%) than males (39.3%) (see **Exhibit 10**) and dominated by individuals from 18 to 24 years old (64.5%) (see **Exhibit 11**).

Additionally, all respondents owned Facebook accounts, although with differences on the usage intensity. Indeed, average users were identified as those than spend 1 to 3 hours every day logged on Facebook and represented almost half of the sample (48.6%). These were followed by light users that were on the OSN less than 1 hour per day (30.6%) and by heavy users, who are typically connected to Facebook 4 to 6 hours each day (14.2%). The least representative category was made of addicted consumers that daily spend more than 6 hours on Facebook (6.6%) (see **Exhibit 12**).

Finally, most of the respondents had had previous contact with a non-profit institution, meaning that they were aware of their existence and of the need to act upon social problems (69.9% as volunteers and 70.5% through a personal donation) (see **Exhibit 13.1.**). A crosstabulation further shows that only 14 respondents (7.7%) had never directly contacted with the Third Sector (see **Exhibit 13.2.**).

5.3. Results' analysis

The author will now go through the five research questions and try to provide an objective answer for each by using the collected data.

RQ (1): Is there space for cause-related marketing on Facebook?

On both interviews Facebook was stressed as a trend in cause-related marketing, although no objective data confirmed the existence of a market opportunity for it. In order to address this shortcoming, consumers' openness and access to Facebook cause-related marketing programs were assessed in the survey. For one thing, consumers will only participate if they are open to the realization of initiatives that serve a societal purpose. The analysis of question 3 informed that although respondents strongly agree that individuals should do their share for the society's improvement (mean of 6.26), the evaluation of their own contribution was less positive (mean of 4.72), suggesting that there might be space for developing programs like cause-related marketing that address this disparity. Moreover, and although consumers demand social responsible behavior from companies (mean of 6.23) this was not so relevant when connected to their purchasing decisions (mean of 5.03) (see **Exhibit 14.1.**), which might indicate that consumers will more likely engage in CSR initiatives that do not hold a direct link to the company's sales.

Secondly, consumers need to be reachable by the participating organizations. Since the program is typically shared on the pages of the company and the non-profit, a consumer will be accessible by being a Facebook fan of either one of them, thus receiving regular updates from the organizations. The survey showed that 62.8% of the consumers were fans of a company or brand's Facebook page and 54.6% were connected to a non-profit or social cause (see **Exhibit 15.1.**) and a crosstabulation further indicated that only 50 consumers (27.3%) were not accessible to neither of the organizations (see **Exhibit 15.2.**). This is an important insight since although the consumers' personal networks are a powerful tool to increase the campaign's reach, the development of wide communities is the most direct way organizations have to control the distribution of the program. Even so, in the end consumers will only pay attention to those pages that are sufficiently attractive and interesting to them, thus providing incentives for non-profits' managers to develop well-thought and compelling pages. According to Cláudia Pedra, a common mistake is the lack

of sustainable strategies to support the use of Facebook, when in fact it should be part of a broader communication strategy that ensures the non-profit has the necessary skills and human resources to manage it successfully. Only this will lead to captivating pages that have the power to attract and retain consumers, which in the end will increase the campaign's target market.

In conclusion, **there seems to be an opportunity for the development of Facebook cause-related marketing campaigns in Portugal, given that non-profits learn how to make the best use of this tool**. For one thing, consumers found it important to contribute to the society's development, but feel they are not doing enough. Therefore, if properly convinced of the positive social impact of these campaigns, they seemed to have an interest in participating. Facebook in particular, for not holding a direct connection to the company's sales but entailing good corporate behavior, seemed like an appealing option. Additionally, most of the sample was attentive to either non-profits' or companies' posts on Facebook, which means that they could easily come across with such campaigns given that there is sufficient investment on the development of the organizations' profiles.

RQ (2): Are participation intentions higher for Facebook cause-related marketing campaigns?

Participation intentions are a popular measure of effectiveness of cause-related marketing, since it is consumers' engagement that triggers the exchanges of value between the two organizations. On Facebook campaigns, the results were mixed. In fact, consumers were positive about clicking on the "like" button to participate in the program (mean of 5.54), but evaluated online campaigns neutrally and were more divided in their opinions when facing the option of helping the cause directly (mean of 3.73) (see **Exhibit 16.1.** and **Exhibit 16.2.**). Given this divergence, the author computed a single variable as the average of these two factors. The results indicated that although consumers were positive regarding their participation in such campaigns, they did not feel as strongly as it would seem at first (mean of 4.63) (see **Exhibit 16.3.**).

When contrasting with traditional formats, a paired samples t-test revealed a significant difference favorable to Facebook in the willingness to participate in the program (paired difference of the means of -1.683, p-value of 0.000). When facing the option of helping the

cause directly, traditional campaigns also suffered from lower ratings that were even below Facebook's evaluation, although the difference between the two was now smaller (paired difference of the means of -0.273, p-value of 0.007) (see **Exhibit 16.4.**). Overall, and as expected, Facebook rises as the most effective format (means of 3.66 for traditional campaigns and 4.63 for Facebook, p-value of 0.000) (see **Exhibit 16.5.**).

Table 1 - Paired samples t-tests for participation intentions

	Facebook programs	Traditional programs	p-value
I would click on the "like" button / buy the brand to help the cause.	5.54	3.86	0.000
I would prefer to help the cause directly instead of clicking on the "like" button / buying the product. (inverted)	3.73	3.45	0.007
	4.63	**3.66**	**0.000**

Concluding, **participation intentions are higher on Facebook**, which Rita Roquette justified with the small effort that is demanded from consumers and for the dialogues that can be established with them. Opposite to other media, on Facebook she was able to post direct appeals, mentioning how many "likes" had already been achieved and how many more were still needed. This allowed people to monitor progress and feel they were contributing towards the achievement of a common objective. Even so, consumers are apparently resisting cause-related marketing initiatives in general, regardless of the format. Indeed, Cláudia Pedra highlighted that they might be feeling saturated from so many similar programs and so non-profits must find ways to be creative and engage consumers in order to turn them into strong supporters even before asking for their direct contribution.

RQ (3): What is the impact of Facebook on the consumers' perceptions of the cause-related marketing program?

Perceptions of the campaign itself were measured on two core dimensions: general attitudes towards the program and how much the campaign fulfilled the purpose of helping consumers to do good for the society.

By averaging the ratings of the pairs of adjectives from question 10, an aggregate variable measuring the general attitudes towards the Facebook campaign was computed. The results indicated that respondents were rather neutral, with a mean of 2.38 that is close to the scale's midpoint (see **Exhibit 17.1.**). However, there were opposing feelings being weighted here. In fact, consumers rated the campaign as easy to participate (mean of 1.63) and rather positive in nature (mean of 2.06), but found it slightly typical (mean of 2.96) and were cautious in relying on these initiatives (mean of 2.78). Finally, the participants were neutral with regard to the core purpose of the campaign being the creation of social good or profit generation (mean of 2.48) (see **Exhibit 17.2.**).

Nevertheless, these results have limited value by themselves and so new paired samples t-tests were performed. Regarding the aggregate variable, no relevant difference was found (means of 2.37 for traditional and 2.38 for Facebook campaigns, p-value of 0.817), thus indicating that consumers were quite neutral towards cause-related marketing campaigns regardless of the format (see **Exhibit 17.4.**). However, once again not all criteria were evaluated equally. For one thing, Facebook was more innovative than traditional campaigns (means of 2.96 and 3.36, respectively, p-value of 0.000), although neither received a positive evaluation. The opposite happened when analyzing the general perspective of the campaign, in which both were considered positive but traditional campaigns came out as better perceived (mean of 1.84 against the 2.06 obtained by Facebook, p-value of 0.001). As for reliability, not only were traditional campaigns more effective, but also Facebook programs were rated on the negative side of the scale (means of 2.40 and 2.78, respectively, p-value of 0.000). Regarding the easiness of participation and the motivation of the organizations to engage, the null hypothesis of equality of means could not be rejected (p-values of 0.803 and 0.089, respectively). Therefore, Facebook and traditional campaigns were considered equally easy to engage (means of 1.63 and 1.64, respectively) and consumers were equally neutral as to the motive that led the organizations to implement the

programs (mean of 2.60 for traditional and 2.48 for Facebook campaigns) (see **Exhibit 17.5.**).

Table 2 – Paired samples t-tests for general attitudes towards the campaign

	Facebook programs	Traditional programs	p-value
Reliable / unreliable	2.78	2.40	0.000
Easy / difficult to participate	1.63	1.64	0.803
Innovative / regular	2.96	3.36	0.000
Positive / negative	2.06	1.84	0.001
Social good oriented / profit oriented	2.48	2.60	0.089
2.38	**2.37**	**0.817**

As for the self-fulfillment feeling provided by each format, on Facebook a mean of 4.35 indicated that consumers were somewhat satisfied with the program (see **Exhibit 18.1.**), which was a consequence of them diverging more or less equally across the scale (see **Exhibit 18.2.**). However, Facebook was outweighed with a mean difference that was not only relevant (p-value of 0.010), but also favorable to offline campaigns, even if not very pronounced (paired difference of the means of 0.224) (see **Exhibit 18.3.**).

Table 3 - Paired samples t-test for self-fulfillment feeling

	Facebook programs	Traditional programs	p-value
This campaign helps me to do my share for the society's good.	**4.35**	**4.57**	**0.010**

Overall, **consumer evaluations of cause-related marketing campaigns are rather neutral, with small differences between the two formats**. Even so, not all the considered factors contributed to this result equally. Indeed, traditional campaigns were slightly reliable, whereas Facebook programs were negatively evaluated on this criterion. Cláudia Pedra also referred to this by stressing that consumers tend to trust online campaigns less than more tangible formats. Therefore, when moving towards Facebook, non-profits need to be careful in addressing this issue, for instance by including consumers in the process so that they feel more prone to trust the organization and the campaign itself. Additionally, both campaigns were considered equally easy to participate, which challenges the previous idea that higher participation intentions could be a consequence of lower levels of effort demanded online. Finally, consumers felt that traditional campaigns helped them more in doing their share for the society's good and found them more positive in nature, although the registered differences were small. In the end, there is no single answer for this research question, since the differences registered between the two modes were rather small and most ratings were too close to a neutral positioning.

RQ (4): What is the impact of Facebook on consumers' attitudes towards the cause/non-profit after the campaign is over?

There are several impacts of cause-related marketing on the non-profit besides the raising of funds. In the survey, this was measured in terms of motivation to search for more information and to take direct action in the form of volunteer work.

Regarding Facebook exclusively, the intention of active behavior was positive but not very strong, with a mean of 4.26 on the aggregate variable that averaged both factors mentioned above (see **Exhibit 19.1.**). The individual analysis further showed that although the campaign led respondents to search more on the non-profit (mean of 4.69 and almost 60% of the sample rating this item with values from 5 to 7), the incentive to volunteer was weaker and close to neutral (mean of 3.83) (see **Exhibit 19.2.** and **Exhibit 19.3.**).

The comparison with traditional campaigns is quite insightful. In fact, a paired samples t-test for the aggregate variable showed that consumers had better attitudes towards the non-profit and the cause on traditional campaigns when compared with Facebook (means of 4.46 and 4.26, respectively, p-value of 0.006) (see **Exhibit 19.4.**). Both criteria contributed

to this advantage, although the difference was higher with regard to the search for more information (paired difference of the means of 0.230, p-value of 0.020) than to actively volunteering (paired difference of the means of 0.169, p-value of 0.044). Even so, neither format was very effective in mobilizing consumers to volunteer for the organization (see **Exhibit 19.5.**).

Table 4 - Paired samples t-tests for attitudes towards the non-profit/social cause

	Facebook Programs	Traditional programs	p-value
I would feel interested in finding out more about the non-profit.	4.69	4.92	0.020
I would be interested in volunteering to actively help the non-profit.	3.83	4.00	0.044
4.26	**4.46**	**0.006**

In conclusion, **traditional cause-related marketing is more effective in generating positive attitudes and behavior towards the cause and the non-profit, although the difference is not very pronounced**. Cláudia Pedra added to this by suggesting that Facebook not outweighing offline formats is a consequence of non-profits not seizing OSN to their maximum potential. The level of interactivity and immediacy allowed by websites like Facebook should be used to engage in dialogues with consumers on a much more timely and personal manner, but non-profits' managers still continue to use them mostly as one-way communication channels and are not keen on updating their profile regularly. As a final remark, it is important to note the discrepancy between the two variables considered within this metric. Not only did both formats have difficulties in getting consumers to volunteer for the cause, but this challenge was considerably more obvious in Facebook campaigns, which might indicate that the level of connection created is somehow weaker.

RQ (5): What is the impact of Facebook on the consumers' attitudes towards the brand/company after the campaign is over?

To document how different formats of cause-related marketing affect the attitudes and active behavior of consumers towards the participating company and brand several criteria were used, as mentioned in the methodology section.

As in previous metrics, an aggregate variable was computed as the average of all factors considered and on Facebook this evaluation was only somewhat positive (mean of 4.01) (see **Exhibit 20.1.**). An assessment of each factor separately further informed that brand trial and the willingness to trade it from a preferred choice were the ones that mostly decreased the aggregate evaluation (means of 3.98 and 3.58, respectively). Contrarily, a positive WOM effect raised the overall rating (mean of 4.29) and represented the highest score of all five. The other two criteria were in the middle, namely the perceived altruism (mean of 4.16) and the motivation to learn more about the firm (mean of 4.05) (see **Exhibit 20.2.**).

When contrasted with offline formats, a paired samples t-test for the aggregate variable indicated that the sponsor was more positively perceived in traditional rather than in Facebook campaigns (means of 4.62 and 4.01, respectively, p-value of 0.000) (see **Exhibit 20.4.**). A closer look into each factor further indicated that this superiority derived from higher evaluations in all the criteria but the perceived level of altruism, in which case the null hypothesis of equality of means could not be rejected (p-value of 0.252). Considering the WOM effect and the incentive to search for additional information, the registered differences were small (paired differences of the means of 0.393 and 0.224, respectively) (see **Exhibit 20.5.**). A comparison with the results from the previous section further shows that no matter the format respondents were far more eager to search for more information on the non-profit (means of 4.92 for offline and 4.62 for Facebook programs) than on the company (see **Exhibit 19.5.** and **Exhibit 20.5.**).

Table 5 - Paired samples t-tests for the attitudes towards the company/brand

	Facebook programs	Traditional programs	p-value
Purchasing intentions	3.78	4.92	0.000
(The campaign provides me an incentive to try out the brand.)	(3.98)	(5.25)	(0.000)
(I would switch from my regular brand to the one featured in the campaign in order to help the cause.)	(3.58)	(4.60)	(0.000)
I believe the company is being altruistic in engaging in such campaign.	4.16	4.29	0.252
I would say good things to others about the company.	4.29	4.68	0.000
This initiative gives me an incentive to find out more about the company.	4.05	4.27	0.018
4.01	**4.01**	**4.62**	**0.000**

Even so, the biggest discrepancies were on the incentives for trial and willingness to switch from a regularly purchased product (paired difference of the means of 1.262 and 1.022, respectively) (see **Exhibit 20.5.**). Together, these two variables measure the purchasing intentions of consumers towards the sponsoring brand, and for it they deserve closer analysis. As already explained, the donation is typically dependent on the purchasing of one of the company's products, and so the impact on purchasing intentions, at least in the short-term, is linked with the participation intent of the consumers. However, on digital environments this connection will be more indirect, possibly through the long-term impact on the company's image and projection. A new paired samples t-test for the average of the two items showed that traditional campaigns were indeed more effective in generating future sales for the company (paired difference of the means of 1.142, p-value of 0.000). Moreover, not only were offline campaigns better evaluated, but also Facebook was rated

close to the mid-point of the scale (means of 4.92 and 3.78, respectively) (see **Exhibit 21**). This was mostly due to the strong incentives for trial provided by traditional campaigns, with a mean of 5.25. Although less pronounced, consumers also revealed a motivation to switch from their regular brand, which strongly contrasted with the score obtained in the online program (means of 4.60 and of 3.58, respectively) (see **Exhibit 20.5.**).

Concluding, **traditional campaigns are more effective in generating positive attitudes and behavior towards the company and the sponsoring brand**. This was a consequence of the higher incentives to search for more information and recommend the brand, although the most pronounced differences were related to the generation of higher purchasing incentives for the sponsoring product. In the end, the only variable that did not show a relevant difference was the perceived altruism of the company, which was somewhat positive regardless the format.

6. Teaching Notes

This chapter wishes to guide instructors in using the exposed case study. For this, it will start by presenting a summary of the case, followed by its core objectives and a detailed teaching plan.

6.1. Synopsis

As non-profit organizations increasingly recur to cause-related marketing to pool monetary funds and as internet-based tools rise in importance, these strategies are becoming digital in nature, which creates additional challenges and opportunities for both companies and non-profits. The present case study thus focuses on the implementation and evaluation of Facebook cause-related marketing campaigns and uses the story of *AJUDE*, a Portuguese non-profit association that recently engaged in a campaign of this nature, as a background for reaching conclusions on the subject. Students will be put in the shoes of Clara d'Almeida, the central character, and thus learn about the main difficulties faced in implementing and measuring the impact of the program.

6.2. Use of the case

The present case study explores a wide range of subjects, namely CSR, cause-related marketing, ONS and management issues in the Third Sector, thus being suitable for Undergraduate and Master's courses approaching any of these topics. Even so, it will fit the most within marketing communications disciplines, since cause-related marketing belongs to the promotion mix of a business. Regarding its objectives, after analyzing the case students should be able to:

1) Define the Third Sector;
2) Outline the concept and the core benefits and critics of cause-related marketing;
3) Understand the advantages and disadvantages of Facebook when compared to more traditional forms of cause-related marketing;
4) Comprehend the challenges in devising and measuring the effectiveness of cause-related marketing programs.

6.3. Teaching plan

The author suggests the analysis to be divided in three moments. Firstly, the instructor should provide questions for reflection that will guide students' individual preparation. Extra support may be given through the suggestion of two academic articles from the literature review chapter: "Cause-related marketing: a coalignment of marketing strategy and corporate philanthropy" by Varadarajan and Menon (1988), which provides an overview of the cause-related marketing phenomenon; and "How to foster and sustain engagement in virtual communities" by Porter, et. al (2011), which explores strategies for companies to effectively use social media tools such as Facebook that may be adapted to this particular case. Secondly, the instructor should generate an in-class discussion guided by the assignment questions. Finally, the author proposes a group task in which students are asked to come up with an answer to the final challenge presented in the case study. The guidelines for the development of these exercises will now be detailed.

6.3.1. Assignment questions

This moment should be held as a debate in which students discuss their answers for the assignment questions. The author will now present topics for answering them, although other ideas could be added.

1)   Explain the concept of cause-related marketing and its main benefits and risks for all the agents involved.

From the literature review chapter, cause-related marketing can be defined 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 and Menon, 1988, p.60). Although other definitions may arise, students should make sure to mention that it is a communication strategy, a CSR practice with a fundraising purpose and that it entails the interaction of a non-profit and a for-profit mediated by a consumer behavior.

Regarding benefits and critics, the core points extracted from chapter 3 will be summarized in the table below.

Table 6 - Benefits and risks of cause-related marketing programs

	Benefits	**Risks**
Company	➢ Increased sales; ➢ Competitive advantages; ➢ Awareness; ➢ Enhanced corporate image; ➢ Attraction and retention of customers, employees and investors.	➢ Reputational issues (cause-exploitative).
Non-profit	➢ Monetary support; ➢ Awareness; ➢ Promotion of active behavior from individuals.	➢ Reputational issues (reduced credibility).
Consumers	➢ Help in expressing their own social concerns; ➢ Added value to the sponsoring brand and so higher satisfaction.	➢ No relevant points to mention.

2)   What circumstances led *AJUDE* to implement a cause-related marketing program? What were the main challenges faced in the process?

From chapter 4, two justifications may be appointed:
➢ The increasing amount of problems affecting the organization ("there was no space to admit any more children"; "the lack of awareness was definitely holding the organization back"; "the lack of funds was limiting their action");
➢ The wish to provide an incentive for companies to sponsor the organization ("The organization felt very strongly about the idea that non-profits should not beg for

money but be able to give something in return"; "It is no longer enough to be socially responsible. We need to consider the commercial side as well").

Additionally, several sentences from the same chapter provide examples for the difficulties faced by *AJUDE* in the process:

➢ No access to mass media tools ("No contacts that would help it to make use of traditional media");

➢ Difficulties in finding business donors ("The lack of resources was in itself a problem, but together with the low awareness and the lack of communication getting new donors would definitely be a challenge");

➢ Lack of metrics to measure success ("It was hard to measure the impact of the program beyond its most immediate benefits").

The instructor could also mention two other potential challenges that were mentioned on the literature review chapter:

➢ No best practices to follow ("There is still almost no research dedicated at providing guidelines for the best use of OSN for non-profits");

➢ Underutilization of the potential of OSN ("Lack of technical expertise, resources and time investment" leading to "low quality communities with inactive and unengaged members").

3)   How would you evaluate the campaign of *AJUDE* and *Biolotus Health Care*?

Throughout the case study, some references were made with regard to the evaluation of both the company and the non-profit in comparison to their initial goals:

Table 7 - Evaluation of cause-related marketing from different perspectives

	AJUDE	Biolotus Health Care
Objectives	➢ "Raising monetary funds"; ➢ "Promote Facebook activity"; ➢ "Increase projection".	➢ "Help your cause"; ➢ "Publicity"; ➢ "Introduce the brand and the company to consumers"; ➢ "Sales per se are not our first objective".
Evaluation of the campaign	➢ Monetary funds ("1.000€ were collected"); ➢ Positive attitudes ("Positive comments were posted on their Facebook profile"); ➢ Participation rates ("4000 likes in just one month"); ➢ Hard to quantify other effects ("Clara struggled with the wish to quantify any online traffic improvements and the effects in terms of image").	➢ Hard to quantify the impact on sales, image and online traffic generated ("No clear metrics to evaluate the campaign").

The instructor should end the discussion by stressing the existence of several measures of success (participation intentions and attitudes towards the campaign, the non-profit and the company, as mentioned in chapters 3 and 5) and the difficulties for organizations to find objective ways to employ them, as highlighted in the table above. After discussing this item, the difficulties in making an objective assessment of the campaign's success should be clear, given the inexistence of previously defined metrics and the lack of data collected by the organizations.

6.3.2. Group task

In this moment, students will be required to devise a new cause-related marketing program to be presented to the class. In particular, they should be able to properly justify their decision of whether to keep using Facebook, whereas the other details of the campaign will mostly result from the creativity of each group. The instructor should first summarize to the class the dilemma the organization was facing (final section of chapter 4) and then present the following task:

Imagine now that you are Clara d'Almeida and that you have been asked to present a briefing for a future cause-related marketing program that aims to raise money for "Clube do Jamor". In particular, you know that your boss is having doubts regarding repeating the use of Facebook, and so he is quite interested in your recommendation.

Students should clearly pick a campaign format (Facebook versus offline media) and present the arguments that justify their decision. On Table 8, the author presents some points in favor of each campaign mode, which were extracted from chapters 3, 4 and 5.

Table 8 - Facebook versus traditional forms of cause-related marketing

Facebook	Traditional media (e.g. television and outdoors)
"Opportunities to be dynamic and interact closely with its publics"; "Dialogues and constant exchanges of information are more effective in influencing consumer behavior"; "Accessible for free"; "The best way for such local organization to interact with the masses"; "Quickly reach wide groups of consumers"; "Higher participation intentions from consumers".	"More trustworthy, since "consumers tend to trust online formats less than more tangible ones"; "More effective in generating positive behavior towards the non-profit", since "the level of connection created through Facebook is weaker"; "Stronger WOM effects and incentives to search for more information on the company"; "Higher purchasing intentions, both in terms of trial and switching from a preferred product".

Nevertheless, even for the groups that advocate for Facebook, the instructor should stress the importance of not underestimating the value of traditional media and the power of mixing the two. As mentioned in the literature review, "community managers should not ignore offline and more traditional means of communication, both as a way to support online strategies and to keep reaching those consumers that are not keen on using OSN".

Departing from this, students must then be able to structure a sound strategy for the campaign. Although this depends on the specific details of each proposal, each group must devise a cohesive cause-related marketing program and produce a briefing for the campaign that focuses on the following points: context and identification of the problem; target audience; key objective; what consumers are supposed to think, feel and do as a consequence of the campaign; message; reason to believe in the communicated message; media tools; barriers to the campaign's success; and mandatory elements to be present in the campaign.

7. Conclusions

The core goal of this dissertation was to explore the value of Facebook in developing successful cause-related marketing campaigns when compared to more traditional, offline formats. For this, the author compared the two modes on four vectors, namely participation intentions and attitudes towards the campaign, the non-profit and social cause and the company and sponsoring brand, this last including the impact on purchasing intentions. In the end, and although mostly favorable to traditional campaigns, consumer evaluations were quite similar in most criteria. Two exceptions are worth mentioning, though. On one hand, Facebook was exceptionally effective in generating participation intentions from the respondents, and this was in fact the most positive evaluation granted to this format. For one thing, this is due to the wide targets that the campaign manages to reach online. Additionally, the fact that the company is not directly profiting from supporting the cause seems to contribute to this rating together with the interactivity allowed by OSN websites, which is an important motivator by enabling consumers to track the progress and engage in a direct dialogue with the organizations. On the other hand, the opposite happened with regard to attitudes towards the sponsoring company and brand, in which traditional programs reached the highest rating of all metrics. This was mainly due to the power of offline programs in generating purchasing incentives from consumers, which was already expected given the direct connection to the company's sales entailed by this format.

As for the other metrics, the similarity of the two formats is quite surprising, since features like customization and interactivity should in theory allow Facebook to generate more long-term benefits like enhanced image, incentives to look for more information on the organizations and especially WOM effects that could not be observed in this study. Nonetheless, the results may be attributed not to Facebook itself but to its underutilization and to the management deficiencies currently affecting the Third Sector. As the author discovered, non-profits are suffering from severe deficiencies in technical expertise and resources, which together with the lack of best practices to follow, strategic planning and time investment lead to low quality and virtually inactive communities that add little value to the organization and the campaign.

Concluding, this dissertation adds to existing research in two ways. First, it contributes to the knowledge on cause-related marketing by exploring the implications of a new

context that is yet to be studied by academics. Secondly, it taps into the evaluation of the impact of such programs, a topic that has only been indirectly approached so far. In the end, the author managed to prove that the campaign format affects its effectiveness and that Facebook indeed adds value to the success of cause-related marketing, although until now this is mostly through the generation of higher participation intentions from consumers. As it became clear through the case of *AJUDE*, there is still a lot to learn about cause-related marketing and its application in this new reality, and so only further investigations will allow non-profit organizations to deeply understand how to make the best use of this tool.

8. Limitations and Future Research

In spite of its contribution, the present study has two core limitations. Firstly, several low-quality academic sources were used due to the lack of existing reliable and quantified data on the Third Sector. Secondly, there are limitations associated with the online survey, namely the reduced sample size that hampers the generalizability of the results and the overrepresentation of the group from 18 to 24 years old, which made almost 65% of the sample.

In the end, this dissertation aims to open space for more specialized research on the topic under study, which still has many paths to be explored. For one thing, the author focused on the specific case of Facebook for being the leader OSN in Portugal. Future research could then explore other platforms and the differences they inflict on the campaigns' success.

Additionally, future investigations could focus on testing specific moderating variables that might impact on the campaign's effectiveness and so that would help explaining the obtained results. For instance, antecedents considered in past research on traditional cause-related marketing might be considered in this new context, namely the impact of brand/cause fit, the duration of the program, the duration of the relationship established between the organizations, their reputation, their awareness and even the consumers' profiles.

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10. Appendix

Exhibit 1 – Script of the interview with Clara d'Almeida and Bruno Sousa (*AJUDE*)

History and background

1. How would you describe the Third Sector in Portugal? What are the main challenges and opportunities for non-profit organizations?
2. When and how was *AJUDE* created?
3. What is *AJUDE*'s mission?
4. To what core issues is *AJUDE* dedicated to? What activities does it develop to act upon these social problems?
5. How has *AJUDE*'s activity evolved over the years?
6. How is the organization structured? How many departments does it integrate?
7. How has the number of people served evolved over the years?
8. How has the number of active volunteers evolved over the years?
9. What is *AJUDE*'s annual budget?
10. What are the main sources of funds of the organization? What fundraising strategies do you develop?
11. What are the main challenges that *AJUDE* has felt in pooling resources to pursue its mission?
12. How would you evaluate the non-profit's impact on society so far?
13. What strategies does *AJUDE* have for the future?

Communication strategy

1. How do you evaluate the current communication practices adopted by Third Sector organizations? How does *AJUDE* fit into this context?
2. What is the importance of internal and external communication for *AJUDE*?
3. Is there an actual communication plan already defined? If yes, who is responsible for its development and implementation?

4. What communication activities are most commonly developed? What are their main objectives and the main channels being used?

5. What is the investment made in communication?

6. How has the communication of the organization evolved over the years?

7. Please describe *AJUDE*'s presence in ONS.

8. How was the decision to enter ONS made in the first place?

9. What are the main objectives of being present on ONS?

10. What are the main activities developed on the non-profit's Facebook page?

11. What are the main opportunities and challenges created by Facebook for an organization like this?

12. Are ONS a trend within the Third Sector? Why?

13. How would you evaluate the presence of *AJUDE* on Facebook?

Cause-related marketing

1. Is cause-related marketing a trend in the Third Sector in Portugal? Why?

2. What are the main advantages and disadvantages of such campaigns?

3. Besides the campaign developed in partnership with *Biolotus Helath Care*, was there any other of a similar nature?

4. Where did the idea come from? What need triggered the development of such campaign?

5. What were the main objectives for *AJUDE* with this campaign?

6. Why did you choose to develop a cause-related marketing campaign instead of an alternative fundraising technique?

7. Why did you choose to use Facebook for this initiative?

8. How did the opportunity to partner with *Biolotus Health Care* come around? Who did the approach and how was it made?

9. In our opinion, what were the main objectives of *Biolotus Health Care* to engage in such program?

10. Please describe the campaign with as much detail as possible, mentioning:
    a. The date of the beginning of the process;
    b. The stages of development of the campaign;

c. The key people involved and their roles in the process;

d. How the core decisions were made (i.e. target, message, format…);

e. The process of implementation and launch of the campaign;

f. How much money was donated;

g. The duration of the process;

h. The duration of the campaign.

11. What were the main demands made by *Biolotus Health Care* on the course of the process?

12. What do you think to be the key determinants of the success of a campaign of this kind? What should the program have to be effective?

13. Considering the initial objectives that were defined, how would you evaluate the success of the campaign? What were the strongest and weakest points of the program?

14. Do you feel that this evaluation is the same for *Biolotus Health Care*?

15. Were there previously defined metrics for success evaluation?

16. What feedback did you receive after the end of the campaign and from what sources?

17. How would you evaluate the relationship developed with the company?

18. What would you do in a different way if a new cause-related marketing program was to be developed? What were the biggest lessons you take for the future?

19. Do you think there is a future for cause-related marketing on ONS? Why?

Exhibit 2 – Script of the interview with Edite Santos (*Biolotus Health Care*)

History and background

1. When was *Biolotus Health Care* created? When and how did it come to Portugal?

2. What is the company's core activity? What are its main product lines?

3. What is the dimension of the business in the Portuguese context?

4. In broad terms, how is the company managed?

5. How would you evaluate the company's presence in Portugal? How has the business grown since it came to the country?

6. What are the main opportunities and challenges the business is currently facing?

Communication strategy

1. How does the communication department work? How is it managed?

2. How are communication plans devised? What time scope do they consider?

3. What is the importance of internal and external communication for *Biolotus Health Care*?

4. What communication activities are most commonly developed? What are their main objectives and the main channels being used?

5. What is the investment made in communication?

6. How has the communication of the organization evolved over the years?

7. Please describe *Biolotus Health Care*'s presence in ONS.

8. How was the decision to enter ONS made in the first place?

9. What are the main objectives of being present on ONS?

10. What are the main activities developed on the company's Facebook page?

11. What are the main opportunities and challenges created by Facebook for a company like *Biolotus Health Care*?

12. What are its main advantages and disadvantages when compared with other means of communication?

13. Are ONS a trend for the business sector? Why?

14. How would you evaluate the company's presence on Facebook?

15. What is the impact of ONS on the business? How is this impact measured?

16. What should be done in order for the use of Facebook to bring positive returns?

17. What are the company's future communication plans?

CSR policies

1. How is CSR put into practice in *Biolotus Health Care*?

2. What is the importance attributed to it and how has it evolved over the years?

3. What social responsible activities are developed by the company?

4. Who is responsible for their planning and implementation?

Cause-related marketing

1. Are cause-related marketing campaigns a trend in Portugal? Why?

2. What are the main advantages and disadvantages of such campaigns?

3. Besides the campaign developed in partnership with *AJUDE* was there any other of a similar nature? Had it ever occurred to you to do something like this before?

4. What was your first reaction to the proposal?

5. How did this initiative fit into the communication strategy of the company?

6. What specific demands did you make? What changes did you make to the initial proposal?

7. Why did you accept to engage in such campaign?

8. Would you have accepted the proposition if it had not come from an informal contact?

9. Was there any resistance from upper levels to the participation in the campaign?

10. What were your main objectives with this campaign?

11. What do you think were *AJUDE*'s motivations to organize a campaign like this?

12. Please describe the campaign with as much detail as possible, mentioning:

   a. The date of the beginning of the process;

   b. The stages of development of the campaign;

   c. The key people involved and their roles in the process;

   d. How the core decisions were made (i.e. target, message, format…);

   e. The process of implementation and launch of the campaign;

   f. How much money was donated;

   g. The duration of the process;

   h. The duration of the campaign.

13. What do you think to be the key determinants of the success of a campaign of this kind? What should the program have to be effective?

14. Considering the initial objectives that were defined, how would you evaluate the success of the campaign? What were the strongest and weakest points of the program?

15. Do you feel that this evaluation is the same for *AJUDE*?

16. Were there previously defined metrics for success evaluation?

17. What is the role of Facebook in the success of the campaign?

18. What feedback did you receive after the end of the campaign and from what sources?

19. How would you evaluate the relationship developed with the non-profit?

20. What would you do in a different way if a new cause-related marketing program was to be developed? What were the biggest lessons you take for the future?

21. Do you think there is a future for cause-related marketing on ONS? Why?

22. Would you do another campaign like this? Why?

Exhibit 3 – Summary of *AJUDE*'s activity over the years

	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012*
Number of children enrolled	12	12	30	35	35	15	12	23	68	100
Number of members	60	60	80	86	45	15	12	65	245	400
Number of volunteers (activities w/ children)	20	20	20	30	45	30	8	34	55	100
Number of volunteers (activities w/ the elderly)	-	-	-	-	-	-	-	-	3	10

* Expectations in the beginning of 2012.

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Exhibit 4 – Brand portfolio of *Biolotus Health Care*

Line of medical devises for **wounds and burns** created in September 2009. It is indicated for the treatment of burns of first and second degrees.

Line of **hydrating lotions** for various uses. It holds products for different types of skins, even the most sensitive ones.

Line of shampoos for **prevention and treatment of premature hair loss** created in November 2010.

Line of products for **hair loss prevention and dietary supplements** in capsules created in November 2010.

Line of waterproof **sunscreens** for high quality protection for solar exposition created in May 2011. It also includes a medical devise for prevention of skin cancer for high-risk groups.

Exhibit 5 – Transcript of the email sent by *Biolotus Health Care* to *AJUDE* (May 29, 2011)

«Dear Clara,

I just finished analyzing your proposal and my answer is yes. I think it would be a great opportunity both for *Biolotus* and *AJUDE* to engage in a project of this nature and for me you can get started right away. My suggestion is that we use Daylong, which is a line of sunscreens that has just been launched. Given that the primary target of *AJUDE* are children, I believe that this is our best option and the one that makes the most sense for *Biolotus* since the levels of awareness and investment in communication are still inexistent. Daylong is a brand sold only in pharmacies, and so the quality and reliability of the product make it recommendable for the sensitive skin of children. However, two things are important for the product placement to be made in accordance to Daylong's positioning:

- One of our goals is to alert people for the dangers of excessive solar exposition together with offering additional protection for their skin. Therefore, it is important to emphasize somehow that Daylong advocates for people to be exposed to the sun only in the recommended hours – until 12p.m. and after 4p.m.;
- One distinctive feature of Daylong's products is the fact that they are waterproof, and so this should be stressed as well.

Apart from this, there are still some details that I need to discuss with you, namely we need to define the values for each click and a maximum ceiling for the amount donated, regardless of how many more "likes" the video gets. Can we meet next week?

Sincerely,
Edite Santos.»

Exhibit 6 – *AJUDE & Biolotus Health Care*: main frames of the video campaign

Exhibit 7 – Script of the interview with Cláudia Pedra (*Stone Soup Consulting Group*)

Third Sector

1. How would you describe the Third Sector in Portugal?
2. Are there any compiled data and reports on the Third Sector in Portugal?
3. What are the most common communication strategies implemented in the Third Sector?
4. Are ONS a trend for non-profit organizations? Why?
5. Is there any space to improve in terms of how ONS are being used?
6. What are the main challenges and opportunities created by ONS?

Activity of the Stone Soup Consulting Group

1. How does the support that the *Stone Soup* provides for the development of fundraising plans work?
2. What are the biggest challenges and opportunities non-profits face when implementing fundraising strategies?
3. What are the current trends in the Third Sector regarding fundraising?
4. What are the current trends regarding CSR? What support does *Stone Soup* provide on this matter?

Cause-related marketing

1. Is cause-related marketing becoming a trend? Why?
2. Are these campaigns a reality in Portugal or is there still too much resistance?
3. What are the main advantages and disadvantages for all the parts involved when compared to other fundraising techniques in which there is no direct benefit for the company?
4. Do you see cause-related marketing as an act of patronage or altruism?
5. What are the criteria used to define the details of the campaign?
6. What information is collected in order to ensure the success of the program?
7. How is the partnership between the company and the non-profit typically formed?

8. What are the major challenges faced by non-profits when searching for business sponsors? What arguments can they use in order to help them in this process?
9. What is the most typical time scope for the partnership established between the two parts?
10. What are the main challenges to the establishment of long-term partnerships? What can be done to solve this issue?
11. Is there a future for this type of campaigns?
12. Are ONS a trend in cause-related marketing? Why?
13. What are the main advantages and disadvantages of ONS in this context?
14. In what ways do ONS change cause-related marketing?
15. What does a Facebook cause-related marketing campaign need to be successful?
16. Do you think that the type of campaign has an impact on its effectiveness?
17. What advice would you give to companies and non-profits seeking to organize a cause-related marketing campaign on ONS?
18. Is there a future for cause-related marketing on ONS?

Exhibit 8 – Script of the interview with Rita Roquette (*Comunidade Vida e Paz*)

Communication strategy
1. How do you evaluate the communication practices currently adopted by Third Sector organizations? How does *Comunidade Vida e Paz* fit into this context?
2. What is the importance of internal and external communication for *Comunidade Vida e Paz*?
3. Is there an actual communication plan already defined? If yes, who is responsible for its development and implementation?
4. What are the main communication objectives of the organization?
5. What communication activities are most commonly developed? What are their main objectives and the main channels being used?
6. What is the investment made in communication?

7. How are the contacts with media and other agents intervening in the communication process typically made?

8. Please describe *Comunidade Vida e Paz*'s presence on ONS.

9. What are the main objectives of being present on ONS?

10. What are the main activities developed on the non-profit's Facebook page?

11. What are the main opportunities and challenges created by Facebook for an organization like this?

12. How would you evaluate the presence of *Comunidade Vida e Paz* on Facebook?

13. Are ONS a trend within the Third Sector? Why?

Fundraising strategies

1. What is the importance of fundraising within the Third Sector and for *Comunidade Vida e Paz* in particular?

2. What are the main challenges and opportunities for non-profits in raising funds?

3. What are the main sources of donations: business or private?

4. What are the main sources of donations: new or regular donors?

5. What can be done to improve fundraising in the Third Sector? What specific strategies is the organization employing?

6. How does the organization's communication strategy fit into this context?

Cause-related marketing

1. Are cause-related marketing campaigns a trend in the Third Sector in Portugal? Why?

2. What are the main advantages and disadvantages of such campaigns?

3. How easy is it to find business support for the development of such campaigns?

4. Which campaigns of this kind have you organized?

5. How are the campaign format and all its specificities defined? What criteria are used to make these decisions?

6. Please detail the cause-related marketing campaigns in which the organization has participated in terms of:

   a. The campaign format;

        b.   The target;

        c.   The message;

        d.   How the opportunity came up;

        e.   The process of development and implementation;

        f.   The evaluation of its success;

        g.   The strong and weak points of the campaign.

7. When considering the campaign that was implemented on Facebook, what are the main differences compared to more traditional formats?

8. What feedback did you receive after the end of the campaign and from what sources?

9. How would you evaluate the relationship developed with the company?

10. What would you do in a different way if a new cause-related marketing program was to be developed? What lessons do you take for the future?

11. Do you think there is a future for cause-related marketing on ONS? Why?

Exhibit 9 – Online survey

I am a student at Católica Lisbon School of Business and Economics and I am currently developing my Master thesis. In case you are currently a Facebook user, I would like to ask for your collaboration in answering this short questionnaire, which will not take more than 6 minutes. Thank you.

1. Have you ever done any kind of volunteer work?

   1.1. Yes

   1.2. No

2. Have you ever made a personal donation to a non-profit association?

   2.1. Yes

   2.2. No

3. Please rate the following sentences from 1 (Definitely disagree) to 7 (Definitely agree).

   3.1. I think it is important to do my part for the society's well-being.

   3.2. I expect companies to have a societal behavior.

   3.3. I feel that I do my share in helping the society.

3.4. I prefer to buy from companies that are actively helping the society.

Please consider the following situation. *ABC Juice* is a brand of orange juice produced by company *XYZ* and sold in regular supermarkets. The company recently launched an advertising campaign on television stating the following: "Just this month, for each unit that you buy of *ABC Juice*, 0.50€ will be donated to *Life*, a non-profit organization that is dedicated to helping disadvantaged families".

4. Please rate the following sentences from 1 (Definitely disagree) to 7 (Definitely agree).
   4.1. I would be willing to buy *ABC Juice* to help the cause, no matter if I like this type of product.
   4.2. The campaign provides me an incentive to try out *ABC Juice*.
   4.3. I would be willing to switch from my regular brand to *ABC Juice* in order to help the cause.
   4.4. I believe *XYZ* is being altruistic in engaging in such campaign.
   4.5. I would say good things to others about *XYZ*.
   4.6. I would prefer to help the cause directly instead of buying the product.
   4.7. I would feel interested in finding out more about *Life*.
   4.8. This initiative gives me an incentive to find out more about *XYZ*.
   4.9. This campaign helps me to do my share for the society's good.
   4.10.   I would be interested in volunteering to actively help *Life*.
5. I find the campaign previously described to be:

Reliable						Unreliable
Easy to participate						Difficult to participate
Innovative						Regular
Positive						Negative
Social good oriented						Profit oriented

6. How many hours per day do you usually spend on Facebook?
   6.1. < 1

6.2. 1 – 3

6.3. 4 – 6

6.4. > 6

7. Are you a fan of any company or specific brand on Facebook?

    7.1. Yes

    7.2. No

8. Are you a fan of any non-profit organization or specific social cause on Facebook?

    8.1. Yes

    8.2. No

Please consider the following situation. Imagine now that you log on Facebook to find that someone from your network of friends posted a video on your wall. The video focused on *Sunshine*, a non-profit organization dedicated to give academic support to children coming from disadvantaged families, while promoting *Lambda*, a brand of soft drinks marketed by the company *Zeta*. The title of the post stated that for each "like" the video received, *Zeta* would donate 0.50€ to the non-profit organization.

9. Please rate the following sentences from 1 (Definitely disagree) to 7 (Definitely agree):

    9.1. I would click on the "like" button to help the cause.

    9.2. The campaign provides me an incentive to try out the brand *Lambda*.

    9.3. I would be willing to switch from my regular brand to *Lambda*.

    9.4. I believe *Zeta* is being altruistic in engaging in such campaign.

    9.5. I would say good things to others about *Zeta*.

    9.6. I would prefer to help the cause directly instead of clicking on the "like" button.

    9.7. I would feel interested in finding out more about *Sunshine*.

    9.8. This initiative gives me an incentive to find out more about *Zeta*.

    9.9. This campaign helps me to do my share for the society's good.

    9.10.   I would be interested in volunteering to actively help *Sunshine*.

10. I find the campaign previously described to be:

Reliable						Unreliable
Easy to participate						Difficult to participate
Innovative						Regular
Positive						Negative
Social good oriented						Profit oriented

11. Age

    11.1.   < 17

    11.2.   18 – 24

    11.3.   25 – 34

    11.4.   35 – 44

    11.5.   > 45

12. Gender

    12.1.   Male

    12.2.   Female

Exhibit 10 – Sample analysis: gender (Q12)

	Frequency	Percentage (%)
Female	111	60,7
Male	72	39,3
Total	183	100,0

Exhibit 11 – Sample analysis: age distribution (Q11)

	Frequency	Percentage (%)
< 17	1	0,5
18 – 24	118	64,5
25 – 34	21	11,5
35 – 44	13	7,1
> 45	30	16,4
Total	183	100,0

Exhibit 12 – Sample analysis: hours spent logged on Facebook per day (Q6)

	Frequency	Percentage (%)
Light users (< 1)	56	30,6
Average users (1 – 3)	89	48,6
Heavy users (4 – 6)	26	14,2
Addicted (> 6)	12	6,6
Total	183	100,0

Exhibit 13.1. – Sample analysis: frequencies for past behavior towards non-profit organizations (Q1 and Q2)

Have you ever done any kind of volunteer work?

	Frequency	Percentage (%)
Yes	128	69,9
No	55	30,1
Total	183	100,0

Have you ever made a personal donation to a non-profit association?

	Frequency	Percentage (%)
Yes	129	70,5
No	54	29,5
Total	183	100,0

Exhibit 13.2. – Sample analysis: crosstabulation for past behavior towards non-profit organizations (Q1 and Q2)

			Have you ever made a personal donation to a non-profit association?	
			Yes	No
Have you ever done any kind of volunteer work?	**Yes**		88	40
	No		41	14
	Total		129	54

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	0,621[a]	1	,431
N of Valid Cases	183		

a. 0 cells (0,0%) have expected count less than 5. The minimum expected count is 16,23.

Exhibit 14.1. – Market potential analysis: level of importance and self-assessment of social responsible behavior – summary statistics (Q3)

	I think it is important to do my part for the society's well-being	I expect companies to have a societal behavior	I feel that I do my share in helping the society	I prefer to buy from companies that are actively helping the society
Total	183	183	183	183
Mean	6,26	6,23	4,72	5,03
Variance	0,920	0,939	1,301	2,010
Skewness	-1,493	-1,660	-0,199	-0,316
S. E. of Skewness	0,180	0,180	0,180	0,180
Minimum	2	1	2	1
Maximum	7	7	7	7

Exhibit 14.2. – Market potential analysis: frequencies for the level of importance and self-assessment of social responsible behavior (Q3)

I think it is important to do my part for the society's well-being.

	Frequency	Percentage (%)
1	0	0
2	1	0,5
3	2	1,1
4	7	3,8
5	23	12,6
6	55	30,1
7	95	51,9
Total	183	100,0

I expect companies to have a societal behavior.

	Frequency	Percentage (%)
1	1	0,5
2	0	0
3	1	0,5
4	8	4,4
5	24	13,1
6	58	31,7
7	91	49,7
Total	183	100,0

I feel that I do my share in helping the society.

	Frequency	Percentage (%)
1	0	0
2	7	3,8
3	17	9,3
4	47	25,7
5	72	39,3
6	29	15,8
7	11	6,0
Total	183	100,0

I prefer to buy from companies that are actively helping the society.

	Frequency	Percentage (%)
1	2	1,1
2	5	2,7
3	16	8,7
4	48	26,2
5	37	20,2
6	41	22,4
7	34	18,6
Total	183	100,0

Exhibit 15.1. – Market potential analysis: frequencies for accessibility of respondents (Q7 and Q8)

Are you a fan of any company or specific brand on Facebook?

	Frequency	Percentage (%)
Yes	115	62,8
No	68	37,2
Total	183	100,0

Are you a fan of any non-profit organization or specific social cause on Facebook?

	Frequency	Percentage (%)
Yes	100	54,6
No	83	45,4
Total	183	100,0

Exhibit 15.2. – Market potential analysis: crosstabulation for accessibility of respondents (Q7 and Q8)

		Are you a fan of any non-profit organization or specific social cause on Facebook?	
		Yes	**No**
Are you a fan of any company or specific brand on Facebook?	**Yes**	82	33
	No	18	50
	Total	100	83

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	34,657[a]	1	0,000
N of Valid Cases	183		

a. 0 cells (,0%) have expected count less than 5. The minimum expected count is 30,84.

Exhibit 16.1. – Participation intentions on a Facebook campaign: summary statistics (Q9.1. and Q9.6.)

	I would click on the "like" button to help the cause	I would prefer to help the cause directly instead of clicking on the "like" button (inverted)
Total	183	183
Mean	5,54	3,73
Variance	3,502	2,716
Skewness	-1,123	0,073
S. E. of Skewness	0,180	0,180
Minimum	1	1
Maximum	7	7

Exhibit 16.2. – Participation intentions on a Facebook campaign: frequencies (Q9.1. and Q9.6.)

I would click on the "like" button to help the cause

	Frequency	Percentage (%)
1	8	4,4
2	16	8,7
3	5	2,7
4	16	8,7
5	22	12,0
6	27	14,8
7	89	48,6
Total	183	100,0

I would prefer to help the cause directly instead of clicking on the "like" button (inverted)

	Frequency	Percentage (%)
1	20	10,9
2	25	13,7
3	38	20,8
4	39	21,3
5	33	18,0
6	19	10,4
7	9	4,9
Total	183	100,0

Exhibit 16.3. – Aggregate participation intentions on a Facebook campaign: summary statistics (Q9.1. and Q9.6.)

	Participation intentions
Total	183
Mean	4,63
Variance	1,711
Skewness	-0,406
S. E. of Skewness	0,180
Minimum	1
Maximum	7

Exhibit 16.4. – Participation intentions: paired samples t-test (Q4.1., Q4.6., Q9.1. and Q9.6.)

	Pair 1		Pair 2	
	I would be willing to buy ABC Juice to help the cause, no matter if I like this type of product	I would click on the "like" button to help the cause	I would prefer to help the cause directly instead of buying the product (inverted)	I would prefer to help the cause directly instead of clicking on the "like" button (inverted)
Total	183	183	183	183
Mean	3,86	5,54	3,45	3,73
Std. Deviation	1,959	1,871	1,709	1,648
Std. Error of Mean	0,145	0,138	0,126	0,122

Paired Samples T-Test

	Paired Differences					t	Df	Sig. (2-tailed)
	Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference				
				Lower	Upper			
Pair 1	-1,683	2,032	0,150	-1,979	-1,387	-11,204	182	0,000
Pair 2	-0,273	1,363	0,101	-0,472	-0,074	-2,711	182	0,007

Exhibit 16.5. – Aggregate participation intentions: paired samples t-test (Q4.1., Q4.6., Q9.1. and Q9.6.)

	Pair 1: Participation intentions	
	Traditional campaign	**Facebook campaign**
Total	183	183
Mean	3,66	4,63
Std. Deviation	1,263	1,308
Std. Error of Mean	0,093	0,097

Paired Samples T-Test

	Paired Differences					t	Df	Sig. (2-tailed)
	Mean	**Std. Deviation**	**Std. Error Mean**	**95% Confidence Interval of the Difference**				
				Lower	**Upper**			
Pair 1	-0,978	1,219	0,090	-1,156	-0,800	-10,855	182	0,000

Exhibit 17.1. – Aggregate attitudes towards the Facebook campaign: summary statistics (Q10)

	Attitudes towards the campaign
Total	183
Mean	2,38
Variance	0,555
Skewness	0,289
S. E. of Skewness	0,180
Minimum	1
Maximum	4

Exhibit 17.2. – Attitudes towards the Facebook campaign: summary statistics (Q10)

	Reliability	Easiness to participate	Innovation	General perspective	Motivation of organizations to engage
Total	183	183	183	183	183
Mean	2,78	1,63	2,96	2,06	2,48
Variance	1,381	0,971	1,635	1,013	1,064
Skewness	,126	1,639	,194	,631	0,492
S. E. of Skewness	0,180	0,180	0,180	0,180	0,180
Minimum	1	1	1	1	1
Maximum	5	5	5	5	5

Exhibit 17.3. – Attitudes towards the Facebook campaign: frequencies (Q10)

I found the campaign previously described to be reliable/unreliable (reliability)

	Frequency	Percentage (%)
1	31	16,9
2	41	22,4
3	64	35,0
4	31	16,9
5	16	8,7
Total	183	100,0

I found the campaign previously described to be easy/difficult to participate (easiness to participate)

	Frequency	Percentage (%)
1	115	62,8
2	37	20,2
3	19	10,4
4	8	4,4
5	4	2,2
Total	183	100,0

I found the campaign previously described to be innovative/regular (innovation)

	Frequency	Percentage (%)
1	24	13,1
2	50	27,3
3	50	27,3
4	28	15,3
5	31	16,9
Total	183	100,0

I found the campaign previously described to be positive/negative (general perspective)

	Frequency	Percentage (%)
1	66	36,1
2	59	32,2
3	41	22,4
4	15	8,2
5	2	1,1
Total	183	100,0

I found the campaign previously described to be social good oriented/profit oriented (motivation of organizations to engage)

	Frequency	Percentage (%)
1	33	18,0
2	61	33,3
3	68	37,2
4	11	6,0
5	10	5,5
Total	183	100,0

Exhibit 17.4. – Aggregate attitudes towards the campaign: paired samples t-test (Q5 and Q10)

	Pair 1: Attitudes towards the campaign	
	Traditional campaign	Facebook campaign
Total	183	183
Mean	2,37	2,38
Std. Deviation	0,654	0,745
Std. Error of Mean	0,048	0,055

Paired Samples T-Test

	Paired Differences					t	df	Sig. (2-tailed)
	Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference				
				Lower	Upper			
Pair 1	-0,010	0,574	0,042	-0,094	0,074	-0,232	182	0,817

Exhibit 17.5. – Attitudes towards the campaign: paired samples t-tests (Q5 and Q10)

	Pair 1: Reliability		Pair 2: Easiness to participate		Pair 3: Innovation	
	Traditional campaign	Facebook campaign	Traditional campaign	Facebook campaign	Traditional campaign	Facebook campaign
Total	183	183	183	183	183	183
Mean	2,40	2,78	1,64	1,63	3,36	2,96
Std. Deviation	1,054	1,175	0,955	0,985	1,276	1,279
Std. Error of Mean	0,078	0,087	0,71	0,073	0,094	0,095

	Pair 4: General perspective		Pair 5: Motivation of organizations to engage	
	Traditional campaign	Facebook campaign	Traditional campaign	Facebook campaign
Total	183	183	183	183
Mean	1,84	2,06	2,60	2,48
Std. Deviation	0,915	1,006	1,011	1,031
Std. Error of Mean	0,068	0,074	0,075	0,076

Paired Samples T-Test

	Paired Differences					t	df	Sig. (2-tailed)
	Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference				
				Lower	Upper			
Pair 1	-0,377	1,131	0,084	-0,542	-0,212	-4,508	182	0,000
Pair 2	0,016	0,886	0,066	-0,113	0,146	0,250	182	0,803
Pair 3	0,404	1,284	0,095	0,217	0,592	4,260	182	0,000
Pair 4	-0,219	0,856	0,063	-0,343	-0,094	-3,456	182	0,001
Pair 5	0,126	0,995	0,074	-0,019	0,271	1,709	182	0,089

Exhibit 18.1. – Sense of fulfillment derived from a Facebook campaign: summary statistics (Q9.9.)

	This campaign helps me to do my share for the society's good
Total	183
Mean	4,35
Variance	2,855
Skewness	-0,266
S. E. of Skewness	0,180
Minimum	1
Maximum	7

Exhibit 18.2. – Sense of fulfillment derived from a Facebook campaign: frequencies (Q9.9.)

This campaign helps me to do my share for the society's good

	Frequency	Percentage (%)
1	12	6,6
2	19	10,4
3	22	12,0
4	36	19,7
5	50	27,3
6	22	12,0
7	22	12,0
Total	183	100,0

Exhibit 18.3. – Sense of fulfillment: paired samples t-test (Q4.9. and Q9.9.)

	Pair 1: Sense of fulfillment	
	Traditional campaign	**Facebook campaign**
Total	183	183
Mean	4,57	4,35
Std. Deviation	1,546	1,690
Std. Error of Mean	0,114	0,125

Paired Samples T-Test

	Paired Differences					t	df	Sig. (2-tailed)
	Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference				
				Lower	Upper			
Pair 1	0,224	1,157	0,086	0,055	0,393	2,619	182	0,010

Exhibit 19.1. – Aggregate attitudes towards the non-profit and the cause on a Facebook campaign: summary statistics (Q9.7. and Q9.10.)

	Attitudes towards the non-profit and the cause
Total	183
Mean	4,26
Variance	1,989
Skewness	-0,69
S. E. of Skewness	0,180
Minimum	1
Maximum	7

Exhibit 19.2. –Attitudes towards the non-profit and the cause on a Facebook campaign: summary statistics (Q9.7. and Q9.10.)

	I would feel interested in finding out more about Sunshine	I would be interested in volunteering to actively help Sunshine
Total	183	183
Mean	4,69	3,83
Variance	2,446	2,636
Skewness	-0,342	0,075
S. E. of Skewness	0,180	0,180
Minimum	1	1
Maximum	7	7

Exhibit 19.3. –Attitudes towards the non-profit and the cause on a Facebook campaign: frequencies (Q9.7. and Q9.10.)

I would feel interested in finding out more about Sunshine

	Frequency	Percentage (%)
1	3	1,6
2	18	9,8
3	22	12,0
4	32	17,5
5	47	25,7
6	37	20,2
7	24	13,1
Total	183	100,0

I would be interested in volunteering to actively help Sunshine

	Frequency	Percentage (%)
1	13	7,1
2	31	16,9
3	39	21,3
4	30	16,4
5	40	21,9
6	21	11,5
7	9	4,9
Total	183	100,0

Exhibit 19.4. – Aggregate attitudes towards the non-profit and the cause: paired samples t-test (Q4.7., Q4.10., Q9.7. and Q9.10.)

	Pair 1: Attitudes towards the non-profit and the cause	
	Traditional campaign	**Facebook campaign**
Total	183	183
Mean	4,46	4,26
Std. Deviation	1,320	1,410
Std. Error of Mean	0,098	0,104

Paired Samples T-Test

	Paired Differences					T	Df	Sig. (2-tailed)
	Mean	**Std. Deviation**	**Std. Error Mean**	**95% Confidence Interval of the Difference**				
				Lower	**Upper**			
Pair 1	0,199	0,968	0,072	0,058	0,341	2,788	182	0,006

	Pair 1: Incentive to search information on the non-profit		Pair 2: Incentive to volunteer in the non-profit	
	Traditional campaign	Facebook campaign	Traditional campaign	Facebook campaign
Total	183	183	183	183
Mean	4,92	4,69	4,00	3,83
Std. Deviation	1,493	1,564	1,583	1,624
Std. Error of Mean	0,110	0,116	0,117	0,120

Paired Samples T-Test

	Paired Differences					t	Df	Sig. (2-tailed)
	Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference				
				Lower	Upper			
Pair 1	0,230	1,323	0,098	0,037	0,422	2,347	182	0,020
Pair 2	0,169	1,128	0,083	0,005	0,334	2,031	182	0,044

Exhibit 20.1. – Aggregate attitudes towards the company and the brand: summary statistics (Q9.2., Q9.3., Q9.4., Q9.5. and Q9.8.)

	Attitudes towards the company and the brand
Total	183
Mean	4,01
Variance	1,764
Skewness	0,142
S. E. of Skewness	0,180
Minimum	1
Maximum	7

Exhibit 20.2. –Attitudes towards the company and the brand on a Facebook campaign: summary statistics (Q9.2., Q9.3., 9.4., Q9.5. and Q9.8.)

	The campaign provides me an incentive to try out the brand Lambda	I would be willing to switch from my regular brand to Lambda	I believe Zeta is being altruistic in engaging in such campaign
Total	183	183	183
Mean	3,98	3,58	4,16
Variance	2,862	2,663	2,940
Skewness	0,033	0,218	-0,126
S. E. of Skewness	0,180	0,180	0,180
Minimum	1	1	1
Maximum	7	7	7

	I would say good things to others about Zeta	This initiative gives me an incentive to find out more about Zeta
Total	183	183
Mean	4,29	4,05
Variance	2,438	2,618
Skewness	-0,150	-0,033
S. E. of Skewness	0,180	0,180
Minimum	1	1
Maximum	7	7

Exhibit 20.3. –Attitudes towards the company and the brand on a Facebook campaign: frequencies (Q9.2., Q9.3., 9.4., Q9.5. and Q9.8.)

The campaign provides me an incentive to try out the brand Lambda

	Frequency	**Percentage (%)**
1	15	8,2
2	25	13,7
3	30	16,4
4	39	21,3
5	45	24,6
6	10	5,5
7	19	10,4
Total	183	100,0

I would be willing to switch from my regular brand to Lambda

	Frequency	Percentage (%)
1	20	10,9
2	33	18,0
3	37	20,2
4	39	21,3
5	31	16,9
6	14	7,7
7	9	4,9
Total	183	100,0

I believe Zeta is being altruistic in engaging in such campaign

	Frequency	Percentage (%)
1	15	8,2
2	21	11,5
3	22	12,0
4	45	24,6
5	42	23,0
6	17	9,3
7	21	11,5
Total	183	100,0

I would say good things to others about Zeta

	Frequency	Percentage (%)
1	9	4,9
2	15	8,2
3	33	18,0
4	35	19,1
5	58	31,7
6	14	7,7
7	19	10,4
Total	183	100,0

This initiative gives me an incentive to find out more about Zeta

	Frequency	Percentage (%)
1	11	6,0
2	26	14,2
3	28	15,3
4	44	24,0
5	40	21,9
6	20	10,9
7	14	7,7
Total	183	100,0

Exhibit 20.4. – Aggregate attitudes towards the company and the brand: paired samples t-test (Q4.2., Q4.3., Q4.4., Q4.5., Q4.8., Q9.2., Q9.3., Q9.4., Q9.5. and Q9.8.)

	Pair 1: Attitudes towards the company and the brand	
	Traditional campaign	Facebook campaign
Total	183	183
Mean	4,62	4,01
Std. Deviation	1,140	1,328
Std. Error of Mean	0,084	0,098

Paired Samples T-Test

	Paired Differences					T	df	Sig. (2-tailed)
	Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference				
				Lower	Upper			
Pair 1	0,605	1,083	0,080	0,447	0,763	7,560	182	0,000

Exhibit 20.5. –Attitudes towards the company and the brand: paired sample t-tests (Q4.2., Q4.3., Q4.4., Q4.5., Q4.8., Q9.2., Q9.3., Q9.4., Q9.5. and Q9.8.)

	Pair 1: Incentive to try the brand		Pair 2: Incentive to switch from my regular brand		Pair 3: Altruistic motivation from the company	
	Traditional campaign	Facebook campaign	Traditional campaign	Facebook campaign	Traditional campaign	Facebook campaign
Total	183	183	183	183	183	183
Mean	5,25	3,98	4,60	3,58	4,29	4,16
Std. Deviation	1,637	1,692	1,684	1,632	1,712	1,715
Std. Error of Mean	0,121	0,125	0,124	0,121	0,127	0,127

	Pair 4: Positive word-of-mouth effect		Pair 5: Incentive to search information on the company	
	Traditional campaign	Facebook campaign	Traditional campaign	Facebook campaign
Total	183	183	183	183
Mean	4,68	4,29	4,27	4,05
Std. Deviation	1,482	1,561	1,545	1,618
Std. Error of Mean	0,110	0,115	0,114	0,120

Paired Samples T-Test

	Paired Differences					t	df	Sig. (2-tailed)
	Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference				
				Lower	Upper			
Pair 1	1,262	2,005	0,148	0,970	1,555	8,518	182	0,000
Pair 2	1,022	1,828	0,135	0,755	1,288	7,564	182	0,000
Pair 3	0,126	1,479	0,109	-0,090	0,341	1,150	182	0,252
Pair 4	0,393	1,417	0,105	0,187	0,600	3,755	182	0,000
Pair 5	0,224	1,271	0,094	0,039	0,409	2,385	182	0,018

Exhibit 21 – Aggregate purchase intentions: paired samples t-test (Q4.2., Q4.3., Q9.2. and Q9.3.)

	Pair 1: Purchase intentions	
	Traditional campaign	Facebook campaign
Total	183	183
Mean	4,92	3,78
Std. Deviation	1,495	1,590
Std. Error of Mean	0,111	0,118

Paired Samples T-Test

		Paired Differences					T	df	Sig. (2-tailed)
		Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference		T	df	Sig. (2-tailed)
					Lower	Upper			
Pair 1		1,142	1,740	0,129	0,888	1,396	8,877	182	0,000