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**CAUSE RELATED MARKETING AND ITS IMPACT ON SALES:
 MEDIATING BY BRAND LOYALTY AND CUSTOMER
 PURCHASE INTENTION**

The objective of this study is to test CRM and sales in their direct relation and examine the impact of CRM campaigns on brand loyalty, consumer purchase intention and ultimately on sales. The questionnaire was distributed among students and employees at different universities and organizations. A total of 629 properly filled questionnaires were processed for the analysis. A five-point Likert scale was used to assess the respondents' level of agreement or disagreement. This study concludes that cause related marketing campaigns have positive influence on sales activities of companies. This link is also mediated by brand loyalty and consumer purchase intention that eventually have positive effect on sales.

Keywords: cause related marketing, brand loyalty, consumer purchase intention, companies' sales.

Ахмед Імран Хунджра, Рауф-і-Азам, Асад Афзал Хумайюн
**РЕКЛАМНА ДОБРОЧИННІСТЬ ТА ЇЇ ВПЛИВ НА ПРОДАЖІ,
 ЛОЯЛЬНІСТЬ ДО БРЕНДУ ТА НАМІР КУПІВЛІ**

У статті вивчено взаємозв'язок рекламної доброчинності та продажів, оцінено вплив кампаній з рекламної доброчинності на лояльність до бренду та намір купівлі. Проведено анкетування студентів і персоналу у декількох університетах та інших організаціях. Вірно заповненими повернено 629 анкет, дані з яких проаналізовано. Результати аналізу показали позитивний вплив рекламної доброчинності на продажі. Проміжними ланками у даному взаємозв'язку є лояльність до бренду та намір купівлі, які, в свою чергу, також впливають позитивно на продажі.

Ключові слова: рекламна доброчинність, лояльність до бренду, намір купівлі, продажі компанії.

Рис. 2. Табл. 2. Літ. 37.

Ахмед Имран Хунджра, Рауф-и-Азам, Асад Афзал Хумайюн
**РЕКЛАМНАЯ БЛАГОТВОРИТЕЛЬНОСТЬ И ЕЕ ВЛИЯНИЕ
 НА ПРОДАЖИ, ЛОЯЛЬНОСТЬ К БРЕНДУ И НАМЕРЕНИЕ
 СОВЕРШИТЬ ПОКУПКУ**

В статье изучена взаимосвязь рекламной благотворительности и продаж, оценено влияние кампаний по рекламной благотворительности на лояльность к бренду и намерение совершить покупку. Было проведено анкетирование студентов и персонала в нескольких университетах и других организациях. Правильно заполненными были возвращены 629 анкет, данные которых и были проанализированы. Результаты анализа показали позитивное влияние рекламной благотворительности на продажи. Связывающими звеньями данной взаимосвязи являются лояльность к бренду и намерение совершить покупку, которые, в свою очередь, также оказывают позитивное влияние на продажи.

Ключевые слова: рекламная благотворительность, лояльность к бренду, намерение совершить покупку, продажи компании.

Introduction. Cause related marketing (CRM) defined by Varadarajan and Menon (1988) provide grounds for research and it can be defined as integrated step-by-step

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process of developing, maintaining and integrating marketing activities. These activities are associated with special cause that is being supported by a firm with an announced amount of revenue generated by customers and company focuses mutually beneficial long-term relationship with their customers. Brink et al. (2006) termed "CRM as a specific marketing activity through which the firm promises its consumers to donate company resources to a worthy cause for selling the each unit of product or service".

Fulfilling needs, wants and demands by offering qualitative goods and services are not only the competitive edge of a company in today's rivaling environment, but also the need of time to alliance with a good cause which mutually benefits customers and company (Adkins, 2004). Ground-breaking strategies like CRM are being adopted for innovativeness as well as to retain customers (Matson, 1994). CRM has become a modern marketing strategy throughout the Western world (Taylor, 2007). CRM helps companies to increase short-term revenues by supporting sales promotions, repetitive purchasing and/or increasing bulk purchase. CRM has become a tactical/strategic instrument (Till and Nowak, 2000), to develop a positive brand image, product or overall company in customers' minds (Chattananon et al., 2008), it ultimately enhances sales for a specific product of a company associated with cause (Varadarajan and Menon, 1988) and produce revenues additionally (Adkins, 2004). Company coalition with a cause creates goodwill and gains an affiliation in the mind of customers (Farache and Perks, 2008).

CRM has successfully evolved in countries like Australia, Canada, USA, New Zealand and United Kingdom, which are developed countries, along with dissimilar aspects. This research gives evidences that CRM has emerged very successfully in developed countries and proved as a strategic tool for companies. CRM helps to increase revenues, sales and maintaining brand positioning.

Pakistan became a center of attention by researchers because of its emerging market specially advancements in telecom infrastructure and its proximity. The demand of the time is to understand the impact of CRM campaigns on buying behavior of consumers. Here the matter of research is to find those variables which play an arbitrary and temperate role in purchasing patterns of consumers. These variables can influence buying behaviors in different ways and also explain these behaviors through different angles. So new research stream should focus those factors which can enhance consumers' participation in CRM campaigns. These insights develop a comprehensive and pragmatic understanding to create a link between CRM campaigns and purchasing intentions, and can recommend new ideas and innovations through which customers can differentiate knowledge and understanding level of CRM strategies in developed and less developed countries like Pakistan. In summary, in an effort to gain new insight into the effect of consumer attitudes ceremony in Pakistan these concepts were essential to explore, because consumers may not be influenced by these campaigns if they are unable to recall brands promoted at point of purchase. Although the study was similar to previous studies on the impact of CRM on consumer attitudes, it has extended the work on CRM by investigating the mediating role of brand loyalty and consumer purchasing intention which was ignored in previous studies. This led to a proposed conceptualization of integrated initial relationship developed.

The objective of this study is to test both CRM and sales as related directly or mediated by consumer purchase intention and brand loyalty of a product. This study

examines the impact of CRM campaigns on brand loyalty, consumer purchase intentions and ultimately on sales. We also highlight the hybrid relationship of a company and CRM, and how in several ways it effects positively.

Research Theory. Along with many other strategic concerns, businesses are also thinking about societal and environmental concerns for their well-being (Fellman, 1999). Easy access to information makes it very simple for interested customers to have an idea about business activities and their role towards social concerns by simply accessing Internet and other available news and information resources. In fact, consumers adding to revenues of companies who are active, it's better to say proactive towards environmental as well as social matters in their marketing along with other business practices are increasing with time (Carlson et al., 1993). As in the example of Domini Social Index in which 400 different public listed companies were selected for practicing and introducing environmental and social friendly products in 1998 and while showing the 'exit' way to S&P 500 (McBride, 1999). As compared to 1990, 150% increase has been witnessed in 1994 due to over \$ 1 bln. investment by companies on projects encompassing CRM (Strahilevitz and Myers, 1998). Another survey of 1998 that constituted of the interviews of CEO and marketing directors in United Kingdom showed that 70% of them expressed willingness to continue enhancement in CRM projects (Ellen et al., 2000).

Barone et al. (2000) found that in case of homogeneous goods, the respective lengths of choice consumer marketing assets and the value of a display object have been shown to rely on trade-offs affecting. CRM emerged to be majority efficient as shortly as consumers were needed to produce zero trade-offs in exchange for choosing brand activity and CRM activities. However, many citizens were motionless in the acceptance of lower performance or higher price rates for environmental and social concerns, regardless of consumers' loyalty to underlying motivations related to a company's CRM efforts. Furthermore, Barone et al. (2000) discovered that buyer alternative only migrates in the direction of business merchandise that enlists in CRM in case of secondary comparable merchandise and cost trade-offs. Favorable consequences of CSR in general were discovered for consumers' evaluations of new goods through increased effects of the business that commenced these goods (Brown and Dacin, 1997). Mohr et al. (2001) analyzed the consequences of CSR on consumers' buy conclusions, but could not find any important relationship. As it is clear from the preceding overview, the influence of CRM and CSR on marketing performance variables is blended and counts on certain peculiarities as well as on the marketing context.

It has been highly backed that CRM could play a vital role in putting awareness of brand and its healthful positioning in customers' perception (Varadarajan and Menon, 1988). But what could be the results if consumers were already using a brand and company put the same brand in its CRM strategy, it has proved more fruitful and has more long-term benefits, but most of the times companies do prefer to implement CRM strategies along with a little flop brands to put them in somehow better position and to survive them for more sales. Most companies have impaired CRM with their brands resulting in goodwill of a company, enhancing consumer confidence in the utilization of their products with having a proud feeling to be part of a cause. Researchers have found that proper identification of picking the most optimal cause plays a key role in developing and building company's goodwill (Adkins, 2004).

Most of the times customers start using products of companies that are engaged in social responsibility and some causes if they find a balance in price and quality of a product according to their requirements (Lorge, 1998). Reputation of a company normally relies on managerial reliability, product quality and price as compared to other rival products, brand image, brand positioning and services. But creating favorable reputation through these components might not put a positive impact on sales and buying decisions of consumers (Mason, 1993). Companies that are benchmarking CRM and using it as a standard impaired with their brands, are seen more than successful in positioning their good image in the minds of customers resulting in huge difference in sales (Fombrun and Shanley, 1990). Identification of the optimal cause that is best suited for a target group of consumers produces optimum results in Cone/Roper CRM report (Spethman, 1999). So companies should be keen and must indulge in extensive research in order to identify the best suited cause to pick and implement within a strategy.

There are mainly two dimensions of brand loyalty, loyalty with respect to behaviors and loyalty with respect to attitudes of consumers. Behavioral brand loyalty results in patronage with a brand and produces multiple purchases of the same brand over time, and hence contributes to increasing sales (Bloemer and Kasper, 1995; Taylor, 1981). It's obvious that brand loyalty will result in repeated purchases, but it's also true that this may not be the results in some cases, and the force behind those repeated buying decision is still an alien (Jacoby and Chestnut, 1978; Jacoby and Kyner, 1973; Quester and Lim, 2003). Behavior that can be observed is easier and cheaper to measure (Dekimpe et al., 1997). Attitudes towards brand loyalty may create different pictures as compared with behavior as attitudes rely on effective and cognitive attributes with multidimensional concerns (Oliver, 1997). Cognitive attribute refers to consumer's knowledge about a brand and effective attributes translates into emotions of a consumer related to a brand. Dick and Basu (1994) have identified differences in loyalty, latest loyalty, spurious loyalty and no loyalty to understand more about consumer attitudes and emotions associated with a brand under different circumstances. Creating trust could be called preparation for having CRM programs and it plays a vital role in creating a supportive consumer bunch for a particular cause (Nowak, 1999; Osterhus, 1997). If a company's reputation is already dump and it is being positioned negatively in the minds of customers than CRM programs may go in vein (Thorson et al., 1995). So, it can safely defend the argument that trust plays a key pre-role in CRM programs.

While CRM activities influence brand loyalty and consumer purchase intention, most of the previous literature provides a direct link between CRM and sales is ignoring the role of mediating factors like consumer purchase intention and brand loyalty on sales of a company. The current study verifies the prior established relationships in order to minimize the gap effect.

Following hypotheses have been developed basing on the literature review:

H1: *CRM campaigns have positive impact on consumer purchase intention.*

H2: *CRM campaigns have positive impact on brand loyalty.*

H3: *Consumer purchase intention has positive impact on sales.*

H4: *Brand loyalty has positive impact on sales.*

H5: *CRM has positive impact on sales.*

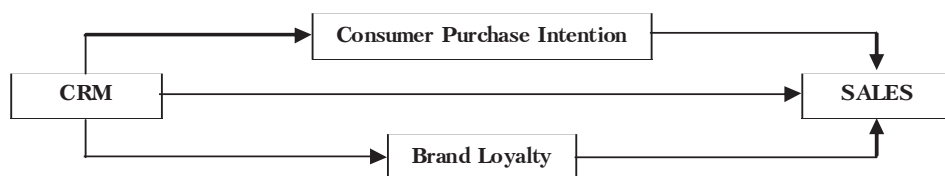
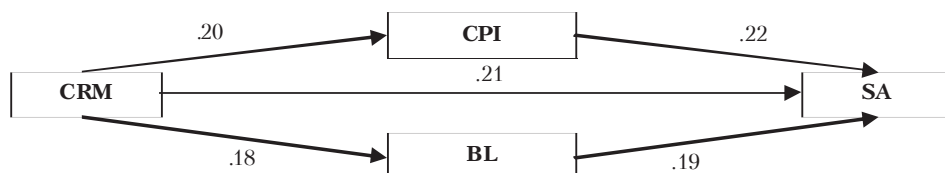


Figure 1. **Conceptual Model**

Methodology. A total of 850 questionnaires were distributed among students at different universities and employees of organizations and 643 filled questionnaires were collected but 629 properly filled were processed in this study. Thus, a response rate of 74% was achieved in this study. A 5-point Likert scale was used to assess the respondents' level of agreement or disagreement with each statement by circling a number from 1 to 5, where 1 was the least level of agreement and 5 was the highest level of agreement. SPSS and AMOS were used to analyze the data and to test the model. Furthermore, in order to measure the brand loyalty 6 items were adapted from the study of Batra and Ahtola (1988). Similarly, for measuring consumer purchase intentions, 3 items were taken from the study by Baker and Churchill (1977). For measuring the impact of CRM 6 items scale was used from the study of Burton and Lichtenstein (1988) and finally for sales 4 items were adopted from the study by Stipp and Schiavone (1996). Before completing the questionnaire respondents were explained of the importance and purpose of the study. Only one questionnaire was given to each respondent. After that data was collected from universities and organizations, it was entered in SPSS sheets for further analysis. AMOS was used to test the model to find the effect of cause related marketing campaigns on sales with mediating variables like brand loyalty and consumer purchase intentions as well as the direct relation with sales was checked. Confidence level for the present study was 95% with 5% level of significance.

Analysis. This study reviews the affects of CRM on sales specifically in FMCG sector of Pakistani market, also some factors like brand loyalty and consumer purchase intention participate in it and enhance the results. Relations between different variables are analyzed by structural equation technique.



CRM = Cause Related Marketing, CPI = Consumer Purchase Intention, BL = Brand Loyalty, SA = Sales

Figure 2. **Path Analysis**

The above conceptual model shows the relationship and measure the effect of CRM on brand loyalty and consumer purchase intention, considering as mediating variables, and both effect on sales of organization and as well as the direct effect of CRM on sale is checked with special reference to Pakistan's FMCG sector and it also points out the significance of each variable on sales of organization.

The index of fit for the present study model is shown in Table 1, taking degree of freedom (6) into account, most of the index values approach the general standard of

index fit. It is evident from the analysis that overall the research model is significant ($\chi^2 = 13.695$) ($P < 0.05$). Conceptually the model is good fit to the values (data). The model chi-Square (χ^2) does not fulfill the minimum requirement of model fitness as the significant value is less than level of significance ($P < 0.05$) indicating discrepancies factors in the model, whereas, the corresponding chi-Square value is also greater than 2 as suggested by Tabachnick and Fidell (2007) as low as 2.0. Chi-Square lack of it might be one of the possible reasons indicated (Bentler and Bonett, 1987; Joreskog and Sorbom, 1993) that Chi-Square is sensitive to sample size and nearly always rejects the model when sample size is large.

Table 1. Index of Fit of the Model

Model Summary		
Chi Square	Degree of freedom	P-value
13.695	6	0.000

Table 2. Hypotheses Testing Based on Regression weights, Estimates, Critical ratio and P-value

Variables	Estimates	S.E.	Critical Ratio	P-value	Results
CPI \leftarrow CRM	0.199	0.028	7.483	0.000	Accepted
SA \leftarrow CPI	0.221	0.028	8.165	0.000	Accepted
BL \leftarrow CRM	0.183	0.030	6.175	0.000	Accepted
SA \leftarrow BL	0.187	0.029	7.124	0.000	Accepted
SA \leftarrow CRM	0.210	0.026	7.841	0.000	Accepted

CRM = Cause Related Marketing, CPI = Consumer Purchase Intention, BL = Brand Loyalty, SA = Sales.

The results of the above table test the relationship constructs including CRM, brand loyalty, consumer purchase intentions and sales of companies. The results in the table report the regression path, regression estimates, standard error, critical ratio, significance values and label of hypothesized relationship between cause related marketing as the independent variable, brand loyalty and consumer purchase intention as mediating variables and finally sales as the dependent variable. The results reveal positive and significant relationship between the independent (cause related marketing), mediating (consumer purchase intentions and brand loyalty) and dependent variable (sales) in FMCG sector with special reference to Pakistani market.

The analysis shows that CRM campaigns intensify consumer purchase intention (CPI) by 20% approximately ($\beta = 0.199$, $P < 0.05$). The critical ratio ($CR = 7.483$) indicates that CRM is perceived as an important independent variable in ensuring high consumer purchase intentions (CPI). The table further depicts the regression coefficient (Beta) value is 0.221 between consumer purchase intentions (CPI) and sales (SA) and p-value ($p < 0.05$) suggests these are significantly related to each other. The critical ratio ($CR = 8.165$) indicates that consumer purchase intentions (CPI) is perceived as an important mediating variable ensuring rise in sales (SA). The analysis further demonstrates that CRM campaigns intensify brand loyalty (BL) by approximately 18% ($\beta = 0.183$, $P < 0.05$). The critical ratio ($CR = 6.175$) indicates that CRM is perceived as an important independent variable ensuring high brand loyalty (BL). The table further depicts the regression coefficient (Beta) value is 0.187 between brand loyalty (BL) and sales (SA) and the relationship is pointed from the analysis that if there is one degree change in assurance there would be almost 19% change in

customer satisfaction and p-value ($p < 0.05$) suggests these are significantly related to each other. The critical ratio ($CR = 7.124$) indicates that brand loyalty (BL) is perceived as an important mediating variable in ensuring rise in sales and finally it is proved that CRM campaigns intensify sales (SA) by 21%, $\beta = 0.210$ and $p < 0.05$. The critical ratio ($CR = 7.841$) indicates that CRM is one of the important independent which also positively effect sales (SA) which is the dependent variable. So, all variables cause related marketing (independent), consumer purchase intention (mediating), brand loyalty (mediating) have important role in assessing their effect on sales of FMCG sector with special reference of Pakistan.

It is clear from the above results that regression coefficient of cause related marketing with consumer purchase intention, brand loyalty have positive value as P-values are less than 0.05 confirm the significance of this independent variable to consumer purchase intention, brand loyalty (mediating variables) moving further both mediating variables (consumer purchase intention and brand loyalty) have positive value as P-value is again less than 0.05 confirm the significance of mediating variables on dependent variable (sales), and also the regression coefficient of cause related marketing with sales has positive value as P-values are less than 0.05 confirm the significance of this independent variable to dependent variable, i.e. sales. The results of the study show that the hypotheses (H1, H2, H3, H4 and H5) are valid and confirm that CRM campaigns have positive effect on sales of a company and the effects are enhanced by the mediation of brand loyalty and consumer purchase intention in FMCG sector of Pakistan.

Conclusion and Recommendations. Concluding the results of this research, which are in line with the literature, it's evident that cause related marketing is a phenomenal tool in marketing, which has significance effect on sales of companies. Potential consumers get positive effect on their purchase intention. Consequently rise in brand loyalty make consumer purchase bulk quantities, repurchase and also help in creating positive words of mouth about a brand and a company that eventually increases sales.

As far as cause related marketing is concerned it is multidimensional and a more effective tool among other marketing tools like free sampling, coupons etc. It's cheap and helps organization to achieve its goals and objectives more widely in the long term. Apart from increase in sales it helps companies to increase customer loyalty. It also makes it easier to enter a new segment along with its help companies introduce new brands or products as they have positive image at the market and acceptability of consumers. This study concludes that in a special setting of Pakistani FMCG sector, cause related marketing campaigns have positive influence on sales activities of companies. This link is mediated by the factors of brand loyalty and consumer purchase intention, that eventually have positive effect on sales.

On the basis of the results, there are few recommendations for fast moving consumer goods sector of Pakistan and other 3rd world countries as well, as they follow the same trends and patterns of living and preferences. Cause related marketing campaigns are one of the emerging multi-beneficial tools for this sector. Companies in Pakistan must take special consideration about it and must conduct proper research before aligning cause with a brand so that they can get desired benefits. It is witnessed through this study; it helps to increase customer base strategies. It also helps in cap-

turing more market share along with it increased brand loyalty index, which pursue customers to make repetitive and bulk purchases.

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