

**Online Cause Related Marketing: The Impact of Brand
Experience on consumer's brand credibility perceptions,
and the Moderating Influence of Consumer Cause
Involvement in the UK retail sector.**

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Abstract

Cause relate marketing (CRM) is one of the several forms of corporate social responsibility (CSR) initiatives in which brands link the sale of products, and services to the support for a cause or charity (NGO). Online CRM is a strategic and tactical marketing tool for brands as digital marketing services are much more effective in helping brands reach their target audience. In today's increasingly competitive and dynamic marketplace, and despite the acknowledgement and theoretical support by marketing academics and practitioners that consumers look for brands that provide them with unique and memorable brand experiences, the concept of brand experience is scarce in the CRM domain. This study aims to address this gap in the literature and empirically research the impact of CRM brand experience on consumer brand credibility perceptions in the UK online retail context.

To achieve the aim of this study, a mixed method approach was employed, use of a web-based self-administered questionnaire with 400 UK participants to collect data, and personal interviews to enhance the validity of the research findings.

This study examines the quantitative data using SPSS version 28, and structural equation modelling (SEM) techniques SmartPLS-SEM3. It employed thematic analysis to analyse the qualitative data.

The findings confirm that sensory experience, affective experience, intellectual experience, and behavioural experience form the dimensions of CRM brand experience. The findings also confirm that CRM campaigns have a positive influence on brand experience, and brand experience have a positive influence on brand image. However, the role of CRM brand experience on consumer brand credibility perceptions is realised via brand image.

The key contribution of this study is the conceptual framework that explains the relationship of the antecedents and consequences of CRM brand experience. The results of this study will help CRM managers identify the experiential needs of their target audience as well as the type of marketing strategy needed to boost consumer's engagement in a CRM campaign. Finally, the study adds new light to existing understanding on brand experience, and CRM managers are advised to focus their efforts on delivering particular brand experience dimensions more successfully. In conclusion, this study's limitations and suggestions for further research are presented.

KEYWORDS: Cause-related marketing, online cause related marketing, Brand experience, Brand experience dimensions, Brand image, Brand credibility.

Dedication

This thesis is dedicated to the Most High, for his unbounded wisdom and goodness.

Acknowledgement

The completion of this thesis is a milestone towards fulfilling my life goals. My thanks to all those who directly and indirectly have helped me reach this point, and in various ways have helped in the completion of this thesis.

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Declaration

I declare that the research described in this thesis was carried out by me, and that it is entirely my own work. Any materials previously submitted for a degree at a university or other similar institutions are not included without the proper acknowledgement. To the best of my knowledge, no content that has already been published or written by another person, group, or organization is included in this thesis without full and accurate citation in the text.

John Garrick

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Chapter One: Introduction

This doctoral study examines the relationship between CRM brand communication, brand experience, brand image and brand credibility in the UK retail context. By examining the relationship between these variables, this study seeks to provide clarity on how a positive brand experience can enhance a consumer's perception of brand's credibility in the context of cause-related marketing initiatives.

This study will further examine how consumer's brand experience inform and influence the perception and formation of brand image, the evaluation of brand credibility, and the influence of consumer cause involvement on these perceptions.

Beginning with this introduction, this chapter provides a brief overview of the research project. Next, the research background is presented, followed by a prologue on the constructs under examination to set the context of this study.

Following, the research questions are outlined, and the specific objectives of this research are presented. This will be followed by the research methodology, data collection and analysis, and the expected research contributions.

The proposed thesis structure is also outlined in this introductory chapter, which concludes with a summary.

1.1 Research Background

The current retail environment requires more creativity for CRM brands to succeed. Traditional marketing techniques are no longer effective in today's marketing environment where experiential marketing is the new approach to marketing (Brakus, Schmitt, & Zhang, 2014; Pine & Gilmore, 1998; Schmitt, 1999b; Atwal & Williams, 2017; Schmitt, Brakus & Zarantonello, 2015). Studies have shown that traditional marketing considers consumers as rational beings who prioritise functional features and benefits in contrast to experiential marketing that conceptualises consumers as rational and emotional beings who purchase brands not only for their functional features and benefits but also, to gain pleasurable experiences from their purchases

(Morrison & Crane, 2007; Patel, Gadhavi, & Shukla, 2017; Pine & Gilmore, 1998; Schmitt, 1999b; Schmitt & Rogers, 2008).

In recent years, studies focusing on brand experience have become common in brand research. Brand experience has become a critical element to the success of brands. Consumers now have higher expectations of brands, expecting an engaging and positive experience. Due to this heightened demand, brand experience has become an important factor in the research of brands. Schmitt (1999b) advocated that consumers in today's market want communications and marketing campaigns that dazzle their senses, touch their hearts, and stimulate their minds. In other words, consumers want marketing communications and marketing campaigns that deliver an experience. On the other hand, stiff market competitiveness have led brands to focus on changes in the marketing environment and rethink traditional marketing models (Biswas, Labrecque, Lehmann, & Markos, 2014; Costa, Zouein, Rodrigues, Arruda, & Vieira, 2012), that have given rise to new marketing paradigms that better meets the demands and expectations of today's consumers, enabling brand differentiation through experiential marketing.

Cause related marketing is a powerful tool for brands looking to make a positive impact on consumers. By partnering with a charity, brands can increase their sales, improve their brand image, and raise money for a good cause (Grolleau, Ibanez & Lavoie, 2016; Kull & Heath, 2016). In today's marketing environment, it has been emphasized that brands that provide exceptional experiences for their consumers, perform better both in consumers mind and in the marketplace (Pine & Gilmore, 1998; Pina & Dias, 2021; Batat, 2019). Online cause-related marketing campaigns depend greatly on establishing trust and credibility with consumers. Through a positive brand experience, where consumers feel a connection with the brand and its cause, their perceptions of the brand's credibility are likely to be positively influenced, leading to increase in sales, as consumers are more likely to purchase from a brand that they have had a positive experience with (Srivastava & Kaul, 2016; Leckie, Nyadzayo & Johnson, 2016).

Experiential view

The concept of experience can be traced back to Holbrook and Hirschman at the beginning of 1980s. In the late nineties, Pine and Gilmore (1998) expanded on the experience concept, and posited that at a societal level, economic value have progressed through stages. They cited the commodity stage or market economy before the industrial revolution, and how it ushered in the manufacturing stage or manufacturing based economy during the industrial revolution. This however later paved the way for the service economy of the twentieth century. Pine and Gilmore (1998) labelled the fourth stage as the "experiential / experience economy". This is the marketing of the 21st century, and brands have move away from traditional marketing with its emphasis on "features and benefits" towards creating positive brand experience for their consumers (Pine & Gilmore, 1998; Schmitt, 1999b). As a response to this novel trend, marketers are adapting to this new approach to marketing that entails creating experiences for their consumers. Schmitt (1999b, p. 57) argued that "the degree to which a brand is able to deliver a desirable brand experience – and to use information technology, brands, and integrated communications to do so – will largely determine its success in the global marketplace of the new millennium".

As previously highlighted, Pine and Gilmore (1998) stated that brands that provide exceptional brand experience for consumers perform better both in consumers mind and in the marketplace. This realization highlights the importance of brand experience concept in marketing activities. To achieve successful marketing initiatives, marketing managers from a variety of industries have applied experiential marketing to marketing campaigns (Chang, 2020), and in the academic field, there is evidence of increasing number of studies in the marketing and branding literature (Schmitt & Zarantonello, 2013). Studies have shown that consumers who have positive brand experiences are more likely to purchase from the brand in the future. This is because they have a positive perception of the brand and are more likely to recommend it to others. Additionally, consumers who have a negative brand experience are more likely to avoid the brand in the future.

Similarly, consumers demand that brands should not only meet their individual needs by providing them with goods and services but also, they should prove their social responsibilities by giving back to the community (Berglind & Nakata, 2005). A

recent market research report found that 80% of global consumers agree that businesses must play a role in addressing social issues (Edelman, 2017). This development has led a lot of brands to partner with non-profit organisations or rather, enter into commercial partnership with non-profit organisations to promote the perception amongst consumers of their commitment to social activities while simultaneously, achieving business objectives such as increased sales, enhanced brand image and customer retention (Silva, Duarte, Machado, & Martins, 2020; Woodroof, Deitz, Howie, & Evans, 2019). Non-profit organizations are motivated to seek out corporate support to further their organizations' goals and objectives (Andreasen, 1996). This alliance is known as Cause Related Marketing (CRM). According to Adkins (2007, p. 64), Cause Related Marketing is a "highly potent tool for achieving marketing objectives of a business". Over the last two decades, annual corporate spending on cause-related marketing has increased dramatically, rising from \$816 million in 2002 to more than \$2.05 billion in 2017 (IEG, 2018). In a study in 2012, corporate donations to UK charities were estimated at around £1.6 billion annually (Walker, Pharoah, Marmolejo, & Lillya, 2012). Furthermore, donations to NGOs and charities in the UK from the top 300 UK-listed companies are estimated to make up around 70% of their overall worldwide community investment portfolio with the remaining 30% going to charities and supporting causes around the world.

In a competitive environment, and of well-informed ethical conscious and demanding consumers, it has been suggested that cause related marketing is a win-win strategy for brands as it benefits the community, increases sales, improves brand image and generates positive consumer attitudes and behaviours towards the brand (Adkins, 2007).

Cause related marketing has been referred to as a brand's marketing communication activities designed to promote goods or services by offering to contribute a specified amount of donation from sales of the products or services to a designated cause or charity (Cui, Trent, Sullivan, & Matiru, 2003; Varadarajan & Menon, 1988). It is thus considered a "practice of advocating corporate social responsibility in marketing communication activities" (Brønn & Vrioni, 2001, p. 214; Xie, Bagozzi & Grønhaug, 2019). The nature of CRM initiatives is such that a communications/promotional campaign is produced as an integral part of the program. These communications/promotional campaigns would have their own goals, objectives,

media, messages and audience. Brands typically spend considerable funds in cause related marketing campaigns to support a cause or charity (Wymer & Sargeant, 2006). Thus, these campaign initiatives increases public awareness and encourage consumers to support the cause or charity (Aggarwal & Singh, 2019; Andreassen, 1996). One potential indicator of campaign success is a favourable response from the target market to the brand's marketing communications. Favourable responses can be affective (for example, favourable attitudes towards the brand) or behavioural (for example, participating in the campaign). However, CRM campaigns are not always successful (Huertas-García, Lengler, & Consolación-Segura, 2017), and they carry a potential for backlash (Barone, Miyazaki, & Taylor, 2000; Trimble & Rifon, 2006; Andersen & Johansen, 2016). According to other authors, an established and profitable brand can see attitudes towards the brand weaken after use of a CRM campaign that has not been effectively and efficiently designed (Huertas-García et al., 2017).

However, the 21st century has heralded the information, branding and communications revolution we are experiencing today, and consumers respond favourably to marketing communications and marketing campaigns that dazzle their senses, touch their hearts and stimulate their minds, matching their lifestyle, and above all, offering pleasurable experiences (Krishna, 2011b; Schmitt, 1999b).

However, the concept of brand experience is scarce or altogether silent in Cause related marketing literature, despite the acknowledgement that experience is making revolutionary changes in the contemporary marketplace (Diamond et al., 2009; Firat & Venkatesh, 1995; Paul & Rosenbaum, 2020; Pine & Gilmore, 1998; Schmitt, 1999b; Jantzen, Fitchett, Østergaard & Vetner, 2012). Although there have been a lot of studies on the effects of different CRM factors on brand evaluations (Bergkvist & Zhou, 2019), brand evaluations differ conceptually from brand experience (Brakus et al., 2009). In today's increasingly competitive and dynamic marketplace, and as the marketing thrust tends towards experiential, brands must engage experiential marketing approach in designing their marketing strategies if they want to differentiate themselves and build a solid competitive position (Berry, Carbone, & Haeckel, 2002; Das, Agarwal, Malhotra, & Varshneya, 2019; Iglesias, Markovic, & Rialp, 2019; Schmitt, 1999b).

Thus, investigating how brand experience may impact consumer's responses to online Cause Related Marketing campaigns is clearly necessary. To begin with, research is required on whether consumers' brand experience impacts the effectiveness of Cause Related Marketing.

This study fills this gap by looking at the antecedents and consequences of brand experience in a CRM context, and by expanding the understanding of the processes involved in consumers' brand experience resulting from exposure to CRM communications campaign with the aim to developing an integrated theoretical framework.

Cause involvement refers to an individual's perception of a cause's importance and personal relevance (Aggarwal & Singh, 2019; Zaichkowsky, 1985). It might also be the consumer's sense of importance in response to cause exposure. According to Aggarwal and Singh (2019), cause involvement encompasses the individual's CRM campaign experience, assumptions, and views.

In recent times, studies support that consumers involved with a cause will respond favourable towards CRM campaigns and thus have favourable attitudes and purchase intention (Grau & Folse, 2007; Hajjat, 2003; Lafferty, 1996). Although consumer cause involvement has not been specifically addressed in research for increasing CRM effectiveness, a few studies have indirectly examined the concept and have mentioned its importance (Patel, Gadhavi & Shukla, 2017) hence, there is need to explore its effect on consumers' credibility perceptions in a CRM context.

1.2 Research gaps

The above discussion has led the researcher to identify gaps in the literature. Stated below are the gaps that have been identified by the researcher in the literature.

The lack of previous research studies that addresses the relationship between CRM campaigns, brand experience and consumer attitudinal responses. Ramkishan and Abha (2019 p. 43) noted that "the use of cause related marketing combined with experiential marketing is an area which no organisation or research has reached,

since both are very new to the corporate world especially in emerging markets which are coming of age in terms of cause related marketing and experiential marketing.”

The lack of research examining the influence of brand experience and its dimensions on consumer brand image and brand credibility perceptions in a CRM context.

It has been highlighted in the literature that Brand experience, as an antecedent of consumer brand attitude has received little attention in the academic literature (Biedenbach & Marell, 2010; Khan & Fatma, 2017; Shamim & Butt, 2013; Bapat, 2020), and its altogether scarce in CRM domain (Ramkishen & Abha, 2019).

Moreso, the call from scholars that “further research should focus on the antecedents and long term consequences of brand experience” (Brakus et al., 2009, p. 66; Schmitt, 2009; Iram and Khan, 2018; Mukerjee, 2018).

The Empirical research on the role of consumer cause involvement on CRM effectiveness has been little studied (Bigné-Alcañiz, Currás-Pérez, Ruiz-Mafé, & Sanz-Blas, 2010; Christofi, Vrontis, Leonidou & Thrassou, 2020), hence, the need for further research.

The call for more research on the relationship between brand experience dimensions and consumer behavioural outcomes, and the need to articulate the relationship between the antecedents of brand experience and its possible consequences (Schmitt, 2009; Brakus et al, 2009; Iram and Khan, 2018).

In the literature, it has been highlighted that the factors that lead to the success or failure of CRM campaigns implemented by brands have not been fully documented or explored comprehensively (Moosmayer and Fuljahn, 2010; Larson et al., 2008; Christofi, Leonidou, Vrontis, Kitchen & Papasolomou, 2015). Thus, this study is amongst the first to conceptually explore and analyse the relationship between CRM communications and brand experience and their impact on CRM success.

Finally, the call by Shamim and Butt (2013 p.103 - 104) for more research on how brand experience may influence the credibility of a brand as past research has failed to provide sufficient empirical evidence.

Therefore, this study argues that:

Investigating how CRM brand experience impact consumers attitudinal responses in a CRM domain is clearly necessary.

That such a limited approach to the study of CRM may fail to offer opportunities for greater understanding of CRM effectiveness, and to capture the real effect which the interaction of several relevant factors may cause in the implementation of CRM initiatives.

To close these gaps, this study will examine the impact of CRM brand experience on consumers' brand image and brand credibility perceptions, and the influence of consumer cause involvement on these perceptions. This study will go further to examine brand experience dimensions and their influence in a CRM context.

1.3 Purpose of research

The purpose of this research is to explore and examine the concept of brand experience, its antecedents, and consequences in a CRM context. According to the researcher's knowledge, this is the first research in a CRM context that incorporates brand experience as antecedent to brand image and brand credibility in a single causal model. The aim is to contribute to the body of knowledge in marketing literature, brand management literature and consumer behaviour literature. There is also the need to explore how different levels of consumer cause involvement moderates consumers responses to CRM, and how consumer cause involvement may impact the perception of brand image which may influence consumers' judgement of a brand's credibility in CRM initiatives.

1.4 Research aims, questions and hypothesis:

The research's aim is to explore CRM brand experience, to identify the dimensions of CRM brand experience, and to explore what the consequences are of this experience, and how this experience impacts consumer's brand credibility perceptions in the UK retail context. It also intends to examine the moderating role of

consumer cause involvement on consumer's perceptions of brand credibility in a CRM context.

Hence, the research objectives are:

1. To explore the concepts of CRM brand experience and its dimensions, brand image, brand credibility, consumer cause involvement using mixed method approach.
2. To investigate the impact of brand experience on brand credibility in a CRM context using a mixed method approach.
3. To examine the influence of consumer cause involvement on brand credibility perceptions in a CRM context.
4. To develop a conceptual framework that models the relationships between CRM campaign, brand experience dimensions, brand image, brand credibility and consumer cause involvement.

1.4.1 Research questions

The study aims to address the research questions which are:

Research question 1: What is the relationship between CRM communications, brand experience dimensions, brand image, consumer cause involvement and brand credibility in a CRM context?

Research question 2: What is the relationship between brand experience dimensions and consumer perceived brand credibility in a CRM campaign amongst online shoppers in the UK and, what are the important brand dimensions that influence brand image in a CRM context?

Research question 3: What is the impact of brand experience on the different levels of consumer cause involvement in an online CRM campaign?

Hypotheses (H1- H10) have been proposed from the extant literature review. These were developed from critical examination of empirical studies on CRM, marketing, brand experience and management, and consumer behaviour literature.

1.4.2 Proposed Hypotheses

The study aims at testing the proposed hypotheses below. These hypotheses are derived from the literature review on CRM and brand experience and are as follows:

H1 CRM communications has a positive impact on sensory brand experience.

H2 CRM communications has a positive impact on emotional brand experience.

H3 CRM communications has a positive impact on cognitive brand experience.

H4 CRM communications has a positive impact on behavioural brand experience.

H5 Sensory brand experience has a direct influence on brand image.

H6 Emotional brand experience has a direct influence on brand image.

H7 Cognitive brand experience has a direct influence on brand image.

H8 Behavioural brand experience has a direct influence on brand image.

H9 Brand image has a direct influence on brand credibility.

H10 Consumer cause involvement moderates the relationship between brand experience and brand image, such that when consumer's cause involvement is high, consumer brand experience impact on brand image perception is higher.

1.5 Research Methodology

To accomplish the aims and objectives of this research, a mixed method study has been employed. The quantitative study will be used as the primary research method in this study, while the qualitative study will be used to enhance the quantitative study's conclusions and to acquire a deeper understanding of the study. An online-based survey portal (Prolific.co) enabled the recruitment of a representative sample of online UK consumers familiar with CRM. Each of the study's components was measured using a self-administered questionnaire constructed based on the literature review. The study constructs were measured using a seven-point Likert scale in the questionnaire. The respondents were asked to rate their agreement with each statement on a scale of one to seven, with one indicating strong disagreement, and seven indicating strong agreement. As a result, certain questionnaire items were adapted from previously used scales. At a later phase, Qualitative interviews will also be used in the study to enhance the results of the quantitative analysis.

1.6 Research Contribution

According to Schmitt (2009, p. 418), “we know very little about how consumers experience a brand”. Thus, the first contribution is related to the call by Schmitt (2009) for more research on the relationships between brand experience and consumer attitudinal outcomes, and more research on the influence of brand experience on consumer engagement (Prentice, Wang, & Loureiro, 2019). This study highlights the potential advantages of creating a CRM brand experience that will exert a positive influence on consumer behaviour.

Secondly, this research contributes to the theory of brand experience by providing a validated theoretical framework that explains the relationships between CRM brand experience and its consequences in an entirely new domain - CRM domain.

Therefore, this study is the first to validate the positive effect of brand experience dimensions on Brand image in a CRM context. Additionally, this study adds to the growing body of evidence on the importance of brand credibility, and confirmed the positive impacts of brand experience on brand credibility which have been investigated in previous research (Nejad, Samadi, Ashraf, & Tolabi, 2015; Shamim & Butt, 2013). Furthermore, according to Shamin and Butt (2013, P.104) "past research failed to provide empirical evidence on how brand experience influences consumer's attitude and perceptions related to brand credibility". This study has provided sufficient empirical evidence that brand experience has a positive impact on brand credibility via brand image. These results present a better understanding of the construct of brand image and its influence in determining consumer brand credibility perceptions in a CRM context.

In the same vein, Schmitt (2011) emphasized the need for further studies on the impact of brand experience highlighting the individual dimensions of brand experience and its specific outcome variables. The current study demonstrated the unique influences of each of the brand experience dimensions on brand image. The findings confirms that the emotional, cognitive, and behavioural dimensions impacts positively consumer's brand image perceptions. This extends the knowledge on the

relative importance and relevance of each brand experience dimension critical to the success of CRM initiatives.

The last theoretical contribution resides in confirming the moderation involved. According to the findings of this study, it has been empirically confirmed that consumer cause involvement moderates the relationship between brand experience and brand image such that, when consumer cause involvement is high, CRM brand experience impact on brand image is higher.

Methodological contribution:

A majority of data collections in previous research are limited to student population (Bergkvist & Zhou, 2019). This study collected data from the wider UK online consumers reflecting the current online shopping population. This approach should be considered as a contribution to CRM body of knowledge.

1.7 Limitations of this research

Within a CRM context, this study examined the concept of brand experience, its dimensions, and consequences. Owing to time constraints and lack of previous research studies on the topic area, it was not impossible to investigate every element that may cause a phenomenon. Thus, this research has some limitations. First the study is only focused on online CRM therefore, the results may not be suitable for general applications to other CSR initiatives. Secondly, the study is conducted in the UK to investigate online CRM in the UK. The results may not be representative of overall online CRM brand consumer behaviour internationally. The limitations of this study are explained in detail in chapter 8.

1.8 Setting the Context

To set the context of this study, a prologue on the constructs to be examined in this research are presented below. The constructs presented are CRM campaign, Brand experience, Brand image, Brand credibility and consumer cause involvement.

1.8.1 CRM Campaign

CRM campaign is referred to as a brand's marketing communications / campaign that involves a commitment by a brand to donate a specified monetary contribution to a charity or a cause for every generated sale within a time frame (Adkins, 2007; Varadarajan & Menon, 1988). Studies have shown that communicating a brand's social commitment or support for a cause positively influences consumers' perception of that brand (Adkins, 2007; Barone, Norman, & Miyazaki, 2007; Jeong & Kim, 2020; Mohr, Webb, & Harris, 2001).

Studies have highlighted that consumers prefer being informed about a brand's social activities (Cone, Feldman, & DaSilva, 2003; Youn & Kim, 2008). This implies that consumers' demand for a brand's social activities also convey the idea that consumers will reward brands with a strong social responsibility reputation with sustained patronage (Lichtenstein, Drumwright, & Braig, 2004; Luo & Bhattacharya, 2006). Thus, it has been suggested by scholars that it is critical for brands to communicate their social responsibility programmes to consumers, and this communication has been accomplished by brands through CRM campaigns (Silva et al., 2020).

Thus, CRM campaigns are widely used by brands to communicate their commitment to social responsibilities to consumers, and at the same time, for brand promotion. This marketing strategy employed by brands has been affirmed to influence consumer's purchase behaviour (Grau & Folse, 2007; Natarajan, Balasubramaniam, & Jublee, 2016).

Previous studies found out that successful CRM campaigns depend on several factors. Amongst the factors linked to CRM campaign messages are copy elements (Grau & Folse, 2007; Kleber, Florack, & Chladek, 2016; Koschate-Fischer, Stefan, & Hoyer, 2012; Pracejus, Olsen, & Brown, 2003) textual elements (Chang, 2012) and the message framing (Bae, 2016). However, with the rise of experiential marketing, marketing activities have transformed into marketing experiences, where marketing campaigns are now expected to excite consumers' senses, capture their hearts, and stimulate their minds. In the words of Schmitt (1999b, p. 22), "they (consumers) want marketing campaigns to deliver an experience".

Therefore, the current study examines and analyse the composition of a simulated CRM campaign message as an independent variable, and its influence on consumer's brand experience and the resulting consequences - brand image and brand credibility perceptions.

1.8.2 Brand experience

Brand experience has attracted a lot of attention and renewed focus in the extant literature and in marketing practice in recent times (Shamim & Butt, 2013). Marketing practitioners acknowledge that consumers have preference for brands that provide them with experience that are interesting, eventful, and memorable (Hultén, 2011; Ratneshwar & Mick, 2005; Zarantonello & Schmitt, 2010). There is also the consensus amongst academics and marketing managers that understanding how consumers experience brands is important to developing positive brand experience (Brakus et al., 2009; Zarantonello & Schmitt, 2010). Furthermore, Pine and Gilmore (1998, p. 98) highlighted the significance of brand experience and emphasised in their seminar paper that “the next competitive battleground lies in staging experiences”. In addition, researchers are of the view that consumers no longer buy products and services alone but seek for and buy emotional experiences (Ratneshwar & Mick, 2005; Zarantonello & Schmitt, 2010). In the light of these developments, academics and marketers have sought to understand how brand experience influences consumer perceptions and preferences, and how it transmute into consumers preferences towards their brand (Shamim & Butt, 2013; Zarantonello & Schmitt, 2010). In a CRM context, the degree to which a brand is able to deliver a unique brand experience through employing information technology may well determine its success in the marketing environment.

This study examines and analyses the impact of brand experience and its dimensions on consumers' brand image and brand credibility perceptions in a CRM context.

1.8.3 Brand image

Keller (2013) referred to brand image as a combination of brand associations about a brand that are retained in consumers' memory. These associations reflects the meaning of brands to the consumer through the linking of the existing nodes in

consumer's memory thus, indicating summary evaluations of a brand. Experience occur when consumers are exposed to brand related stimuli such as a CRM campaign, and this experience is suggested to be stored in the memory of the consumer as a combination of associations about the brand (Keller, 2013). The overall image formed from consumers perceptions of a brand can be referred to as brand image, where this information is obtained through consumers' direct experience with brand stimuli and in a CRM context, a CRM campaign. Therefore, in a nutshell, brand image is what consumers think and feel about a brand or rather how consumers perceive the brand thus helping in predicting their response behaviour (Wang & Yang, 2010). Hence, positive brand experiences that leads to the formation of positive brand image eventually strengthen the recall and position of the brand in the hearts and minds of the consumer and it guides the consumer's responses towards the brand (Wijaya, 2013).

This research studies how brand experience may influence a positive brand image. A positive brand image is the foundation for a brand's success in a CRM context – it can influence increased sales of products, and act as a competitive advantage (Bigné-Alcañiz et al., 2010; Brown & Dacin, 1997; Adkins, 2012). On the other hand, a strong brand should have the potential to create, manage and fulfil consumers' high expectations by engaging with consumers, mentally and emotionally, and creating a positive brand image.

1.8.4 Cause involvement

Involvement in consumer behaviour is viewed as personal relevance (Hajjat, 2003; Michaelidou & Dibb, 2008; Stankevich, 2017; Zaichkowsky, 1985) and it is considered to influence consumers responses to CRM initiatives (Lafferty, 2007; Webb & Mohr, 1998). Therefore, cause involvement is the degree to which a consumer believes a cause to be personally relevant (Bester & Jere, 2012; Zaichkowsky, 1985) and consumer's emotional relevance may impact their responses to CRM leading to varying involvement levels to the cause or NPO (Hyllegard, Yan, Ogle, & Attmann, 2010).

Petty et al. (1983) mentioned 3 facets of involvement in the literature: product, response and issue involvement. The issue involvement is of interest in this study and it refers to consumer cause involvement (Hajjat, 2003).

Studies support that involved consumers respond favourably to CRM campaigns thus, they display positive attitudes and purchase intentions (Grau & Folse, 2007; Hajjat, 2003).

Research in consumer behaviour has shown that involvement moderates the type and amount of information processing generated by persuasive communication such as a CRM communications campaign.

Hajjat (2003) research focused on cause involvement in mediating the effect of CRM and the study was undertaken in the Middle East and moreover, the knowledge of CRM at the time in the Middle East was in its nascent stage. According to the literature, the moderating role of consumer cause involvement has not been empirically documented and there are still questions on how variables like levels of consumer cause involvement moderates consumer attitudinal responses to CRM initiatives (Gupta & Pirsch, 2006), and the factors that increase consumer involvement in CRM campaigns (Bigné-Alcañiz et al., 2010; Grau & Folse, 2007).

1.8.5 Brand credibility

Consumers favour brands that are engaged in social causes and CRM initiatives (Lafferty & Goldsmith, 2005; Webb & Mohr, 1998; Lagomarsino & Lemarie, 2022). However, their response to brands that initiate CRM programmes are initially met with scepticism (Dean, 2003; Foreh & Grier, 2003) as consumers judge the motives behind the sponsored cause (Trimble & Rifon, 2006). According to attribution theory (Shim & Yang, 2016), consumers try to explain or make sense of what is occurring around them in order to have a greater control or a better understanding of the environment. Consumers' initial belief is that brands social initiatives are rather motivated by the interest for increased product sales than by social commitments (Webb & Mohr, 1998) although, this perspective may be attributed to imperfect and asymmetric information which may prompt uncertainty or even confusion in consumer's mind (Wang & Yang, 2010). From the above discussion, it will be logical to assume that consumer's response to CRM initiatives would be overly positive if

they could trust that brands are truly committed or have altruistic approach to social causes. The question is how do marketers deactivate this notion and instil trust in consumers? One of the factors that contribute to improving the effectiveness of CRM is brand credibility (Lafferty & Goldsmith, 2005; Trimble & Rifon, 2006). Credibility has been referred to as the opposite of scepticism (Soman & Cheema, 2002; Tsfat & Cappella, 2003) and its concept are said to be rooted in trust and belief (Flanagin & Metzger, 2000). This perspective has led Isaac and Grayson (2017) to suggest that, scepticism and credibility can be arranged on a continuum that ranges from mistrust/disbelief to trust/belief. This view is also shared by Wang and Yang (2010), who contend that one of the determinants of brand positioning is its credibility. Bigné-Alcañiz, Currás-Pérez, and Sánchez-García (2009, p. 438) defined brand credibility as "the extent to which customer perceives that the brand expresses sincerity (trustworthiness) and has the skills and experience necessary (source expertise) to associate to the specified social cause" although, other authors have extended the attributes of brand credibility to include attractiveness/likeableness (Erdem & Swait, 2004). This study will abide by the two attributes of brand credibility which are expertise and trustworthiness as these are widely accepted by academics in the literature. Brand credibility increases the probability that the brand will be included in consumers brand consideration and choice (Erdem & Swait, 2004), and in a CRM context, consumer's intention to participate in the CRM campaign. Furthermore, brand credibility when perceived in a CRM campaign invalidates suspicious notion about the motives of the brand (Trimble & Rifon, 2006; Varadarajan & Menon, 1988) and makes CRM campaigns receptive and more persuasive to consumers (Bigné-Alcañiz et al., 2009). Therefore, this research attempts to examine the antecedents of brand credibility in a CRM context.

1.9 Summary and Outline of the research

This chapter introduced the content of this study with the necessary information for the initial understanding of the research aim and plan. It commences with highlighting the marketing environment of the new millennium which emphasised the emergence of experiential marketing. Next the research aim, objectives, questions, and hypotheses that will be explored in this study were presented and a brief overview of the methodology was discussed. Finally, an introduction to the concepts

of cause related marketing, brand experience, brand image, brand credibility and cause involvement were established. The thesis structure will now be presented.

Thesis Structure

This section provides an overview of the thesis's structure.

Chapter 2 Literature Review

This chapter presents the literature review in four parts: The first part introduces the UK online retail market. The second part discusses and review the extant literature on Cause related marketing, identifying objectives, criticisms as well as consumers responses to CRM. The third part reviews the extant literature on brands with a focus on brand image and brand credibility. Finally, the fourth part reviews the extant literature on experiential marketing and its contribution to the development of brand experience.

Chapter 3 Theoretical Framework Development

The development of the conceptual framework and research hypotheses are discussed in this chapter. The relevant theoretical frameworks are also presented and discussed in this chapter. The conceptual framework that identifies and explains the antecedent and consequences of CRM brand experience is presented.

Chapter 4 Methodology

The research methodology as outlined in the introduction is detailed in Chapter 4. It begins by presenting the philosophy and paradigm, and the specific methodological choices made. The questionnaire development and scale operationalisation is detailed, and a pilot study is described. Finally, the ethical considerations for the study are examined.

Chapter 5 The quantitative data collection, analysis, and results

In this chapter, the study's findings in the analysis in both the measurement and structural models are presented and discussed. This chapter identifies the findings and reports the results of the quantitative data. The findings are obtained from the data analysis of 400 self-administered questionnaires collected from an online

survey. At the end of the chapter is a clear description of data analysis method and output.

Chapter 6 The qualitative findings

This chapter provides a comprehensive overview of the procedures employed for the collection and analysis of qualitative data. This chapter presents the outcomes of the qualitative study that involved conducting 12 individual interviews. The primary objective of this qualitative study is to acquire comprehensive and detailed information. The qualitative study aims to enhance a better comprehension of the CRM brand experience and refine the findings from the quantitative study.

Chapter 7 Discussions of Analysis

This chapter presents a comprehensive examination of the empirical research conducted. It discusses the hypothesis testing by comparing results. It also provides possible answers to research questions.

Chapter 8 Research contributions and limitations of study

This chapter systematically expounds upon the valuable contributions of the research, encompassing its theoretical, methodological, and managerial implications. Furthermore, it thoroughly outlines the constraints of the study and formulates suggestions for future research endeavours, extrapolating from the findings of this thesis.

Conclusions.

The foundations of the study have been presented in this chapter. The study background, the research aims and objectives were also presented. A brief description of the research methodology employed was provided. Furthermore, the expected contributions of this study was explained before highlighting the research limitations and the contents of each chapter in this study. Finally, a brief preview of the eight chapters of the study were presented.

Chapter Two: Literature Review

2.0 Introduction

This chapter provides a review of the relevant literature addressing the major concepts used in the conceptual model. This review consists of four literature review sub-sections: Online Retail Sector, Cause related marketing (CRM), brand and branding, and experiential marketing.

The first section reviews the retail sector with a particular focus on the online retail sector in the UK.

To create an in-depth understanding of the key issues surrounding CRM, the second section reviews the literature on CRM. The review includes the definition, objectives, criticisms, and benefits of CRM to stakeholders. Findings of prior studies are identified and reviewed, and areas of challenges are examined.

The third section reviews the literature on brands and branding. The review includes the definition of brands and the various perspectives of branding identified in the literature. This chapter will focus on two brands extensions namely brand image and brand credibility.

The final section reviews experiential marketing and brand experience, the latter is the focus of this study, and it is discussed extensively. Following, the dimensions of brand experience are examined in detail in the context of CRM.

Part One: Literature review on the Retail Sector

2.1 Introduction

The retail sector has witness significant changes over the past decades due to more emphasis on experiential shopping, increased fashion consciousness amongst consumers, growing multiple channel retail strategies, more demanding and assertive consumers, globalisation, and technological advancements. These and other factors have also led to an increase in competition (Renjini, 2019). Due to these changes and fierce competition in the retail environment, well-designed multi-channel operations are now required to provide better retail brand experiences to consumers (Heinemann et al, 2010).

Retail brands and academics have also acknowledged the importance of managing experiences evoked through retail brands (Mathews-Lefebvre and Dubois, 2013; Verhoef et al., 2009) and the importance of experience to the growth of online retail shopping has also been recognised and emphasized (Elliot & Fowell, 2000; Renjini, 2019; Imran & Zillur, 2015).

From "product as brand" (product brand) to "store as brand" (store brand) to "retailer as brand" (retail brand), the concept of branding in retail research has developed over time (Burt and Davies, 2010; Leingpibul et al., 2013). Thus, it has become popular that retailers be viewed as brands in and of themselves (Grewal et al., 2004; Khan and Rahman, 2015). To this effect, the importance of understanding the retailer as a brand was emphasized in a special edition of the Journal of Retailing (2004, vol. 80, issue 4) devoted to "Retail Branding and Customer Loyalty."

2.2 The UK Retail sector:

The organisations that engage in the sale of new and used items to the general public for personal or household consumption or use may be referred to as operating in the retail industry: Shops, department stores, supermarkets, market stalls, door-to-door salespeople, and online retailers are all part of the retail industry (Hutton,2021).

In the UK, there are 317,005 retail businesses as of 1st January 2023, which is 8% of all businesses (Retaileconomics, 2023; BRC, 2020). It supplies clients with essential

goods and services, satisfying wants and aspirations, and employs over 3 million people, or over 8% of all occupations in the UK. In 2020, retail sales in the Great Britain were worth £439 billion. The volume of retail sales increased yearly since 2013 until March 2020 due to the impact of Coronavirus, retail sales fell as lockdown restrictions closed non-essential retail stores (Hutton, 2021). However, retail sales volumes are estimated to have risen by 0.7% in June 2023 (RetailEconomics, 2023). Non-store retail sales volumes rose by 0.2% in June 2023, following a rise of 2.4% in May 2023 (Lewis, 2023).

2.1.1 The Online retail market:

The retail sector has witnessed a rapid growth of online retailing which in part is due to innovative marketing efforts of online retail businesses (Renjini, 2019). The impressive growth rate in this sector has attracted a lot of businesses to online retailing which at the same time has given rise to intense competition amongst the online retailers. There is a wide spectrum of online retail players from online retail giants such as Amazon and eBay to small boutiques and restaurants vying for market share in the online market space (Renjini, 2019). This indicates that the online retail market is highly volatile and competitive. A report by centre for retail research suggest that E-commerce is the fastest growing segment of the online retail market in UK and Western Europe.

In 2017, global online retail revenues reached US\$ 2.3 trillion, and are forecast to amount to US\$ 4.9 trillion US dollars in 2021 (eMarketer 2018b). By 2026, online sales will account for almost 40% of chain retail sales around the world (Rigby, 2021). According to eMarketer (2018a), in 2019, over half the population of China will be shopping online and approximately 80% of US Internet users will shop online at least once. A similar tendency can be witnessed in matured and growing markets worldwide, as the total number of digital buyers increases (eMarketer, 2017). As a result of this development, online-retailers invest in the exploration of new sources and marketing tools as part of their market strategy in order to leverage customer's retail brand experience and gain a competitive edge (Doherty, Dennis, and Ellis-Chadwick 2009; Choi, Ok & Hyun, 2017).

2.1.2 The UK online retail sector

The UK online retail sector is the biggest in Europe. The combined online retail sales for UK and Western Europe (Germany, France, Netherlands, Italy, and Spain) were £152.20bn in 2015 and reached £347.65bn in 2021 - a 128.4 % growth. UK online retail sales in 2021 stood at £119.64bn however, this includes only the sales of goods to the final consumer and excludes hospitality/restaurant, tickets, vacations, and vehicle fuel purchases. A breakdown of the figures in the last three years indicates that in 2019, the online retail sales in the UK was £75.478bn, while in 2020, the online-retail sales stood at £107.330bn. In 2022 the online retail sales rose to £119.640bn (Esw, 2023). According to Ascential Future Retail Disruption 2021-2022 report, 32% of UK retail sales take place online and this is set to increase to 38% by 2026 - up from 21% in 2019. According to GlobalData retail market report 2019-2024, UK online channel is forecast to account for 19.3% of total retail spend by 2024 and 28.2% of non-food retail spend (GlobalData, 2021; Williams, 2019; Rigby, 2021).

2.1.3 Online retail adoption benefits

Technology and innovation creates new opportunities and challenges. However, how quickly a business adjust to changes in the market in which it operates determines whether it can take advantage of these opportunities.

Scholars have argued that the benefits of online retailing from the retailer's perspective are global presence, products promotion and greater sales reach, customer accessibility, lower business overhead and operating costs, one to one marketing possibilities, cross/up selling possibilities and improved communication channels. (Heinemann et al, 2010: Rengini, 2019). For example, it has been argued that online retailing is a potential for rapid growth and with a good digital marketing strategy, retailers can boost growing sales. Some of these strategies include the use of advertisements, marketing campaigns and other marketing communications tools to capture consumer's attention. This has brought up the significance of experience within the retail brand (Imran & Zillur, 2015). According to Ailawadi and Keller (2004,

p. 338) “retailers must understand the experiences evoked by the retail brand, which are essential in building the retail brand image”. This raises the question of how content marketing may be designed to engage consumers. In designing content marketing, retail marketers aim to evoke consumers’ sensory, cognitive, affective, and behavioural responses to their marketing communications or marketing campaign.

2.1.4 Research on retail brand experience

It has been suggested in the retail literature that consumers visit a retail store not only to purchase goods but to also to enjoy the ambience, merchandise display offered by the retailers ((Mathwick et al., 2001; Renjini, 2019). Other authors suggest that while offering products or services, extra efforts must be made to provide superior experiences to consumers by managing all clues that the consumer encounters. These suggestions reflect the experiential approach concept that consumers engage in cognitive and affective processing of incoming sensory information from retailers that results in the formation of an impression in consumers’ memory (Rose and Clark, Renjini, 2019). In other words, these retail brand experiences creates an image in the mind of the consumer.

However, brand experience is viewed as inclusive of consumption experience (Holbrook and Hirschman, 1982), shopping experience (Kerin et al., 1992), product experience (Hoch, 2002), retail experience (Imran & Zillur, 2016), and services experience (Otto and Ritchie, 1996). Such experiences constitute the overall brand experience (Brakus et al., 2009). According to Khan and Rahman (2016), brand experience has been studied less in retail although, it has received significant research in the branding literature (Keller and Lehmann, 2006). Academic research in retailing has focused more on customer experience management (Grewal et al., 2009; Lin and Bennett, 2014; Petermans et al., 2013; Puccinelli et al., 2009; Verhoef et al., 2009), active and creative experience, aesthetic experience (Nuttavuthisit, 2014), critical service experience (Vazquez et al., 2001), creative and consumption experience (Bäckström and Johansson, 2006), past experiences as drivers to recommend and pay more (Insley and Nunan, 2014; Melis et al., 2015; Rose et al., 2012) online experience (Loureiro and De Araújo, 2014), and shopping experience

(Bäckström, 2011; Bonnin and Goudey, 2012; Fiore and Kim, 2007; Jones, 1999) concepts. Bracus et al, (2009) reiterated that these experiences constitute the overall brand experience. Finally, Ailawadi and Keller (2004), contend that retailers must understand the brand experiences that are evoked by retail brands due to the essential role they play in building brand image in the minds of the consumers.

2.1.5 Online Retail brand experience

According to Quan et al., (2020), online retail brand experience has been linked to various other concepts in the literature: Online customer experience (Rose et al., 2012), website experience (Constantinides, 2004; Lin et al., 2008), brand experience on the web (Ha & Perks, 2005) consumers online flow experience (Van Noort et al., 2012), virtual experiential marketing (Luo et al., 2011) and online purchase experience (Jin & Park, 2006). The essence of all concepts remains identical. Online retail brand experience according to Morgan-Thomas and Veloutsou (2013 p.22) is "an individual's internal subjective response to the contact with the online retail brand". Khan and Rahman (2016 p. 590) defined it as "a holistic response to the e-retail brand-related stimuli within website environment". Both definitions refer to consumers internal response to online retail brand stimuli.

Overall, a vast increase in digital communication with an ever-increasing use of online marketing communication tools such as advertisement and campaigns are employed by online retailers to gain a competitive edge. Generic ads obviously lose effectiveness to attract consumer's attention or appeal to consumers emotions. Thus, most online retailers respond to this fierce competition through promotional efforts such as price discounts, and other freebies for consumers. On the other hand, frequent price discount may lead consumers to expect or get used to lower prices. Further still, it can lower perceived value of brands, as consumers use price as a proxy for quality; higher prices represent higher quality (Klotz, 2022)

More recently, online retailers are using strategic and tactical marketing tools such as cause related marketing (CRM) to differentiate themselves in a highly competitive market. CRM has been found to be a more effective form of marketing communication strategy when compared to sales promotion and sponsorship

(Westberg & Pope, 2014). However, for consumers, the information necessary to access the fairness, credibility and transparency of the terms of a CRM campaign is in general not available on the marketing communications, campaigns and advertisements (Hartmann, Klink & Simons, 2015). Thus, a CRM marketing campaign not properly designed may not only harm the effectiveness of the campaign but may also negatively impact the brand image and reduce trust in the campaign thus, inducing negative spill over effects on the retail brand.

Mostly used advertisement, marketing campaign and online communication types are based on single medium – which is (text, static or animated images). However, with the amount of online advertising and marketing campaigns on a steady rise, generic adverts noticeably lose effectiveness in the online retail environment (Bleier & Eisenbeiss, 2015). Currently, more brands are resorting to the use of multimedia (rich media) where a combination of different media elements are used simultaneously (Robin, 2015). In this way, consumers can freely explore the brand's online offerings through richer, more engaging, and more interactive ways than through other channels (Berthon et al. 1996; Keller 2010; Müller et al. 2008; Pine & Gilmore 1998; Robin, 2015).

Online advertising and marketing campaigns by retail brands are built to accomplish a particular objective or a set of objectives. They are also designed to appeal to and engage consumers' affective and cognitive needs. Prior studies discussed the effect of different types of message appeals (Chang-Tuan 2011; Bester and Jere 2012; Nichols, Cobbs, and Raska 2016) and its effect on audience (Vilela and Nelson 2016). However, the effect of storytelling or narratives in CRM online campaigns is scarce in the literature. By working with storytelling, a brand's CRM communications and marketing campaign can create a holistic image of the concept it is willing to promote, evoke an experience, and shapes the brand in the minds of the consumers (Mossberg & Johansen, 2006). In general, stories speak to our human needs and make our lives meaningful (Mossberg, 2008; Hong, Yang, Wooldridge & Bhappu, 2022; Liljander et al., 2013). It also stimulates our imagination, involves us emotionally and moves us to action (Jensen, 1999; Salzer-Mörling, 2004; Twitchell, 2004). It is a competitive tool that reaches new dimensions, an area that online CRM campaigns and communications in the past left almost untouched. Stories or narratives can be used to "transport" the consumers so that they can emotionally

experience the effects of their input or engagement, the transformations that would occur, and the output of their engagement and involvement in a CRM campaign via the narratives, media elements and effects.

Part Two: Literature review on Cause Related Marketing:

2.2 Introduction

This chapter presents a review of the related literature on CRM in order to gain a comprehensive understanding of CRM. It will begin with the origins and the definitions of CRM. This section will also consider the corporate objectives of CRM, the benefits, risk, and criticisms of CRM, with a detailed investigation of consumer's responses to CRM initiatives.

2.2.1 Origins of Cause related marketing

According to the extant literature, the phrase "Cause-related marketing" was first introduced to the public domain in 1983 by the American Express Company (AEC) to construe a successful marketing campaign it launched to aid the renovation of the statue of liberty. AEC encouraged their customers to increase the use of their credit cards, and promised to donate one cent per customer-card-transaction to the restoration of the statue of liberty. AEC also promised its potential customers it will donate one dollar for each new credit card it issued between September and December 1983. AEC subsequently achieved a 20% increase in customer card transactions compared to the same period in 1982, and a 45% increase in the number of new credit cards issued. A total sum of \$1.7 million was donated by AEC to support in the restoration of the statue of liberty – Ellis Island Foundation.

The success ascribed to AEC marketing campaign had at first generated interest amongst academics and corporations, and after the publication of Varadarajan and Menon (1988)'s article, Cause-related-marketing: A co-alignment of marketing strategy and corporate philanthropy, it has ever since been extensively studied (Samu & Wymer, 2014).

However, some authors have argued that CRM is not an entirely new concept. Adkins (2007) cited William Hesketh Lever's introduced gift schemes from America in the 1890s, where participants were asked to vote for charities by returning tokens from sunlight cartoons. The prize money of \$2000 was then distributed amongst the charities in proportion to the tokens voted by consumers to each charity. Although

not referred to as CRM at that time, it has been suggested to have the hallmark of CRM.

CRM has since been an increasingly preferred choice in marketing strategy targeted at consumers (Hawkins, 2012; Hou, Du, & Li, 2008; Lucke & Heinze, 2015; Nelson, Kanso, & Levitt, 2007; Vilela & Nelson, 2016). Its increasing use is phenomena due to its success and acceptance by consumers. One such example is the cause RED, founded in 2006 by rock star Bruno and Bobby Shiva. The RED cause has raised \$350 million from various CRM projects (Garrahan, 2016). RED supports the fight against transmission of AIDs from mother to child during pregnancy and the project has also received support from partnering brands such as Nike, Apple, Starbucks, Alessi and Le Creuset. The RED projects are typical examples of CRM campaigns in that donations from the brand to the cause are linked to consumers' purchase of the brand.

2.2.2 Definition of CRM

A review of the literature on CRM highlights that there have been a lot of studies and discussions on this subject and consequently, its definitions have varied considerably (Liu, 2013). CRM has been referred to as social marketing, social investment, corporate philanthropy, strategic philanthropy, charity marketing, responsible marketing, affinity marketing, cause branding, public purpose marketing, sales promotion, sponsorship, and indeed marketing (Adkins, 2007).

Following the accelerated interest by academics and management in CRM, Varadarajan and Menon (1988) explored the concept, evolution and characteristics of cause related marketing. In their seminal paper on cause related marketing, they define cause-related marketing as:

“The process of formulating and implementing marketing activities that are characterised by an offer from the firm to contribute a specified amount to a designated cause when customers engage in revenue-providing exchanges that satisfy organisational and individual objectives.” (Varadarajan & Menon, 1988, p. 60).

Varadarajan and Menon (1988) stated that CRM is a marketing activity, distinct from sales promotion, corporate philanthropy, corporate sponsorship, corporate Good Samaritan acts and public relations although, it may also be a combination of these activities. They argued that the distinctive feature of CRM is the brand's contribution to a cause or charity linked to customer's purchase of goods or services. A charity or non-profit organisation (NPO) in CRM context exist primary to provide social services to communities rather than making profits, and it re-invest excess funds into social activities (Abdy & Barclay, 2001). Although this definition by Varadarajan and Menon (1988) is widely accepted and referred to in CRM literature as the most comprehensive conceptualization of cause-related marketing (Gupta & Pirsch, 2006) there are however, criticism by some authors who argued that the definition is too narrow to embrace the concept of CRM. Below is a definition of CRM by various authors.

Table 2.1 CRM Definitions in the Literature

Definition	Source
"The process of formulating and implementing marketing activities that are characterized by an offer from the firm to contribute a specified amount to a designated cause when Consumers engage in revenue-providing exchanges that satisfy organization and individual objectives".	(Varadarajan & Menon, 1988 P.60)
"Cause related marketing is a strategic public relations approach that corporations can use to target non-profit programmes and create giving strategies that balance both organisations' goals".	(Mullen, 1997 p. 42)
A strategic positioning and marketing tool which links a company or brand to a relevant social cause or issue, for mutual benefit.	(Pringle & Thompson, 2001)

“A general alliance between businesses and non-profit causes that provide resources and funding to address social issues and business marketing objectives”.	(Cui, Trent, Sullivan & Matiru, 2003 p. 310)
“Cause related marketing is the integration of marketing activities of a for-profit firm with fund raising requirements of a not-for-profit organisation.	(Hajjat, 2003 p.94)
“Donating a percentage of revenue from the sale of specific items during an announced period of support”.	(Kotler and Lee, 2005 p. 93)
“Commercial activity by which business and charities or causes form a partnership with each other to market an image, product, or services for mutual benefit”.	(Adkins, 2007 p. 11)
A form of leveraged marketing communications (LMC), that is, marketing communications that aim for the brand to benefit from consumers’ positive associations to another object (for example, a cause).	(Bergkvist & Taylor, 2016)
“Cause-related marketing (CrM), defined as a firm’s communication activities designed to promote a consumer good or service by including an offer to contribute a specified amount to a designated non-profit cause”.	(Sabri, 2018 P. 517).
Cause-related marketing “is a marketing strategy wherein a product/brand/company is marketed in association with a “cause”—to change the behaviour or donate a percentage of revenue for the betterment of society”.	(Srivastava, 2020 P.1).

The key issue is the transactional based donation to a charity or cause which is triggered by consumers engaging in revenue providing exchanges that satisfy organisational and individual objectives as defined by Varadarajan and Menon (1988) in contrast to sponsorship which is not linked directly to sales (Hoek & Gendall, 2008). This attribute differentiates CRM from corporate philanthropy and

sales promotion. However, DiNitto (1989) emphasized that CRM is simply another form of corporate philanthropy that has an underlying objective of increased product sales. Several authors contend that CRM also manifest as non-transactional strategies such as outright donation to a non-profit or cause, donating materials, supplies, public service announcement, sponsorship, advertising and sales promotion (Meyer, 1999; Mohr et al., 2001). Mohr et al. (2001) are of the perspective that corporations may decide to operationalise their CRM programmes in one of two ways: They may decide to combine sales of products with support for a cause or charity. Alternatively, they may decide to become less visible and take an indirect path when behaving in a socially responsible way by donating money and supplies to charities or cause. Meyer (1999) supported this view by stating that Wal-Mart opted for this strategy in lieu of a purchase-sponsored program by donating \$100 million in 1997 to support children and families.

Berger, Cunningham, and Drumwright (2004) referred to strategic CRM as social alliances which involves economic objectives such as marketing on the part of the brand and a fund-raising objective on the part of the cause or NGO. These social alliances they argued, provides the non-profits access to resources that far exceeds cash contribution to include managerial advice, technological and communications, support, and skilled volunteer work force.

However, Andreassen (1996) added a different perspective by identifying three types of CRM alliances:

1. Transactional base promotions - whereby a brand donates funds, food, or equipment in direct proportion to revenues generated.
2. Joint issue advertisement, where a brand and a non-profit form an alliance to address or create awareness of a social problem through distributing promotional materials, products, or advertisement. Money may or may not pass from the brand to the non-profit.
3. Licensing of the names and logos of non-profits to brands in return for a fee or percentage of revenues.

Daw (2006) considers CRM as different from philanthropy or sponsorship. He proposed CRM to be a combination of both - "the community benefit associated with philanthropy and the business value tied to sponsorship - self-interest combined with

altruism". He also outlined four key elements that define and set it apart from other corporate-non-profit relations. These are the creation of shareholder and social values, a collaborative and mutually beneficial profit and non-profit alliance, the engagement of constituents inclusive of employees and consumers, and the communication of CRM values to the public domain.

Business in the Community is UK's business-community dedicated to promoting responsible businesses. Following an extensive consultation amongst consumers and practitioners, both in the business and non-profit organisations, CRM has been conceptualised and defined as "a commercial activity by which businesses and charities or good causes form a partnership with each other to market an image, product or service for mutual benefit" (Adkins, 2007, p. 51). Furthermore, they asserted that CRM "is certainly not philanthropy nor is it altruism" (Adkins, 2007, p. 11). It is rather a market driven activity by businesses, charities or good causes towards set objectives in order to receive a return on their investment where investment may be "cash, time or other resources or a combination of all" (Adkins, 2007, p. 11). This perspective by Business in the community clearly outlines the characteristic of CRM as adopted by this study.

The table below summarises the similarities and differences between the three types of giving by brands – philanthropy, sponsorship and CRM as discussed above.

Table 2.2 Corporate philanthropy, sponsorship, and CRM

Activity	Corporate Philanthropy	Sponsorship	Cause Related Marketing
Funding	Fixed	Fixed	Variable (May be capped)
Resources	None	Association	Association
Use of Resources	No commercial use of association	Association is employed to influence consumers attitudes, behavioural	Association is employed to create a customer offer that is linked to a specific contribution to the cause / charity

		intentions and behaviours	
Key Market Output	None	Attitudes (positioning), behavioural intentions (loyalty and preference) and behaviours (sales)	Behaviours (sales), behavioural intentions (loyalty and preference) and attitudes (positioning)
Sales Impact	None	Indirect sales impact	Direct sales impact
Revenue Flows	None	Exclusively to the sponsor	Split between the cause and the sponsor

Source: Polonsky and Speed, (2001)

Benefits of CRM

Aligning a brand with consumer-important causes and charities have the potential to generate substantial revenue and growth for a brand. Cause related marketing enables brands to build a stronger bond with consumers, which converts into customer loyalty and draws new customers over time. Brands benefit from CRM as it ensures a financial return for a brand's charitable activities because, the donation amount from brand to cause or charity is tied to sales of a brand's products (Chen & Huang, 2016). Similarly, Hoek and Gendall (2008) observed that CRM reduces the financial risk to brands, as donations to charity or cause is based on the financial returns from sales.

Many studies have confirmed the benefits of CRM initiatives and why brands form alliances with NGOs. Adkins (2007) suggested that CRM is a win-win strategy for brands, charities, and consumers. In other words, CRM benefits the sponsoring brand, the charity or cause, and the consumers who purchase the brand's products or services. For brands, CRM has been demonstrated to improve and enhance a

brand's image (Broderick, Jogi, & Garry, 2003; Tanford, Kim, & Kim, 2020; Kotler & Keller, 2006; Mason, 2002; Strahilevitz, 2013).

Lafferty, Lueth, and McCafferty (2016) noted that CRM adds value and enhances a brand's image by satisfying consumers demands that brand demonstrate their social commitment of good corporate citizenship. It also expresses a brand's responsiveness and commitment to social concerns by raising funds for a good cause (Docherty & Hibbert, 2003). Other benefits from different authors includes increase preferences for the brand, a favourable purchase intention, and competitive edge (Mohr et al. 2001; Alalwan et al., 2016), differentiate brands from the competitors (Alalwan et al., 2016), induce favourable attitudes toward the brand and increase customer loyalty (Docherty & Hibbert 2003; Galan-Ladero et al. 2013; Rossetal. 1992; Santoro, Bresciani, Bertoldi & Liu 2020), generates a deeper emotional engagement with target consumers and improves relationships with consumers (Cone et al. 2003; Docherty & Hibbert 2003; Vanhamme, Lindgreen, Reast & Van Popering 2012), enhance brand awareness, improves brand image, brand credibility and brand reputation, and communicates core brand values to society (Docherty & Hibbert 2003; File & Prince 1998; Polonsky & Macdonald 2000; Broderick et al., 2003; Westberg & Pope, 2014), helps brand break through advertising clutter, provides low-cost exposure, prevent negative publicity, increase the customer base, and reach new market segments and geographic markets (Broderick et al. 2003; Brønn & Vrioni 2001; Cone et al. 2003; Docherty & Hibbert 2003; Polonsky & Wood 2001; Vanhamme et al. 2012), and CRM helps to increase employee's morale, loyalty, commitment and reduces employee turnover (Cone et al. 2003; Polonsky & Wood 2001; Meyer 1999; Rebollo & Quiñones 2009; Guerreiro, Rita & Trigueiros, 2016).

Charities and NGOs play an important role in the public service and in the economy. They contribute to every walk of life, including the arts, education, and research, supporting disadvantaged populations, and delivering public services. It has been estimated that the annual income of the charity sector in England and Wales is around £113.1 billion (Elizabeth, Midgley, Charles, & David, 2012).

Approximately 200,000 registered UK charities have an estimated total annual income of over £60 billion in 2017 (Hyndman, 2017).

Clearly, the single most important benefit that non-profits receive from a CRM alliance comes in the form of financial resources (Cone et al., 2003; Polonsky & Wood, 2001). More funds for Charities subsequently lead to increased donation budget that enables helping people and good causes more often.

Benefits accruing to charities and NGOs according to the literature includes; Fundraising for charitable causes (Cone et al. 2003; Docherty & Hibbert 2003; Bennett 2018), Increased public awareness of the non-profit organization's mission, better image and favourable publicity (Docherty & Hibbert 2003; Varadarajan & Menon 1989; Badenes-Rocha, Bigne & Ruiz 2022), Favourable charity image can lead to an increase in the number of volunteers (Docherty & Hibbert 2003; Polonsky & Wood 2001; Badenes-Rocha, Bigne & Ruiz 2022), Indirect contributions to the cause (Varadarajan & Menon 1988; Grolleau, Ibanez & Lavoie 2016), Revenue earned can be used for operating expenses and routine capital expenditures that individual donors are less likely to fund (Lowell, Silverman, & Taliento 2001; Topaloglu, McDonald & Hunt, 2018), and of course the sponsoring brand might be willing to assist in managerial efforts (Cone et al. 2003; Docherty & Hibbert 2003; Polonsky & Wood 2001; e Silva, Duarte, Machado & Martins 2020).

Consumers also benefit from CRM as purchasing a brand, a product or service benefits a charity or cause and gives the consumer a feeling of satisfaction of contributing to the good of society (Polonsky & Wood, 2001; Porter & Kramer, 2006).

Other authors in the literature have stated that the benefits of CRM to Consumers includes, providing consumers a sense of value to their purchases and a way to satisfy their altruistic need to help society (Polonsky & Wood 2001; Heidarian 2019), Consumers would purchase brands, products/services offered in a CRM campaign as they obtain not only the benefit of purchasing a brand, product or services that satisfies a need or want but also, a means to alleviate the feelings of guilt associated with purchase of frivolous products or services (Polonsky & Wood 2001; Pringle & Thompson 2001; Adomaviciute, Bzikadze, Cherian & Urbonavicius, 2016), Research

shows that consumers' well-being is related to the perceived value of the CRM campaign which is often driven by their inner satisfaction and the wish to fulfil altruistic need of supporting a charity or cause (Bhattacharya & Sen 2004; e Silva, Duarte, Machado & Martins 2020).

Criticism of CRM

Consumers generally evaluate CRM initiatives positively however, there is no clear consensus if CRM is an ethical strategy as some have become sceptical of its practises (Brønn & Vrioni, 2001; Webb & Mohr, 1998; Cosgrave & O'Dwyer, 2020). Criticisms of CRM that have been raised include the potential for it to undermine traditional corporate philanthropy. The claim to success are questioned by some scholars who think, CRM initiatives are perceived as ambiguous, misleading and inappropriate, especially in advertising context (Eastman, Smalley, & Warren, 2019; Partouche, Vessal, Khelladi, Castellano & Sakka, 2020).

Critics of CRM also contend that CRM may lead to the marketization of the Non-profit sector. Eikenberry and Kluver (2004) and Einstein, (2011), as cited in Rego (2017) cautioned that "shopping" does not have to replace the need for "philanthropism". Other critics are of the opinion that CRM campaigns provides a brand a platform for a short-term alliance to a cause (NGO) where benefits to the brand far exceeds the benefit to the cause. Furthermore, CRM as a strategic marketing tool (Adkins, 2007; Christofi, Leonidou, Vrontis, Kitchen, & Papasolomou, 2015; Till & Nowak, 2000) may be driven by brands to minimize risk by supporting the more popular and politically "good cause" at the expense of stigmatized or less popular causes.

Horne (2013) contends that criticism of CRM falls into two categories: Criticism of its essence and criticism of its form.

Criticisms of CRM's essence questions the "shotgun wedding" between profit-oriented brands and non-profit causes. There is the general perspective by critics of CRM's essence that brand may be exploiting human suffering and consumer's good will to donate to a cause for financial gain. Further still, the donation to the cause may be trivial compared to the profit made from the CRM campaign. Horne (2013) observed that brands support popular and marketable causes for example, breast

cancer and ignore less marketable and unpopular causes such as fighting sexually transmitted diseases. In an effort to support marketable causes like cancer research, brands will ignore cause-brand fit issues. For example, Susan Komen, a foundation that fights breast cancer partners with Estee Lauder whose products "contained parabens and phthalates, additives in make-ups and lotions speculated to have links to breast cancer" (Horne, 2013, p. 231).

On the other hand, criticism of CRM's form questions transparency issues associated with CRM campaigns. Krishna (2011a) observed that brands should be clear about the donation amount given to charities or causes. For example, Yoplait's 1999 CRM campaign "save lids to save lives" gave the false impression that it would donate 50 cents for every lid redeemed to breast cancer research. However, it had a \$100,000 cap donation on the charity. This implies that the first 200,000 lids redeemed did benefitted the charity, but the later lids redeemed did not benefit the charity due to the donation cap and this was unknown to the consumers. The attorney general's office in Georgia started an investigation and found out that 9.4 million lids were redeemed by the brand. In order to resolve the situation, the parent company, General mills paid a large sum to the Breast Cancer Research Foundation (Jacobs, 2010). CRM activities such as these have raised concerns with the resultant perception that brands are not transparent when it comes to the amount donated to the charity - they do not disclose minimum or maximum donations (Horne, 2013), and not as much money is going to the cause as consumers might think. Pracejus and Olsen (2004) also found out that the frequent use of ambiguous quantifiers for example, a percentage of the revenues will be contributed had a significant impact on consumer's estimates of the amount being donated.

Studies shows that rather than encourage consumers to personally get involve in initiating social change, activism by means of consumption keeps the goodwill of CRM from actively initiating social change (Nickel & Eikenberry, 2009). Consumers are sold the idea that they can positively contribute to social causes and charities by filling their shopping baskets. This, however, makes the consumers feel good to contribute by consumption which on the other hand may lead to laziness over activism.

Critics also question CRM programmes that turn social issues into commodities and dehumanized beneficiaries of certain CRM programmes. The “live Aid” concert has been criticized for showing images of starving Ethiopians to promote the concerts. Such marketing strategy lack human dignity and furthermore, hunger was used to promote the concert. Those who bought the ticket or contributed to the cause, concert or campaign were entertained. They were not educated about the complex causes of the issues.

On the other hand, CRM campaign programmes may not be automatically unethical or ethical. It is suggested that Marketers must examine their strategies and show respect for all the individuals involved. Brands must also examine their intentions when they plan CRM programmes.

Society increasingly recognises that strategic giving can help both society and the brand at the same time (Adkins, 2007; Hajjat, 2003), and that such arrangements are not immoral. CRM is an excellent marketing tool that helps brands achieve their goals, while non-profits can expand and secure their funding sources. The value charities place on these relationships is a reflection of the growing number of long-term partnerships between brands and causes, and the increasing amount of requests for this type of assistance pouring into corporations all point to the undeniable benefits of CRM for charity Mahood (1992) as cited in Baylin, Cunningham, & Cushing, (1994)

Risk of CRM

According to extant literature, there are several risks associated with cause related marketing initiatives. Below, the risks have been categorized according to stakeholders.

Risk to the sponsoring brand

As discussed earlier on, CRM is not a philanthropy (Adkins, 2007). The funding for the campaign is usually apportioned from a brand’s marketing budget (Ross, Patterson, & Stutts, 1992; Gupta & Pirsch, 2006), and therefore, poses financial risk for the brand despite having altruistic intentions. Brands that partner with non-profit organisations often provide the funds and managerial efforts (Cone et al., 2003;

Docherty & Hibbert, 2003; Polonsky & Wood, 2001). Moreover, brands may incur consumers distrust if CRM campaign is not properly designed and implemented besides, it is difficult to measure the social contributions of the CRM campaign (Meyer, 1999; Beise-Zee, 2013). Other authors have deliberated on the risk of CRM to sponsoring brands to include Increased financial risk for the brand (Mohr et al. 2001; e Silva, Duarte, Machado & Martins 2020), budget for other marketing activities are reduced (Ross, Stutts, & Patterson, 1992; Christofi, Leonidou, Vrontis, Kitchen & Papasolomou 2015), financial resources may be wasted as a result of partnering with a charity that delivers little or no synergy (Meyer, 1999; Eng, Ozdemir, Gupta & Kanungo, 2020), difficult to measure the social contributions of cause related marketing initiative (Meyer, 1999; Eng, Ozdemir, Gupta & Kanungo, 2020), risk of customer cynicism and consumers may regard the programme as exploitative of the cause (Meyer, 1999; Manna, 2021; Smith & Stodghill, 1994; Heidarian, 2019).

Risk to Charities

One of the biggest risk to the participation of charity or cause in CRM is the alliance with a sponsoring brand sends signals of commercialism to the cause or charity image (Garrison, 1990; Bower & Grau, 2009). Similarly, the shortcomings of CRM is that regular corporate philanthropic contributions and consumer contributions to causes or charities may decline as CRM funds may well be regarded as a substitute for these contributions. The use of unethical marketing practises by the sponsoring band, charities increasing dependency on sponsoring brands funds, and the charity's inability to administer funds from CRM may pose a risk to charities and causes. Other risk includes the image of the cause may be tainted by commercialism (Garrison, 1990; Choi & Seo 2019), customers and businesses may view funds as a substitute for rather than a supplement to regular individual and corporate charity contributions (Docherty & Hibbert 2003; Varadarajan and Menon, 1988), risk of wasted resources if the partnership fails to meet its goals and objectives (Andreasan, 2006; Wilson, 2017), loss of organisational flexibility to enter or form additional such partnerships with the sponsoring firm's competitors (Andreasan, 2006), the use of unethical marketing practices by the corporate partner (Andreasan, 2006; Eng, Ozdemir, Gupta & Kanungo, 2020), dependence on corporate financing may

becoming more and more pronounced (Andreasan 2006), individual contributors may perceive the cause no longer requires aid, resulting in a cash gap and hindering the capacity of the cause to assist its constituents (Polonsky & Wood 2001; Melero & Montaner 2016).

Risk to the Consumers

Consumers may be misled by brands' exaggerated messages of generous donation to charities or causes with the resultant consequences that consumers may think that charities no longer need individual donations or assistance. This may create a shortfall in charity or cause funding leading to reduced social services (Polonsky & Speed, 2001).

Risk of being misled by sponsoring firms that exaggerate cause-related marketing related generosity (Polonsky & Wood 2001; Sabri, 2018), consumers may mistakenly perceive cause has participated in the development of the sponsoring firm's products and/or practices (Polonsky & Wood 2001; Kalaichelvi, 2019), adoption of new or supplementary causes by the non-profit organization may be inconsistent with the consumer's perceptions of the cause from the time of their initial support (Polonsky & Wood 2001; Sabri, 2018).

2.2.3 Corporate objectives of CRM

The motives underlying CRM can be said to be an overlap of philanthropic and marketing objectives of a brand. CRM is driven by brands who partner with charities or causes in order to meet corporate and marketing objectives. It is basically a marketing programme with two objectives. However, the strategies and tactics that brands adopt reveals the intention and objectives of their CRM campaign. An array

of corporate objectives have been highlighted in the extant literature and this have been narrowed down to three primary objectives which aligns with the purpose of this study.

CRM build a positive brand image in the minds of consumers with the objective, to increase sales of products and services.

Table 2.3 Cause Related Marketing Objectives

Revenue Generation	Brand Image	Brand Equity
Generating incremental sales	Enhancing brand image	Increasing brand credibility perceptions
Improve customer loyalty	Reinforcing brand image	Increasing brand recognition
Broadening customer base	Build a positive brand image	Increasing brand awareness
Reaching new market segments and geographic markets	Pacifying customer group	Enhancing positive brand attitude
Promoting repeat purchases	Improve corporate social responsibility	Enhanced brand prestige and credibility
Competitive edge	Attract and retain employees	Differentiating brand

The classification above may influence the marketer to make conclusions that CRM is a complete marketing tool that can be employed to achieve all marketing goals and objectives however, CRM campaigns are not always successful (García, Gibaja, & Mujika, 2003). Some researchers contend that campaigns with social dimensions that are capable of communicating organisations' mission, influence brand image and motivate the workforce, may not necessary be effective in achieving sales objectives (Deshpande & Hitchon, 2002). Although this is debatable considering that several marketing surveys that have been conducted, and a majority of consumers

declared they would buy a brand that supports a cause. On the other hand, social campaigns may be ineffective due to lack of understanding amongst marketers, brand managers and managers about the nature of the cause, and consumers perceptions of CRM campaign design. What must be taken into consideration is that consumers attitudes influence CRM campaign results (Maignan, 2001; Maignan & Ferrell, 2004). According to Adkins (2007), brand owners will be disappointed if they expect CRM to compensate for a weak marketing offer.

In the literature, the primary motive for brands to form alliance with not-for-profit organisations is to increase sales volume. Wagner and Thompson (1994), and Chang and Cheng (2015) highlighted that CRM is essentially a marketing tactic to sell more products and increase revenues. Similarly, Business in the Community, a UK business-led issue-focused charity is of the opinion that CRM is not a philanthropy or altruism but simply a sales promotion strategy that brands employ to market products and services by linking them to societal benefits (Adkins, 2007).

2.2.4 Cause-related marketing as a form of marketing communications

Academically and managerially, cause-related marketing has been included within the scope of marketing communications (Lafferty, Lueth & McCafferty, 2016).

Academically, a simple review of marketing communications literature reveals that CRM is always included under the marketing communications umbrella, and most typically falls under the public relations domain (Belch & Belch, 2004; Clow & Baack, 2009; Duncan & Moriarty, 2006; Semenik, 2002; Shimp, 2003). Cause-related marketing has also been referred to as the "... activity of supporting corporate social responsibility in marketing communication operations" (Brønn & Vrioni, 2001, p. 214). According to published case studies, advertising or public relations firms are typically involved in planning and coordinating cause-related marketing initiatives (Higgins, 2002b).

Furthermore, the communication process is followed when executing a cause-related marketing plan. The details of the organization's support for a cause are communicated through a communication channel, which may involve direct or mainstream media, as well as packaging. A brand's marketing communications budgets are typically used to develop cause-related marketing programmes

(Andreasen, 1996; Key & Czaplewski, 2017; Varadarajan & Menon, 1988; Wagner & Thompson, 1994). This communication is designed towards a target audience who will receive the message and determine whether to act on it or not. The brand receives the feedback on the success of the CRM campaign through sales revenues generated by the campaign.

2.2.5 Consumers' Response to Cause-related Marketing

Researchers have examined the impact of CRM on consumer's attitudes and purchase intentions (behaviour).

Studies have demonstrated that a brand's alliance with a charity or its commitment to supporting a cause positively impacts consumer's perceptions of the brand and the products or services linked to the brand (Adkins, 2007; Barone et al., 2000; Jeong, Paek, & Lee, 2013; Mohr & Webb, 2005). Adkins (2007) contend that it is a win-win situation for the parties involved. This perspective is also supported by the increasing alliances between brands and charities that have seen marketers increasingly relying on cause-related marketing initiatives to increase sales (Barone et al., 2007). Due to its acceptance by consumers, brand's spending on CRM has increased tremendously. IEG (2018) sponsorship report estimates that sponsorship spending on causes would hit \$2.23 billion in 2019, a 4.6 percent increase from 2018.

Consumers acceptance of CRM initiatives reflects in their responses to a global survey report by Cone Communications (2015): 93% stated that they are more likely to develop a positive image of brands that support social and environmental issues whilst, 93% stated that they are more likely to trust brands that support social causes. A further 88% are more likely to be loyal to brands that are committed to social issues. Moreover, given similar price and quality, 90% of global consumers stated they are likely to switch brands to one associated with a good cause. These statistics reflect consumer's responses to CRM and its implication is that it influences consumer's decision making and purchasing intentions (Aggarwal & Singh, 2019; Ćorić & Dropuljić, 2015; Hajjat, 2003).

The theory of planned behaviour developed by Ajan and Fishbein relates attitudes, intentions and behaviour, and predicts consumers buying activities (De Matos, Ituassu, & Rossi, 2007; Summers, Belleau, & Xu, 2006). They argued that attitude

have a positive relation with intention to purchase pointing out that, it is a better indicator of a final decision to buy in relation only to the attitude towards the buying object.

Prior studies suggests that CRM can be an effective instrument for achieving a positive impact on various attitudinal measures (Arora & Henderson, 2007; Barone et al., 2000; Bloom, Hoeffler, Keller, & Meza, 2006; Hajjat, 2003; Lafferty & Goldsmith, 2005; Menon & Kahn, 2003; Nan & Heo, 2007) and on behavioural or purchase intentions (Arora & Henderson, 2007; Berger, Cunningham, & Drumwright, 2006; Bloom et al., 2006; Hajjat, 2003; Henderson & Arora, 2010; Krishna & Rajan, 2009). An examination of consumer attitudes and purchase intention will be carried out at this point to better understand its role in CRM.

Consumer Attitude:

Attitudes have been defined as "a learned predisposition to act in a rationally favourable or unfavourable way towards the object" (Schiffman & Kanuk, 2004, P.200 as cited in Ćorić & Dropuljić, 2015) whilst Page and Luding (2003, p. 149) defined attitudes as "a psychological personal drift to a rationally positive or negative response and behaviour due to stimulus and as a result of an attitude toward it". Studies indicates that consumer attitudes toward brands sponsoring CRM are significantly positive (Patel et al., 2017; Webb & Mohr, 1998). Consumers tend to believe that brands sponsoring CRM are socially responsible (Ross et al., 1992; Kim, Youn & Lee, 2019; Pérez & del Bosque, 2015). Barone et al. (2000) demonstrated in a study that consumers prefer brands that shows an altruistic motivation to support a social cause to a comparable brand that forms a partnership with a social cause for the purpose of generating sales.

Similarly, in a study conducted by Hajjat (2003), he found out that consumers have a favourable attitude towards advertisements if it contains CRM communications. Yavas, Woodbridge, Ashill, and Krisjanous (2007) demonstrated that a positive CRM message/offer affects consumer attitude more favourably. Various other studies have found similar results (Galán Ladero, Galera-Casquet, Valero-Amaro, & Barroso Mendez, 2015; La Ferle, Kuber, & Edwards, 2013; Van den Brink, Odekerken-Schröder, & Pauwels, 2006).

In a study conducted by Cunningham and Cushing (1993), they found out that including a cause claim significantly increased the recall of a CRM campaign. Joo, Koo and Fink (2016) found out that consumers respond positively to programmes perceived to be genuinely altruistic.

In a controlled experiment, Nan and Heo (2007) demonstrated that advertisement with an embedded CRM message, elicits more favourable consumer attitude toward the brand compared with a similar one without a CRM message,

In a series of replicated experimental studies, Bloom et al. (2006) using 135, 216, 456 and 229 MBA students in Mexico and USA in four studies, compared CRM to traditional sponsorship, and found out that CRM was more effective at enhancing product choice. In their experimental research, MBA students completed conjoint exercises on various American and Mexican beer brands that were either coupled with a CRM donation, a sponsoring cue, or a control. The results indicated more positive values when CRM message were present in the profile compared to sponsoring of the same charities and the control condition.

Furthermore, it was observed that consumers have favourable tendencies for attitude towards the brand if it practices CRM (Kim, Kim, & Han, 2005).

However, in a study conducted by Hamiln and Wilson (2004), 320 participants recruited from a local supermarket were exposed to a milk advertisement either with or without a CRM message. After comparing results of both advertisements, the researchers found out that CRM cue / message did not impact consumer's attitudes or purchase intention. In the same vein, in a study conducted by Lafferty and Goldsmith (2005), participants were subjected to a pre-test and post-test approach. After comparing consumers evaluation resulting from the experimental study, they found out that post exposure attitude towards the brand were more positive than pre-exposure towards to brand. Participants were not shown any stimuli during the pre-exposure and the difference in the results may be attributed to the effect of showing the participants an ad during post exposure rather than to the effects of the CRM message.

Consumer Behaviour / Purchase intention:

CRM positively impacts consumers purchase intentions (Hajjat, 2003; Lafferty, 2007; Landreth Grau & Garretson Folse, 2007; Patel, Gadhavi, & Shukla, 2017). Purchase

intention refers to the orientation that consumers may take for a brand (Bagozzi, Gopinath, & Nyer, 1999; Ramya & Ali, 2016). This orientation or purchase intention occurs after consumer's evaluation of the brand, and perceived value proposition that forms the perception related to the brand (Hsu & Lin, 2015). Perceived value is the fundamental basis for all exchange activities and can drive purchase intention or buying choice (Pieters, Baumgartner, & Allen, 1995; Wu, Chen, Chen, & Cheng, 2014). Hou et al., (2008) stated that consumers have positive feelings about brands that support a cause, and they become more persuasive about the brand's offer, developing purchase intentions compared to brands that are not supporting any cause. Previous studies contend that CRM builds consumers purchase intentions positively (Anselmsson & Johansson, 2007; Hajjat, 2003; Patel et al., 2017; Webb & Mohr, 1998; Yang & Li, 2007). Scholars have also suggested these purchase intentions translate into behaviour for example, Brønn and Vrioni (2001, p. 215) claimed CRM "sells products, enhances image and motivates employees".

On the other hand, Foxall (1990) opposed the claim that attitudes predicts behaviour. He contends that these behavioural claims may be observed in tightly controlled experimental settings and that consumer's knowledge, attitudes or beliefs may not be presumed to result in new behaviour. Similarly, Ehrenberg, Barnard, Kennedy, and Bloom (2002) questioned the highly held belief that CRM communications is highly persuasive and capable of changing consumer's belief or behaviour. They suggested that consumer's behaviour may precede their attitude rather than follow their attitude.

Hoek and Gendall (2008) conducted a qualitative study to explore whether congruent and incongruent causes differentially affected choice behaviour. They found out that past responsiveness to CRM does not influence choice behaviour. These studies may suggest that CRM may help reinforce main behavioural models, but it is unlikely to stimulate consumers to purchase brands due to CRM.

In summary, a majority of studies on CRM suggest that CRM impacts consumers behaviour and Gupta and Pirsch (2006, p. 29) concluded that "consumers now more than ever value a brands' willingness to support relevant causes, rewarding those brands that follow this path, and punishing those that do not". In addition, a majority of studies have empirically proven that willingness to purchase a brand is also

positively influenced by the brand's CRM activities (Smith & Alcorn 1991; Nan & Heo, 2007).

2.2.6 CRM Campaign communications

CRM campaign communications is a strategy employed by brands to generate states of identification among their target audience (Berger et al., 2006). Through the link to charity or support for a cause, the brand is perceived by consumers as holding prosocial or altruistic values (Maignan & Ferrell, 2004; Kim, Park & Shrum, 2022).

Studies have demonstrated that a brand's effort in communicating its commitment to supporting a charity or social cause, creates brand associations that positively influences consumer's perceptions of the brand and in effect, consumers behaviour (Adkins, 2007; Barone et al., 2000; Jeong et al., 2013; Mohr & Webb, 2005). For example, Cone communication/equity global CSR study in 2015 reports that 90% of global consumers prefer to have socially responsible products and services offered from brands. This has led brands to communicate their social responsibility commitments to consumers by emphasizing contents that reinforce their social position.

Traditionally, Cause related marketing campaigns give special value to a brand's product and product images (Chang & Chen, 2017). However, brands are increasingly highlighting the sponsored cause in their campaigns and positioning the brand in a secondary role in the visuals (Lafferty & Edmondson, 2009). The latter method is suggested to enhance the brand's image because such brands are perceived to be generous, altruistic, and an indication of good social responsibility.

Similarly, studies have demonstrated that CRM campaign success is related to message framing (Higgins, 2002a) and through realistic and undistorted messages with clear objectives (Lubin & Esty, 2010). Message framing according to Aaker and Lee (2004) refers to communications messages which are either positive (promotion messages) or negative (prevention messages) consequences of specific behaviours.

In addition other scholars are of the perspective that the success of CRM campaigns may also depend on copy elements (Grau & Folse, 2007; Kleber et al., 2016; Koschate-Fischer et al., 2012; Pracejus et al., 2003), the visual and textual elements

(i.e. brand's photo vs. cause's photo, vivid vs. pallid message) (Chang, 2012), message framing (i.e. informational vs. emotional appeal) (Bae, 2016), guilt appeal (Chang, 2011) and consumer cause involvement (Grau & Folse, 2007; Campelos, e Silva & Machado, 2021)

Previous studies have suggested that a brand's presentation of a relevant cause image and information on a promotion or specific feature of a brand's offer leads to a favourable effect on brand attitude (Hartmann & Apaolaza-Ibáñez, 2009; Winkielman, Schwarz, Reber, & Fazendeiro, 2003). If it is assumed that the image elicits positive emotional responses from consumers, the effects of attitude transfer from the image to brand attitude would be considered favourable compared to a brand's campaign that merely delivers information on products or promotions (Addis & Holbrook, 2001).

Scholars and marketers are of the view that CRM messages are instrumental to the market success of brands however, questions concerning when CRM messages are effective and how CRM messages affect attitudes have not been empirically documented (Bae, 2016). A cause-related marketing strategy based on information-oriented approach communicates detailed information of sponsoring brand's socially responsible behaviour and information about the social cause (Hartmann, Ibáñez, & Sainz, 2005; Sciulli & Bebeko, 2006). An emotional CRM campaign in contrast, communicates emotionally appealing content (Sciulli & Bebeko, 2006). Small and Verrochi (2009) showed that a single dominant visual image related to a social cause might be sufficient to engender significant positive affective responses.

The approach that CRM campaign adopts can be generally termed the message strategy (Mortimer, 2008). This framework identifies the communication tactic as either rational or emotional (Solomon, 2011). Rational tactics are built on information and logic, facts and reason in contrast to emotional tactics that generates positive or negative feelings to create positive emotional bond with the brand (Albers-Miller & Stafford, 1999; Leonidou & Leonidou, 2009; Taylor, 1999; Kim & Sullivan, 2019).

A CRM campaign strategy based on information-oriented approach communicates detailed information of the sponsoring brand's socially responsible behaviour and information about the outcomes or consequences of a social cause or support for charity (Hartmann et al., 2005; Sciulli & Bebeko, 2006). In contrast, an emotional CRM

campaign, communicates emotionally appealing content for example, single dominant visual image related to a social cause might be sufficient to engender significant positive affective response (Sciulli & Bebeko, 2006). However, other scholars suggest that a combined strategy, which may appeal to both emotional and information / intellectual dimensions, may yield a stronger attitudinal effect than either informational / intellectual or emotional appeal on their own (Hartmann & Apaolaza-Ibáñez, 2009; Matthes, Wonneberger, & Schmuck, 2014).

CRM communications as a branded content are desirable in order to provide positive brand experiences to customers (Nieto, 2009a). CRM campaign communications can be employed by brands to convey brand information and brand messages to target audience. Such information and brand messages may contain cues such as meaning laden sounds (music, voice); visuals, entertainment, narratives, educational information amongst others (Roswinanto & Strutton, 2014). However, such branded messages have not been utilised to its maximum by brand managers and marketing managers. There is an emerging range of new media or multimedia technology in today's digital world that creates new brand experiences for target audience, before and after purchase creating an experience lived in the virtual world. (Schmitt & Zarantonello, 2013).

Summary

In this chapter, the origins and definition of CRM by various authors in the literature were reviewed. It was highlighted that CRM is a social alliance which involves economic objectives such as marketing on the part of the brand, and a fund-raising objective on the part of the cause or NGO. The differences between CRM, corporate philanthropy and sponsorship were reviewed. The benefits, risk and criticism of CRM to various stakeholders were evaluated and the corporate objectives were assessed. Consumer responses to cause related marketing were discussed analysing both the attitudinal and behavioural responses to CRM initiatives.

CRM communications as branded messages may contain information and branded messages such as meaning laden sounds (music, voice), visuals, entertainment, narratives, educational information amongst others.

Part Three: Literature review on Brands and Branding

2.3 Introduction

This chapter presents a brief review of the related literature on brands and branding in order to gain a comprehensive understanding of its role in this study. It begins with a typology of brand and a consumer psychology of brands. A brief discussion on the concepts, definition and review on brand image will be followed by brand positioning and differentiation. Finally, the literature on brand credibility will be reviewed and discussed.

2.3.1 Brands and Branding

Branding has been documented from prehistoric times. For example, the symbolism of Rameses 11's cartouche (Empereur, 1999) which governed Egypt in 332 BC bears the symbols and connotations of a brand. Consumers have come to recognise brand as indicating a product's origins as well as an implied or explicit guarantee of the product's serviceability, reliability, suitability, and consistency over time (Aaker, 1991; Kotler, et al., 2001). A brand, defined as "a name, term, sign, symbol, or design, or a combination of them is intended to identify the goods and services of one seller or a group of sellers and to differentiate them from those of competitors" (Kotler 1997, p. 443), this knowledge can play a variety of roles in consumer decision-making and behaviour (Schmitt, 2012).

From brand extensions to global branding to brand equity, a lot has been learned over the last two decades about consumer perceptions of brands and the mechanisms that underpin various brand-related phenomena. The empirical research on brand study is extensive and detailed, exhibiting and testing extremely

domain-specific impact. However, how specific empirical findings fit into a broader picture of how customers view brands is missing in the literature (Schmitt, 2012)

The literature on branding has quite been inventive in generating new constructs for example, brand personality (Aaker, 1997 as cited in Schmitt, 2012), brand relationships (Fournier, 1998), brand community (Muniz & O'guinn, 2001), self-brand connections (Escalas, 2004b), brand attachment (Thomson, MacInnis, & Park, 2005), and brand experience (Brakus et al., 2009).

Branding research has also grown to incorporate cultural, sociological, and theoretical study that complements and builds on corporate, economic, and managerial methodologies. Brand researchers have suggested that understanding brands and branding requires an awareness of managerial settings as well as cultural processes such as historical context, ethical issues and customer responses (Fournier, Breazeale, & Avery, 2015; Ind, 2014; Kornberger, 2010).

Within this approach, brands as important cultural artefacts and engaging bearers of meaning and value, have representational and rhetorical power reflecting large societal, cultural, and ideological codes (Schroeder, 2009). Schroeder, Salzer-Mörling and Askegaard (2006) argued that the cultural environment has been significantly transformed into commercial brandscape in which the creation and consumption of images and videos has surpassed the production and consumption of things. This shift in brand research and thought may be broken down into four categories: corporate perspectives, consumer perspectives, cultural perspectives, and critical perspectives.

These four viewpoints highlight the expanding interest in brands and branding, as well as how brand research illuminates fundamental management and marketing challenges. Brands and branding are more than just marketing concepts or business tools; they are complicated ideological, managerial, and intellectual objects (Schroeder, 2017). Brands have evolved into ideological referents that impact cultural rituals, economic activity, and social standards, in addition to being cultural mediators. The four brand views recognise a trend away from the brand-consumer relationship and toward broader sociocultural concerns.

The corporate perspective focuses on brands from a strategic point of view. Within the corporate perspective, models of brand equity, brand identity, and brand image

are crucial to understanding issues such as, brand value, brand essence, and brand equity. Many of the world's most valuable corporations and brands, such as Apple, Google, BMW, IBM, and Mercedes-Benz, are considered corporate brands.

Corporate brands are becoming a more significant, influential, and visible aspect of the economy (Balmer, 2001; Urde, Greyser, & Balmer, 2007). Brand marketing is an important strategic component of corporate brands.

Corporate films/videos have emerged as a crucial instrument for brand marketing, representing a visual turn in management (Bell, Warren, & Schroeder, 2014; Meyer, Höllerer, Jancsary, & Van Leeuwen, 2013). A number of well-known brands have enlisted the help of well-known film directors to create brand marketing videos.

Brands engage a crew to film a short video about a brand campaign or corporate marketing shoot as part of a linked strategic project known as branding and advertising campaigns. This represents a fairly recent phenomenon in marketing (Schroeder, 2017).

Consumer perspectives have shifted attention away from corporate perspectives in order to better comprehend the functions of brands and branding in consumers' daily lives, as well as the roles brands play in consumer culture. Consumer research has revealed that people understand brands in a variety of ways. Consumer-generated photography and videos, which includes selfies, photos uploaded to social media sites, corporate websites, and brand community sites, as well as consumer-generated advertising (including critical viewpoints and parody videos), consumer created videos and product review sites, have increased dramatically (Schroeder, 2017).

Brands are seen as an element of culture rather than just a managerial tool in the cultural perspective. From a cultural standpoint, brand research occupies the theoretical space between strategic notions of brand identity and consumer interpretations of brand image, offering light on the frequently seen divide between corporate and consumer approaches (Schroeder, 2017).

Critical perspectives on brands highlight how brands work as ethical and ideological objects, providing a crucial reflecting point of view. For academics and managers alike, a critical view on brands remains vital for understanding the powerful functions brands play in consumers' lives.

Schmitt (2012) presented a consumer psychology model of brands that documented consumers' perceptions and judgements and their underlying processes as they relate to brands. This model in contrast to the general information processing model focuses specifically on the unique characteristics of brands. Brand information is conveyed frequently through multi-sensory stimulation and consumers engage with brands differently due to different needs, motives, and goals. The model distinguishes five brand related processes: Identifying, experiencing, integrating, signalling, and connecting with the brand.

Summarising the consumer psychology model of brands, Schmitt (2012) explains that a consumer identifies with a brand and its category, forms associations, and examines brand relationships via identifying. A consumer's sensory, emotive, and participative experiences with a brand he referred to as experiencing. Integrating refers to merging brand information into an overall brand concept, personality and relationship with the brand. The use of the brand as an informational cue, cultural icon, and identification signal is referred to as signifying. Finally, creating an attitude toward the brand, being personally connected to it, and connecting with the brand are all aspects of connecting with the brand. The question is if these processes are one directional or linear? Schmitt (2012) stated that the processes may occur in different orders. A given construct may overlap, to some degree, with another construct, and different constructs may interact.

2.3.1.1 Brand image

Brand image, an important concept in consumer behaviour research since the early 1950s have been applied in a variety of technical and causal applications. Marketing practitioners and academics have embraced the perspective that consumers purchase brands and products for something other than their physical function and attributes (Dobni & Zinkhan, 1990).

Similarly, it has long been regarded that one of the most important marketing activities is the communication of a brand image to its target audience. A clear communicated brand image helps establish a brand's position and differentiate it from the competition (Park, Jaworski, & MacInnis, 1986; Samu & Wymer, 2014; Işoraité, 2018), and CRM is a key element in the improvement and promotion of

brand image (Amawate & Deb, 2021; He & Li, 2011; Surianto, Setiawan, Sumiati & Sudjatno, 2020) perceptions by consumers.

Various definition exists for the concept "brand image" in the marketing literature. Some authors have defined the concept as a person's perception (Enis, 1967), or mental picture of a brand held in the mind of the consumer (Hardy, 1970). Other authors have incorporated feelings, evaluations and attitudes into their conceptions of brand image (Barich & Kotler, 1991; Dowling, 1986). Similarly, other authors have conceptualise brand image as associations and meanings that an individual have about a brand (Keller, 1993; Martineau, 1958). However, from these varied definitions, there is a consensus that brand image exist in the mind of the consumer and this image is not shared unanimously by consumers for any given brand (Brown & Dacin, 1997). Brand image is the brand's reputation and has been demonstrated by several studies to affect brand credibility (Keller & Aaker, 1992) affect consumer product judgements and responses in a positive manner (Keller & Aaker, 1998).

Keller (1993, p. 3) referred to brand image as the set of "brand perceptions reflected as associations in consumers memory" and it is suggested to influence consumers response to a brand's offerings. On the other hand, Shimp and Bearden (1982) have argued that the reputation of a brand is not a powerful influence on consumer's responses to a brands' offerings.

The inconsistent results in the literature may be attributed to different corporate/brand associations that have been linked to brand image.

In a CRM context, to ascertain how the information consumers associate with a brand (brand image) affects their response to a brands offerings, two types of Corporate associations were proposed by Brown and Dacin (1997) - Corporate Ability (CA) and Corporate Social Responsibility (CSR). This concept may have been derived from the work of Riahi-Belkaoui and Pavlik (1992, p. 93) who asserted that a brand's organisational effectiveness and social performance are "two major signals used by brands to create a good reputation" amongst its various audience. These two major associations are the CA and CSR associations. CA associations are perceptions of brand's capability and (the) effectiveness in the production of goods and services and refers to the technical and economic aspect of the brand image. CSR associations on the other hand are perceptions of a brands desire for social

commitment to important societal issues and refers to the non-economic aspects of the brand image. CSR strategies used by brands are evident to consumers. For example, some brands focus on environmental friendliness, community involvement or corporate philanthropy. Still others support charities and social causes through cause related marketing. Thus CRM provides an insight into a brand's value system (Turban & Greening, 1997) and character (Brown & Dacin, 1997; Keller & Aaker, 1992). Together, these two associations form an integral approximation to the formation of brand image in a CRM context, and the ensuing influence on consumer attitudinal and behavioural responses (Bigné-Alcañiz, Currás-Pérez, Ruiz-Mafé, & Sanz-Blas, 2012).

What is indicated here is, consumers perceived brands motive for engaging in CRM campaign, and this may influence the effectiveness and credibility of the brand and by extension the effectiveness of the CRM campaign (Barone et al., 2000; Webb & Mohr, 1998). These associations are expected outputs of a CRM campaign, and have been suggested as the determinants of a consumer's response to brand and cause (Du, Bhattacharya, & Sen, 2007).

In an experimental study conducted by Bigné-Alcañiz et al. (2010) with 373 university students as participants, the students were presented with a stimulus in the form of an advert in a printed media linking a real brand to a charity in a stimulated CRM campaign. They found out that the two types of brand associations as proposed by Brown and Dacin (1997) were outputs in a CRM campaign and are capable of improving brand attractiveness however, the relationship is much more intense in the case of CRS associations. This experiment supports the assertion by Brown and Dacin (1997) that consumers' perceptions of a brand's social responsibility (brand image) can influence consumers beliefs and attitudes towards brand's credibility and subsequently, purchase intention.

Similarly, a study by Chinomona (2016) found out that brand communications have a stronger effect on brand image than on brand trust. He highlighted that brand image strongly influences brand trust and that brand communication can have a strong influence on brand trust and brand loyalty through the mediating effect of brand image. Therefore, by increasing the perceived level of brand image through effective

brand communication, marketers will be able to gain consumer's brand trust – brand trust is one of the two dimensions of brand credibility (Erdem & Swait, 2004).

This assertion supports Scammon and Semenik (1983) article on the Federal Trade Commission theories of deception and it's remedies that brand image can be selected, created, implemented, cultivated and managed by the marketer. In other words, brand image can be projected to the consumers and that the vehicle through which this is accomplished is through advertisement and brand communication. On the other hand, Bullmore (1984) has argued that the creation of brand image is dependent on the consumer's psyche. His contention is that the consumers mind both contains and creates the image, and this is mediated by the consumer's experience with the brand. He refutes the assumption that the image belongs to the brand.

However, a majority of studies suggest that brand image is usually transmitted to consumers and it is seen as a representation of the brand in consumer's mind that is linked to an offering or a set of perceptions about a brand (Cretu & Brodie, 2007; Torres & Bijmolt, 2009). It is a gestaltic conception of image according to Bigné-Alcañiz et al. (2010) in which image is the outcome of experience in the consumers' mind.

2.3.1.2 Brand positioning and differentiation

An organisation may have a clear technical description of what it does and for whom, it may not have considered where it fits conceptually in the minds of consumers (Keller, 1993; Aaker, 1996; Baker, 1999; Bucholz & Wordmann, 2000; Holt, 2004). Marketers utilise a positioning strategy to differentiate their brand from those of competitors and then develop marketing activities that communicates and reinforces this positioning. The marketing literature has extensively examined this area. Baker (1999, p. 307), for example, notes that: "For marketing it is crucial to see how the product's benefits are perceived by consumers rather than how they are defined by production experts. Brand positioning is a market research method that aims to elicit from buyers a description or 'map' of how alternative brands are seen".

One may argue that research does not in and of itself create positioning rather it establishes what the brand's existing positioning is in consumers' mind and may also provide some suggestions as to what positioning might be attainable.

Baker's (1999) definition is inadequate in that it fails to highlight that one of the most important tasks confronting marketers is how to place their brands in the most desirable position in the target audience mind. To overcome this problem Kotler et al. (2001, p. 68) defined positioning as "arranging for a brand to occupy a clear, distinctive, and desirable place relative to competing brands in the minds of consumers, formulating competitive positioning for a brand and a detailed marketing mix." The emphasis is thus placed on actions rather than observations to determine brand positioning.

It is critical to position brands correctly in the minds of consumers in order to distinguish them from the competition (Fuchs & Diamantopoulos, 2010). "If positioning is effective, it has the potential to build powerful brands; however, if done incorrectly, it can also result in disaster" (Fuchs & Diamantopoulos, 2010, p. 1764). Possible positioning might be based on physical or non-physical attributes such as, price/quality, supporting social causes and good corporate social responsibility. As stated earlier, CRM communications may be used to position a brand as having or serving the interest of the society in the minds of consumers. The ability to be clearly seen as serving in a unique way, a specific segment of a market by achieving a positive positioning in people's minds has definite advantages for brands (both commercial and non-profit organisations) (Arnold, 1992; LePla & Parker, 1999; Sargeant, 1999; Kasapi & Cela, 2017; Andaleeb, 2016).

2.3.2 Brand credibility

Source credibility has been highlighted as a key factor in effective brand communication strategies (Goldsmith, Lafferty, & Newell, 2000; Keller & Aaker, 1992; Ohanian, 1990; Vrontis, Makrides, Christofi & Thrassou, 2021). In the general marketing environment, source refers to a spokesperson, expert or a celebrity who communicates on behalf of the brand. However, in a CRM context the brand is seen as the communication source, and the effectiveness of its message is determined by its credibility perceptions by consumers (Newell & Goldsmith, 2001).

Although credibility has been suggested to be a multidimensional construct, researchers have different views on what these dimensions are. Some researchers (Keller & Aaker, 1992; Maathuis, Rodenburg, & Sikkels, 2004; Ohanian, 1990) referring to McGuire's (1985) source attractiveness model, considers attractiveness a

dimension within the source credibility construct. On the other hand, source credibility as proposed by Hovland, Janis, and Kelley (1953) has remained dominant in the marketing literature (Erdem & Swait, 2004; Erdem, Swait, & Valenzuela, 2006; Goldberg & Hartwick, 1990; Goldsmith et al., 2000; Newell & Goldsmith, 2001; Trimble & Rifon, 2006). This model consider source credibility to consist of expertise and trustworthiness dimensions in contrast to other authors who consider it to be composed of 3 dimensions – expertise, trustworthiness and likeability/attractiveness (Erdem & Swait, 2004; Keller, 2003). In a CRM context, Bigné-Alcañiz et al. (2009, p. 438) defined brand credibility as "the degree to which a consumer perceives that the brand has the skill and experience necessary (expertise) to link to a social cause, and expresses sincerity and goodwill (trustworthiness) as a partner in the alliance."

The extant literature provides evidence of the significant role of brand credibility in a CRM context (Alcañiz, Cáceres, & Pérez, 2010; Goldsmith et al., 2000; Rifon, Choi, Trimble, & Li, 2004; Walker and Kent, 2013; Bae, 2018). One of the marketing objectives of brands taking on a CRM campaign is to enhance its brand image and to differentiate its brand from the competition (Bigné-Alcañiz et al., 2009). Although researchers in consumer behaviour are of the view that consumers choose to purchase from brands that are socially responsible (Bigné-Alcañiz et al., 2009; Inoue & Kent, 2014; Rifon et al., 2004) other authors are quick to point out that consumers are also sceptical about a brand's social responsibility practises (Dean, 2003; Foreh & Grier, 2003; Chatzopoulou & de Kiewiet, 2021). This scepticism arises from the intuitive belief that a brand's social strategies are intended to benefit the brand rather than altruism or a true commitment to social issues (Speed & Thompson, 2000; Webb & Mohr, 1998; Guerreiro, Rita & Trigueiros, 2015). Therefore, marketers are of the view that any marketing strategy that will eradicate this belief in consumer's judgement of a brand's intention in participating in CRM will in effect improve consumers' responses to its CRM initiatives. One such strategy according to the works of Varadarajan and Menon (1988) is the inclusion of brand credibility in CRM communications. This assertion has stimulated various studies that have analysed the possible antecedents to brand credibility (Becker-Olsen, Cudmore, & Hill, 2006; Lafferty, 2007; Rifon et al., 2004).

In an experimental study conducted by Erdem, Swait, and Louviere (2002), they found out that brand cause fit creates a more positive consumer perceptions of

altruistic brand motivations. This findings support the works of Webb and Mohr (1998) and Barone et al. (2000) who maintained that consumers respond and care about the motives of brands in a CRM. The works of Rifon et al. (2004), and Becker-Olsen and Hill (2006) based on attribution theory, suggests that cause brand fit and consumers attribution to altruistic brand motivations are two key antecedents to brand credibility in a CRM context. Despite the numerous studies that have explored the effects of cause brand fit on CRM outcomes, other works have shown that moderate cause brand fit is just as effective in a CRM campaign (Lafferty, 2007; Menon & Kahn, 2003; Trimble & Rifon, 2006).

The works of Inoue and Kent (2014) suggest 10 different antecedents to a brand's social marketing which are organised into attributes of the brand, attributes of the campaign initiatives and the attributes of the cause or charity. The studies of Slater and Rouner (1996) postulated that brand credibility assessment are based on three precepts. One of these precepts is that the quality of the message, including its presentation, plausibility and whether it is supported by data or more information. However, this factor the authors claimed is not well studied. This implies that the way a message is presented can influence how the source is perceived (Wathen & Burkell, 2002; Appelman & Sundar, 2016). They further suggested that the provision of credible information serves as a necessary but not sufficient component of any process designed to influence knowledge, attitudes or behaviour. However, Fogg (1999), and Fogg and Tseng (1999) contend that the most complex and reliable method of making brand credibility judgements is consumers first- hand experience with a brand – which may imply consumers emotions in decision making.

Summary

In this chapter the concept of brand and its extensions were reviewed. It was highlighted that a brand is a name, term, sign, symbol or design or a combination of these that differentiates a brand from those of the competitors. It was also mentioned that research on brands have grown to incorporate the cultural, sociological and theoretical study that builds on corporate, economic and managerial methodologies. Brands were reviewed as cultural artefacts and bearers of meaning and value reflecting large societal, cultural and ideological codes. It was also reviewed that brand videos have emerged as a crucial instrument for brand marketing representing

a visual turn in management. Brand image as highlighted in the literature exist in the mind of the consumer and this image is not shared unanimously by consumers for any given brand, and the correct positioning of brands is in the minds of consumers to differentiate the brand from competitors. The literature review also highlights that brand credibility is composed of two dimensions that comprises expertise and trustworthiness.

Part Four: Literature review on Experiential marketing

2.4 Introduction

This sub-chapter presents a review of the related literature on the rise of experiential marketing and reviews the background of research related to experiential marketing.

It will explore the definition of experience as applied in philosophy, science, sociology and psychology, anthropology and ethnology, management science and marketing literatures. Furthermore, it will also present the typologies of experience. The fields of experience – product experience, service experience, shopping experience and consumption experience – will be reviewed. The congruence between traditional marketing and experiential marketing will be presented. Finally, brand experience will be reviewed and applied to the present study along with strategic experiential modules.

2.4.1 Experiential marketing

The concept of experiential marketing was introduced into the field of marketing by Holbrook and Hirschman (1982). In their pioneering article "The Experiential Aspects of Consumption: Consumer Fantasy, Feelings and Fun", they argued for the recognition of the experiential aspects of consumption and contrasted the information processing model (Bettman, 1979) with the experiential view. Experiential view they emphasised regard consumption experience as a phenomenon directed towards the pursuit of fantasies, feelings and fun. Fantasies, feelings and fun according to the authors includes, sensory pleasures, playful leisure activities, aesthetic enjoyment, daydreams, emotions (fear, hate, love, guilt, anger, lust, pride, excitement, anxiety, boredom and joy) in contrast to the information

processing model that emphasizes product features, utilitarian functions and conscious verbal thought processes. Furthermore, experiential consumption emphasizes subconscious processes, symbolic meanings and non-verbal cues (Brakus et al., 2009; Schmitt & Zarantonello, 2013).

The information processing model perspective dominated in consumer research until a group of researchers became aware of ignored and neglected phenomena in the model (Olshavsky & Granbois, 1979; Sheth, 1979). Phenomena that were neglected or ignored in the model include sensory pleasures, various playful leisure activities, aesthetic enjoyment, daydreams and emotional responses. The authors contend that research had focused on the consumer as information processor thereby neglecting the equally important aspect of consumption which until now has limited our understanding of consumer behaviour. They also encourage future research to address this imbalance by including this area in our studies.

2.4.1.1 Experience in Marketing Literature

According to Schmitt and Zarantonello (2013), one of the core task of marketing is understanding consumers and their consumption experiences. Although experience as a concept is characterized by managerial slant contributions which lacks theoretical understanding of experience dimensionality, the experience concept in marketing research is still underdeveloped (Schmitt, Brakus, & Zarantonello, 2014). However, much have been studied and learned about the experience concept in marketing. In various studies, experience in the marketing literature have been given various expressions such as consumer experience (Tsai, 2009), customer experience (Gentile, Spiller, & Noci, 2007), product experience (Hoch, 2002), service experience (Hui & Bateson, 1991), consumption experience (Holbrook & Hirschman, 1982), shopping experience (Kerin, Jain, & Howard, 1992) and brand experience (Brakus et al., 2009). In some studies, these terms are used interchangeably and a few scholars have been able to present their conceptual differences (Schmitt & Zarantonello, 2013). The concept of product and service experience refers to specific offerings whilst shopping experience may refer to specific phases in the consumer life cycle. In the marketing literature, the concept of customer experience is the most common notion of experience. It focuses on the organisation and the creativity of the organisation in creating experiences for its customers using various tools. This is in contrast to consumer experience which focuses on the consumer and how the

consumers senses, perceives and evaluates marketing activities (Schmitt & Zarantonello, 2013). The concept of consumer experience provides a broad based framework and encompasses every aspect of a brand's offering—the quality of customer care of course, but also advertising, packaging, product and service features, ease of use and reliability.- it is considered the most researched area in experience in marketing literature (Arnould, Price, & Zinkhan, 2002). However, Schmitt and Zarantonello (2013) contend that brand experience spans across all the different contexts where the concept of experience have been examined and is generally regarded as the umbrella term. It results from consumer's interactions at various touchpoints with a brand and therefore relates to the summary impression of the brand.

2.4.1.2 Definition of Experience

The definition of experience has been grouped into two broad categories: The first category refers to ongoing perceptions, feelings and direct observations. In this context, Webster Third New International dictionary defines experience as “knowledge, skill, or practise derived from direct observation of or participation in events: an encountering, undergoing or living through things in general as they take place in the course of time”. The second category refers to the past. It also refers to knowledge and accumulated experiences over time. Webster Third New International dictionary defines experience as “knowledge, skill or practice derived from direct observation of or participation in events: practical wisdom resulting from what one has encountered, undergone or lived”.

The marketing literature reflects these two categories of experience definition which comprises of experience in the sense of direct observation and experience in the sense of accumulated knowledge. However Schmitt (1999b, p. 57) contend that, “experiences occur as a result of encountering, undergoing or living through things ... provide sensory, emotional, cognitive, behavioural, and relational values that replace functional values”. This study will adopt Schmitt's perspective because, experience as adopted in this study refers to consumer's exposure or encountering an Online CRM campaign/communication.

It will be necessary at this point to give a brief definition of experience in various disciplines. Each discipline has added its own conception to the meaning of the word experience and have influenced the conception of experience in marketing (Schmitt & Zarantonello, 2013).

Definition of Experience in various discipline and scientific field.

Below are the various definitions of Experience in various fields.

Table 2.4 Definitions of Experience in the literature

Discipline	Definitions
Anthropology	Individual cultural experience is precisely “how events are received by consciousness” (Bruner, 1986: p.4). It is conceptually different from the idea of event as the latter is something general which happens to others, to society, to the world. “Experience is something singular which happens to the individual” (Abrahams, 1986, p.5).
Management Science	“Experience is all about personal occurrence, often with important emotional significance, founded on the interaction with stimuli which are the products or services consumed” (Holbrook & Hirschman, 1982, p. 132).
Philosophy	Experience in philosophy is a personal trial that normally transforms the individual: ‘trying something’ (‘I tried...’) usually leads to the accumulation of ‘experience’ (I have experience in...) and therefore wisdom. Furthermore, this is unique (to a single individual) rather than universal (to everyone). As a result, experience gained when what occurs is converted into knowledge (common sense), rather than when it remains a simple lived occurrence. As a result, “reality only exists in the facts of consciousness provided by inner experience” (Dilthey, 1976: p.161).
Science	“In the generic sense inherited from positive sciences, an experience is similar to an experiment based on objective facts and data that can be generalised. It is important to

	recognise a distinction between experience in general and a scientific experience. A common experience provides the individual with particular knowledge, a scientific experience provides universal knowledge valid for all” (Agamben, 1989, p. 5 cited in Carù and Cova, 2003).
Sociology and Psychology	Experience is a subjective and cognitive activity which allows the individual to develop. The concept of experience is generally defined (Dubet, 1994, p. 3) as “a cognitive activity, a test, a means to construct reality and above all to verify it”. The aesthetic form and experience, whether natural or social, are inextricably linked.

Source: Adapted from Carù and Cova (2003)

The definition of experience in science is objective and associated with experimentation which is based on facts and data that are generally applicable. In contrast, experience is defined as subjective in the field of philosophy. The Danish philosopher has argued that objectivity has truth, the same is true for phenomenologically, subjective experience for an individual. Since experience is subjective, it is knowledge to the individual and not universal knowledge that is outside the individual. In psychology and Sociology, experience is understood as cognitive and affective processes that are a means to construct and represent reality. The concept of experience in anthropology relates to culture and how individuals live within their culture (Bruner & Turner, 2004; Throop, 2003). Hence, experience in anthropology are culture- bound and the interpretation of experience must be in the cultural context (Thompson, Locander, & Pollio, 1989).

These various perspectives have impacted the conception of experience in marketing such that some researchers focus on the direct observation and participation (products and services experience, shopping experience) and determine feelings and cognitions in the immediate environment whilst, some researchers focus on past experiences and the knowledge that has accrued from them. Still, some researchers are of the view that experiences are accessible and

can be objectively studied and other researchers view experiences as subjective needing interpretation (Schmitt & Zarantonello, 2013).

Definitions of experience in consumer research

The rise of and continued interest in experience marketing may be alluded to many factors. Firstly, this may be due in part to the current challenges facing marketing practitioners and the increasing difficulties of brands, goods and services differentiation in the marketplace (Carbone & Haeckel, 1994). Secondly, the realization of the importance of customer experience in the development of customer advocacy (Allen, Reichheld, & Hamilton, 2005) and the drive to achieve competitive advantage (Gentile et al., 2007). However, experience as a concept is not well established in the area of consumer behaviour and marketing research on experience is still relatively underdeveloped (Schmitt & Zarantonello, 2013).

Below are the various definitions of experience according to the marketing literature.

Table 2.5 Definitions of Experience in Marketing

Author	Definition
Brakus et al. (2009, p. 53)	Experience is “subjective, internal consumer responses (sensations, feelings, and cognitions) and behavioural responses evoked by brand-related stimuli that are part of a brand’s design and identity, packaging, communications, and environments”.
Meyer and Schwager (2007, p. 2)	Experience is “the internal and subjective response that customers have of any direct or indirect contact with a brand. Direct contact generally occurs in the course of purchase, use and service and is usually initiated by the customer. Whereas indirect contact most often involves unplanned encounters with representations of a brand’s products, services, or brands and takes the form of word-of-mouth recommendations or criticisms, advertising, news reports and reviews”
Gentile, Spiller and Noci (2007, p. 397)	“Experience originates from a set of interactions between a customer and a product, a company, or part of its organization, which provokes a reaction. This experience is strictly personal

	and implies the customer's involvement at different levels (rational, emotional, sensorial physical and spiritual)".
Shaw and Ivans (2005, p. 6)	The customer experience is "a blend of a brand's physical performance and the emotions evoked, intuitively measured against customer expectations across all moments of contact".
Poulsson and Kale (2004, p. 270)	A commercial experience is "an engaging act of co-creation between a provider and a consumer wherein the consumer perceives value in the encounter and in the subsequent memory of that encounter".
LaSalle and Britton (2003, p. 30)	Customer experience is "an interaction or series of interactions between a customer and a product, a brand or its representative that leads to a reaction". When the reaction is positive, it results in the recognition of value.
Robinette and Brand (2001, p. 60)	Experience is "the collection of points at which companies and consumers exchange sensory stimuli, information and emotion".
Schmitt (1999, p. 60)	"Experience are private events that occur in response to some stimulation (for example, as provided by marketing efforts before and after purchase). Experience involves the entire living being. They often result from direct observation and/or participation in events—whether they are real, dreamlike, or virtual".
Pine and Gilmore (1999, p. 12)	"Experience are events that engage individuals in a personal way".
Carbone and Haeckel (1994, p. 1)	Experience is the "takeaway impression formed by people's encounters with products, services, and businesses—a perception produced when humans consolidate sensory information".
Holbrook and Hirschman (1982, p.132)	Experience is a "personal occurrence, often with important emotional significance, found on the interaction with stimuli which are the products or services consumed".

Evolution of Experience

The extant literature on experiential marketing is fragmented however extensive (Tynan & McKechnie, 2009). Between 1990 and early 2000, brands adopted the works of Hirschman and Holbrook by engaging consumers in order to facilitate value creation for both brands and consumers (Gentile et al., 2007).

Holbrook and Hirschman (1982) were the first authors to introduce the notion that consumer behaviour has an experiential dimension. They advanced the experiential perspective to understanding consumer behaviour as an alternative to the hegemony information processing perspective and started the entire academic research stream on experience. They asserted that “by focusing single mindedly on the consumer as information processor, recent consumer research has tended to neglect the equally important experiential aspect of consumption, thereby limiting our understanding of consumer behaviour. They encouraged future researchers to work “towards redressing this imbalance by broadening our area of study to include some consideration of consumer fantasies, feelings and fun” (p. 139). The authors developed the “TEAV” (Thoughts, Emotions, Activities, and Values) consumption experience model. This model is based on the interaction between the environment (information) and the individual (motivation) and this interaction generates and is generated by the consumption process which includes the consumers Thoughts (mental activities), Emotions (responding, interpreting, expressing and feeling), Activities (actions and reactions) and Values (economic, social, hedonic and deontological) (Schmitt & Zarantonello, 2013).

Pine and Gilmore (1998) provided a detailed understanding of the “experience economy” and argued that services as goods before them are increasingly becoming commoditized and experiences have emerged as the next level in what is called the progression of economic value. They made the distinction between commodities, goods, services, and experiences. The table below shows this distinction.

Table 2.6 Economic distinctions

Economic Offering	Commodities	Goods	Services	Experiences

Economy	Agrarian	Industrial	Service	Experience
Economic Function	Extract	Make	Deliver	Stage
Nature of Offering	Fungible	Tangible	Intangible	Memorable
Key Attribute	Natural	Standardized	Customized	Personal
Method of Supply	Stored in bulk	Inventoried after production	Delivered on demand	Revealed over a duration
Seller	Trader	Manufacturer	Provider	Stager
Buyer	Market	User	Client	Guest
Factors of Demand	Characteristics	Features	Benefits	Sensations

Source: Pine and Gilmore (1998)

They stated that societal level has progressed through 3 stages of economic value: commodities, goods and services. In other words, from the commodities stage to the manufacturing stage. From the manufacturing economy to the service economy, and that brands will be compelled to upgrade their offerings to the next stage of economic value which they labelled the experience stage (Figure. 2.1). Experiences they contend were distinct economic offerings quite different from services just as services are different from goods.

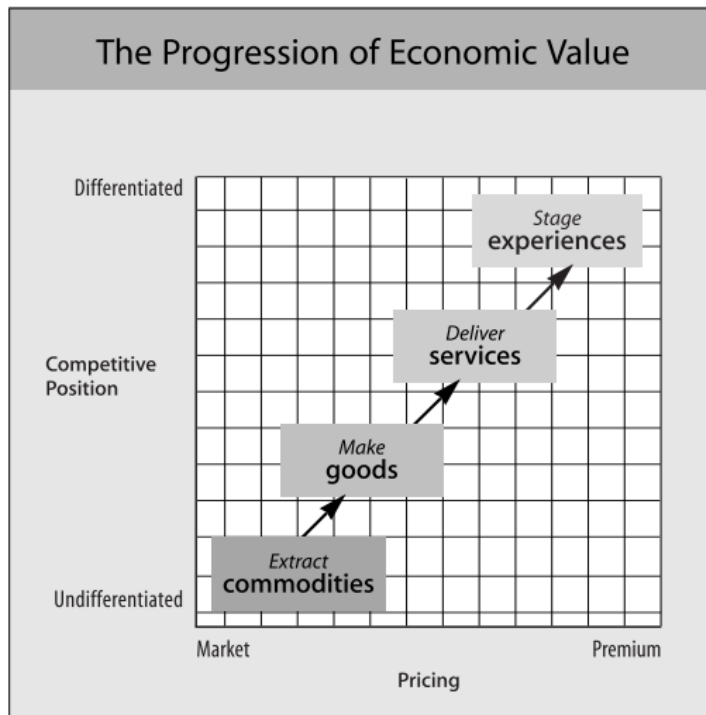


Figure 2.1 The Progression of Economic Value

Source: Welcome to the experience economy (Pine & Gilmore, 1998)

They argued that “the next competitive ground lies in staging experiences” (Pine & Gilmore, 1998, p. 98) . Whilst prior economic offerings for example, goods and services are external to the consumer, experiences are subjective to the individual. Experiences they concur are strictly personal and exist only in the mind of the consumer who has been engaged on an emotional, intellectual, physical and even spiritual level. They distinguished between four experience dimensions: aesthetic (including visual, aural, olfactory, and tactile aspects), educational, entertaining, and escapist experiences. The richest experiences encompass the four realms as suggested by Pine and Gilmore. Please see figure 2.1



Figure 2.2 The four realms of experience

Source: Welcome to the experience economy (Pine & Gilmore, 1998)

The four realms above were provided by Pine and Gilmore as a basis for the understanding and assessing consumer experience. These 4Es are the fundamental elements of consumer experience and it depicts the active or passive participation of a consumer, and on the immersion of or absorption of the experience.

Entertainment Realm:

Pine and Gilmore (1998, p. 102) highlighted that “the kinds of experiences most people think of as entertainment – watching television, attending a concert – tend to be those in which customers participate more passively than actively; their connection with the event is more likely one of absorption than of immersion”.

Mathwick, Malhotra, and Rigdon (2001) envisage the entertainment quadrant as

reflecting a reactive response from consumers that evokes admiration for a marketing entity for its capacity to serve as a means to a self-oriented end.

Cheung and Vazquez (2015) highlighted the pleasure and arousal (P-A) model by Mehrabian and Russell (1974), and Kim and Lennon (2010) who suggested that entertainment can generate feelings of pleasure and is related to happiness, satisfaction and relaxation, whilst feelings of arousal can be characterised as frenzied, jittery, or excitement.

In a CRM campaign context, creating an entertaining brand experience, the campaign can create content that focuses on viewer's absorption and passive participation. This entails content that is easy to digest such as employing information technology to produce a narrative (a short video story/narrative about the cause or charity) that is entertaining and educative.

Educational Realm:

Educational experience tends to involve active participation but consumers do not have a major impact on their script or rather are not immersed in the action. Pine and Gilmore (1998, p. 102) stated that "Educational events – attending a class, taking a ski lesson – tend to involve more active participation, but students (customers, if you will) are still more outside the event than immersed in the action". The goal of education is to learn something. Cheung and Vazquez (2015) explained that in online environments, the concept of Flow has been widely employed to measure online users' cognitive experiences. Flow according to the literature is a cognitive experience which entails the activities of thinking, understanding, learning, and remembering.

For a CRM campaign communications standpoint, creating an educational multimedia live video experience needs to engage its targeted audience to actively learn something about the offering. Therefore, the creation of a multimedia video by employing information technology to attract the active participation of the target audience to actively "learn something" about the CRM campaign will stimulate the intellect of the viewers. It needs to be intellectual, stimulating and should be time sensitive. Such a CRM Multimedia campaign video should have a high potential to stimulate the intellect of individual viewers, who might feel highly engaged and absorbed by the content.

Escapist:

Pine & Gilmore (1998, p. 102) stated that “escapist experiences can teach just as well as educational events can or amuse just as well as entertainment but, they involve greater customer immersion; acting in a play, playing in an orchestra, or descending the Grand Canyon involve both active participation and immersion in the experience”. Brakus et al. (2009, p. 66) forecast certain consumer actions and physiological reactions when they interact with a brand in a fully immersed behavioural experience with active involvement based on their reasoning.

In a CRM context, the brand can facilitate engagement with its viewers by requesting them to engage in commercial exchanges that will help the charity or cause. It may also direct them to the brands website for a detailed information on the alliance with the cause with a view to positioning and promoting its long-term commitment to the cause or charity.

Esthetic:

Pine and Gilmore (1998, p. 102) claim that ‘if you minimize the customers’ active participation, an escapist event becomes an experience of the fourth kind – the aesthetic, and continued by noting that here customers or participants are immersed in an activity or environment, but they themselves have little or no effect on it – like a tourist who merely views the Grand Canyon from its rim or like a visitor to an art gallery. In the extant literature, Holbrook and Hirschman (1982) identified that visual stimuli concerned hedonic consumption behaviour, and is related to aesthetics and pleasure (Guido, Capestro, & Peluso, 2007).

In the aesthetic world, a synthesis of the four arguments in the preceding paragraph leads to the conclusion that designing a visually appealing live-video CRM campaign is crucial. This event will appeal to viewers because of its astutely crafted audio-visuals. This entails producing a visually stimulating and appealing show with professional equipment.

Schmitt (1999b) in his article “Experiential Marketing” contrasted traditional marketing with experiential marketing which he described as a new approach to marketing. He argued that brands have moved away from traditional marketing to

experiential marketing as a result of three simultaneous developments in the broader business environment: 1) the omnipresence of information technology, 2) the supremacy of the brand and 3) the ubiquity of communications and entertainment. Brands according to Schmitt (1999b) have moved away from the traditional “features-and-benefit” marketing, to creating experiences for their consumers. His contention is that traditional marketing was a response to the industrial age and not for the information, branding and communications revolution in the current marketing environment. He maintained that consumers want “communication and marketing campaigns that dazzle their senses, touch their hearts, stimulate their minds and deliver an experience”. He concluded that the extent to which a brand is able to deliver experience to consumers using information technology, brands and integrated communications will largely determine its success in the marketplace and that the “next competitive battlefield lies in staging experiences” (Schmitt, 1999b, p. 55). This view is supported by Pine and Gilmore (1998) and Berry et al. (2002) who contend that in the present marketing environment, experience is the key issue to be maintained.

Schmitt (1999b) proposed five experience dimensions in his research: sense, feel, think, act and relate. He advocated the Strategic Experiential Modules (SEMs) that can be used to create different types of brand experience for consumers. The experiential modules to be managed are: Sensory experience (SENSE), affective experience (FEEL), creative cognitive experience (THINK), physical experience, behaviour and lifestyle (ACT) and social identity experience (RELATE).

Table 2.7 Schmitt experience Conceptualisation

Dimensions	Components
Sensory	Engage senses, perceptual interesting, sensory appeal
Affective	Moods, emotions, feelings
Cognitive	Intrigue, curiosity, creative thinking
Behavioural	Lifestyle, activities, actions
Social	Relationships, relate to other people, social rules and arrangements

2.4.1.3 Experiential Marketing and traditional marketing

Experiential marketing is the new approach to marketing. Marketing scholars view experiential marketing as a response to the information, branding and communications revolution we are presently encountering. Traditional marketing in contrast has been considered as marketing in response to the industrial age (Schmitt, 1999b).

Schmitt (1999b) presented four characteristics of traditional marketing in his pioneering article "Experiential marketing". First, a focus on functional features and benefits: Traditional marketing lay emphasis on functional features and benefits by considering their importance, trade off features by comparing them and eventually settling for the brand with the highest overall utility. Overall utility has been defined as the sum of the weighted features. Kotler and Keller (2006) referred to features as "characteristics that supplement the products basic functions". Traditional marketers believe that customers choices are based on product features hence, product features are used to differentiate a brand's offering from the competition. Product differentiation has been referred to by Porter (2008) as standing out among the competition based on a product attribute that is "widely valued by buyers". Consumers seek performance characteristics in the form of functions based on features. For example, the function of a toothpaste is given however, marketers may emphasise the features (to develop a unique position in the market) which are cavity prevention, tartar control and whitening.

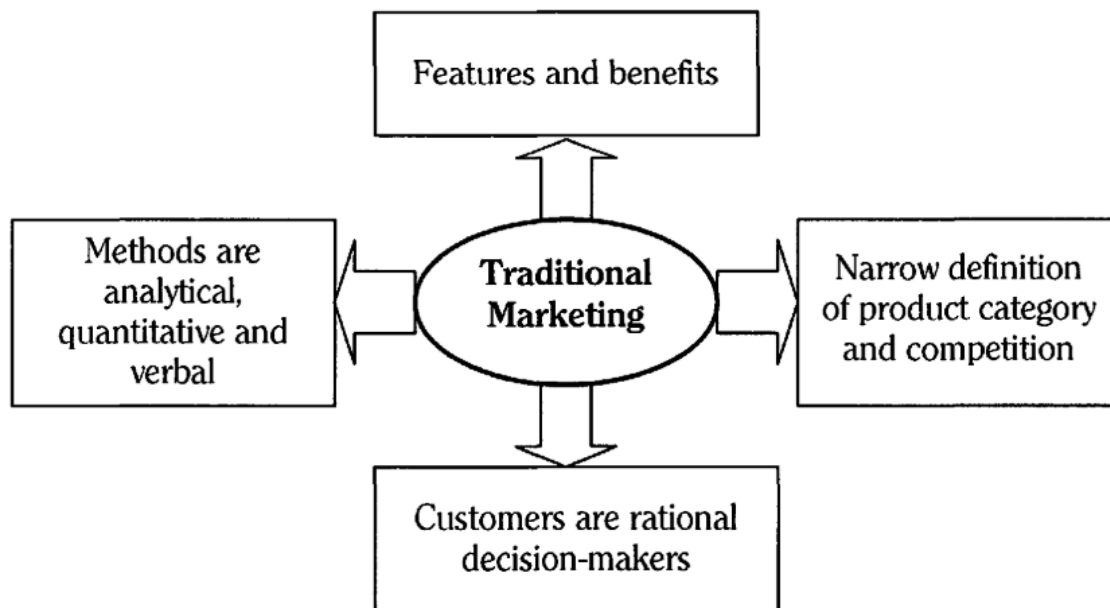


Figure 2.3 Characteristics of Traditional Marketing

Source: Adopted from Schmitt (1999)

Second, Product category and competition occurs primary within narrowly defined product categories. Product category competition are products that have similar features and provide the same basic function. For example, McDonalds competes against Burger king and not against pizza Hut or Starbucks. Another example would be coke competes against Pepsi but not against black tea. Third, consumers are viewed as rational decision makers. Marketers are traditionally concerned with consumer decision making process. They are of the view that consumer's decision-making process is underpinned by straight forward problem solving. According to Blackwell, DSouza, Taghian, Miniard, and Engel (2006), problem solving are thoughtful reasoned action directed at need satisfaction. This involved several steps that has been the foundation for traditional marketers about consumer decision making. The Howard Sheth model of buyer behaviour or buying decision processes are need recognition, information search, evaluate alternatives, product choice (purchase) and consumption (post purchase evaluation). Finally, standard methods and tools in traditional marketing are analytical, quantitative, and verbal methods to predict purchase. For example, verbal ratings collected in interview and surveys are used as input in regression models to predict purchase based on predictors that are assessed based on their relative weights. Although these methodologies may come

handy in offering useful insights, the application of these methods in a corporation to gain strategic insights may raise certain questions. For example, can a brand justify product price increase or decrease after examining the “part worths” in a conjoint analysis? (Schmitt, 1999b).

On the other hand, Schmitt (1999b) contrasted experiential marketing to traditional marketing. While traditional marketing lay emphasis on features and benefits as described above, Schmitt (1999b) went further to describe the four characteristics of experiential marketing.

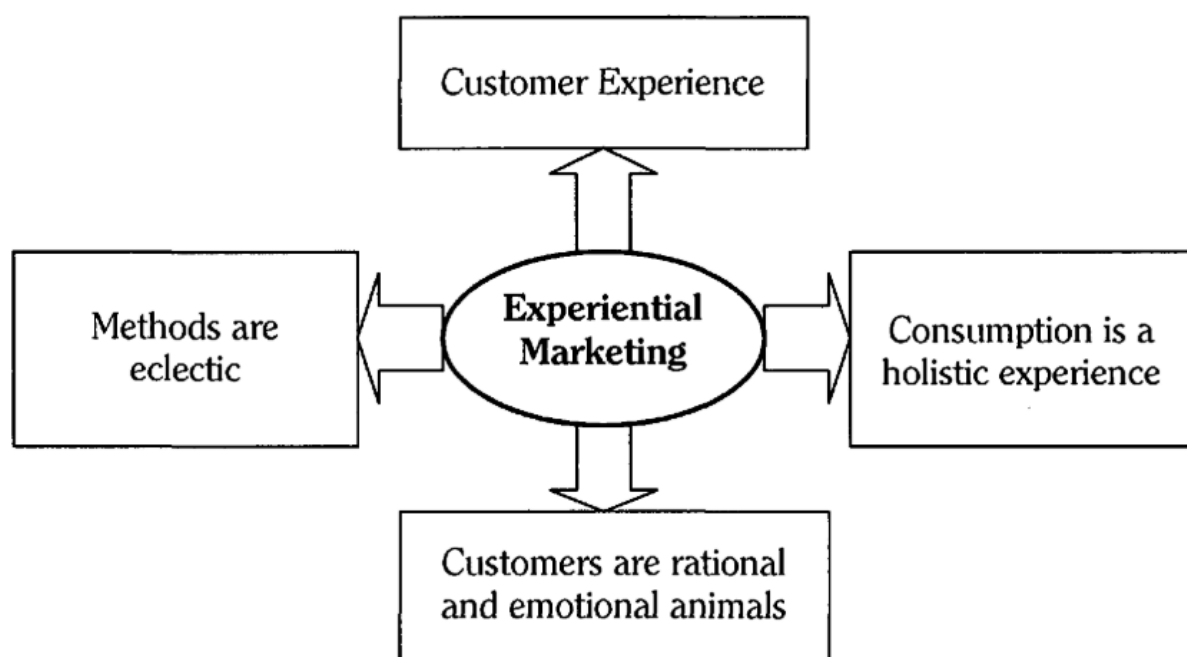


Figure 2.4 Characteristics of Experiential Marketing

Source: Adopted from Schmitt (1999)

First, experiential marketing focuses on consumer's experiences. Experiences he contends occur when consumers encounter, undergo or live through things and it provides sensory, emotional, cognitive, behavioural and relational values that replaces functional values. Second, experiential marketing focuses on consumption as a holistic experience. Experiential marketers are more into providing experiences for consumers rather than offering single products. For example - experiential marketers would rather think about a consumption situation and package products

that fit into this situation - this includes the products, packaging and advertisement prior to consumption - to enhance the consumer consumption experience. In experiential marketing, there is a radical shift from narrow category competition to marketing opportunities that broadens the concept of category. For example, in experiential marketing, McDonalds competes against any form of fast food. Third, consumers are rational and emotionally driven. In other words, the process of consumer decision making is not hinged solely on rational decision making but are frequently influenced by emotions which are "directed towards the pursuit of fantasies, feelings and fun" (Holbrook & Hirschman, 1982, p. 132). The pursuit of fantasies, feelings and fun leads to consumer experience which according to Robinette and Brand (2002) accumulates from the senses, information and emotions. Fourth, methods and tools. As stated earlier, traditional marketing employs analytical, quantitative and verbal methodologies in contrast to experiential marketing methods which are diverse and multi-faceted. Experiential methodologies are ideographic - customized to suit the situation at hand in contrast to traditional marketing which provides one standard to all situations. For example, experiential marketers use multi-faceted methods such as brain focusing techniques to understand creative thinking, eye movement methodologies to measure sensory impact of communications and advertisements, they may employ verbal techniques for example, focus groups, in-depth interviews or questionnaires. They may also employ visuals for example, respondents been exposed to marketing communications to measure stimuli (Schmitt, 1999b).

2.4.1.4 Experiential Processing

Studies have demonstrated how consumers process functional attributes. According to the literature, individuals process benefits and functional attributes intentionally. This process proceeds step by step towards a given goal that is based on reason and it has been observed that they also engage in trade-offs amongst these attributes. Shafir, Simonson, and Tversky (1993) concluded that when consumers are in conflict as regards choice, they prefer the alternative that provides the best reasons suggesting consumers need to feel justified in the decision making either privately or publicly. In another development, Chernev (2001) in a series of 3 studies suggested that consumers evaluate functional features in a way that supports their

already established preferences. This naturally leads to the questions of how consumers process experiential attributes. Do consumers process experiential attributes like functional attributes or is this processed differently? For example, how do consumers process shapes, colours, logos, imaginary rich words, emoticons, slogans in adverts and in online communication? Experiential attributes create value for consumers but, how do the processing of these attributes create value for consumers in relative to functional attributes?

In a study conducted by Brakus et al. (2014), they found out that the processing of experiential attributes depends on attention focus. In other words, when consumers focus their attention on specific experiential features, brands with experiential attributes are evaluated more positively. Functional attributes in contrast, does not depend on attention focus as explained above. They are processed deliberately. The authors went further to affirm that experiential attributes are not affected by presentation duration, which does affect the processing of functional attributes. In their study, the authors showed consumers 4 choice situations in which to choose from. Using computer diskettes, situation (1) a control condition, and consumers were to make decisions between two functional disks. Situation (2) consumers were to decide between a purely functional disk possessing a superior function and a disk possessing an inferior functionality but has a sensory experiential attribute (a translucent green instead of the standard black). Situation (3), a decision between a functionally superior disk and functional inferior disk possessing an affectively experiential disk (a smiley face on the disk) and finally in situation (4), both diskettes were functionally identical with one having a green colour and the other a smiley. Contextual cues in all situations were varied through a banner advertisement. For experiential attributes, the authors proposed that consumers engaged in fluent processing. Winkielman, Schwarz, Fazendeiro, and Reber (2003) stated that in contrast to the functional attributes in which consumers engaged in deliberately, analytically and comparison-like processing, fluent processing is fast especially in spontaneous visual categorization and discrimination. Fluency is all about the subjective ease with which consumer processes externally presented stimuli. It leads consumers to adopt the quick, effortless and spontaneous judgment rendering process. Fluent processing also occurs when consumers distinguish one category of stimuli from another for example, when consumers distinguish visually presented

experiential stimuli from textually presented information. Some authors suggest that fluent processing of stimuli by consumers result in more positive judgements for a variety of stimuli (Brakus et al., 2014).

Some brands provide consumer experience through design that includes experiential attributes. For example, the New Volkswagen Beetle car brand in its design and marketing communications featured novel colour schemes and shapes. Apple used smiley face that appeared on the computer screen after powering up however, they started using translucent colours and soft shapes lately to differentiate and position their computer from iMac computers. Similar designs or experience designs for consumers that emphasize affective, cognitive and sensory cues on marketing communications and web sites have been used in diverse industries (Brakus et al., 2014).

2.4.2 Typologies of Experience

The aim of this section is to present possible typologies of experience and to point out the need to allow for the multidimensionality of experience categories.

Flow experience:

The concept of flow experience was pioneered by Csikszentmihalyi. According to Csikszentmihalyi (1997), the concept of flow emerged out of qualitative interviews when he was conducting semi-structured interviews about experiences when a particular activity was going on well. The semi-structured interview provides a holistic account of the flow experience in real-life context. Flow is defined as the state in which people are so involved in an activity that nothing else seems to matter (Csikszentmihalyi, 2013). Flow has also been referred to as a state of memorable, extraordinary and totally absorbing experience (Carù & Cova, 2003; Pine & Gilmore, 1998), enjoyment and an intrinsically rewarding experience.

Flow experience has been highlighted as mental states in which a person is fully immersed in an activity, and experiences a very pleasant experience during which the individual will feel a high degree of control over behaviour, playfulness, and enjoyment (Csikszentmihalyi, 2013). Numerous studies found out that consumers in

a flow state make more online purchases and have reduced negative attitudes and website avoidance (Dailey, 2004).

Individuals experience flow in a variety of daily activities such as watching a movie, reading a book or playing sports. However, in computer mediated environment, Hoffman and Novak (2009) contend that online flow can be experienced when an individual is completely immersed in an online activity. Prior studies suggest that online flow is a multi-dimensional construct comprising 4 dimensions: concentration, enjoyment, time distortion and telepresence (Huang, 2006; Trevino & Webster, 1992; Webster, Trevino, & Ryan, 1993). Although some researchers advocated the significance of online flow in a commercial context (Huang, 2006), others claimed that on-line flow is irrelevant for marketing (Zeithaml, Parasuraman, & Malhotra, 2002). There are no empirical evidence to back up these claims. However, there is consensus amongst authors that flow is a state where users forget about the world around them and are only focused on the activity (Webster et al., 1993; Pelet, Ettis, & Cowart, 2017; Li & Peng, 2021). Such state would facilitate elaborate information processing leading to a higher recall of the communicated message. Further still, higher levels of motivation to process information would result in increased elaboration levels, affecting the magnitude of cognitive responses generated (Van Noort, Voorveld, & Van Reijmersdal, 2012).

Peak experience:

Abraham Maslow (1964) pioneered the concept of peak experience. These are unique, short, sudden and rare states of joy leading to ecstasy in individuals. Peak experiences are inspired by intense feelings of love, a deep sense of tranquillity, a sense of wonder, a greater awareness of beauty and appreciation. In contrast to flow, peak experiences are more likely to originate or triggered from the outside of the individual for example, art, nature, creative work and music.

Extraordinary experience:

Extraordinary experiences have generated interest amongst scholars and have been studied in the field of psychology. Inspiration from the field of psychology (Csikszentmihalyi, 1997) and consumer behaviour (Holbrook & Hirschman, 1982), have added to the extant literature. Extraordinary experiences has been defined by Arnould and Price (1993, p. 25) as "intense, positive, intrinsically enjoyable

experiences". They suggested that experiences must convey a sense of newness of perception and processes that are triggered by unusual events. Extraordinary experience differs from the ordinary experience one encounters in daily life as it occurs less frequently and yet has a greater memory impact (Abraham, 1996). Ordinary experiences are routine and belong to everyday life in contrast to extraordinary experience that are intense and stylized and can transform the individual.

In the field of consumer research, it has been suggested that extraordinary experiences are achieved by individuals who are engaged in intense and focused activity, leading to absorption or immersion in those activities generating extreme emotions.

According to the extant literature, extraordinary experiences have employed interpretive research among river rafters (Arnould & Price, 1993) sky divers (Loeffler, 2004), Harley Davidson motorcyclist (Schouten, McAlexander, & Koenig, 2007), aesthetic experiences (Charters & Pettigrew, 2005).

With regard to most extraordinary experience researches, Tumbat and Belk (2011) who studied climbing mountain Everest contend that extraordinary experience may not be as romantic as previously highlighted by other studies. Firat and Venkatesh (1995) suggested that individuals seek to participate in extraordinary experiences because modern life is devoid of mystery, magic, passion and soul.

Admittedly, research on certain unusual extraordinary experiences have provided insight into understanding experience as a whole. However, what is significant and needed is an integrative framework that details how experience dimensions are interlinked with other constructs from which they differ. On the other hand, ordinary experiences may yet hold insight into understanding experience as a whole and should not be excluded from research attention. The concept of extraordinary experience has been criticised by Carù and Cova (2003, p. 279) as a "cult of strong emotions". They suggested that studies should focus on simpler consumption experience instead of expecting consumers to cram their life with extraordinary experiences.

Consumer Experience

Consumer experience refers to commercial and marketing related experiences (Schmitt, 1999a, 2009) and according to the literature, it is the most researched subject on experience in marketing (Arnould et al., 2002).

Consumer experience is concerned with the consumer and how consumers sense, perceives and evaluates marketing activities whereas, customer experience is concerned with the brand and how it can use different techniques and tools to create experiences for its customers (Schmitt & Zarantonello, 2013). For example, Carbone and Haeckel (1994, p. 1) referred to customer experience as “the take-away impression formed by people’s encounters with product, services and brands – a perception produced when humans consolidate sensory information”. This perspective later led to the stream of research in which classification of cues were proposed and used to create and manage positive customer experiences, and as well as practical frameworks for the management of these experiences.

Product Experience

The interaction between consumers and products prior to purchase, during purchase and after purchase is referred to as product experience (Brakus et al., 2009; Brakus et al., 2014; Schmitt, 1999b; Schmitt & Zarantonello, 2013). The research stream in this area focuses on consumer’s perception and responses to product attributes in visual, verbal and multisensory form. It also focuses on consumers search for products and product judgement, how consumers attitudes are formed, product preferences and purchase intentions, and recall based on these stimuli and product experiences (Schmitt & Zarantonello, 2013). The literature emphasis both direct and indirect product experiences. Direct product experience refers to a physical interaction between consumer and product such as in a shopping centre. On the other hand, indirect product experience occurs when consumers are exposed to products through mediated communications such as via advertisement and marketing communications (Brakus et al., 2009; Hoch, 2002; Shamim & Butt, 2013). In recent times, consumers have witness virtual product experiences that are mediated by technologies (Daugherty, Li, & Biocca, 2008). Studies in virtual product experiences are concern with how product design, aesthetics and technology

influences consumers perceptions, processing, evaluations and behaviours (Honea & Horsky, 2012).

Service Experience

Services experience is the interaction between the brand and consumer when service is provided to the consumer (Schmitt & Zarantonello, 2013). It is of vital importance for service marketers to understand the impact of service experience on consumers' feelings, service brand attitudes and customer satisfaction. In contrast to product marketers, service marketers encounter challenges that are different from marketers of products. Amongst these challenges are the task of communicating an intangible offering, maintaining standardisation of service delivery and accommodating fluctuations in demand. On the other hand, consumers also face challenges associated with purchase decisions, consumption experiences and post purchase evaluation of services. Martin (1999) summed this up when he highlighted that the service business is not so much what it does but what the consumer experiences. Comm and Lebay, (1996) stated that services are high in experience qualities: these experience attributes are only discerned after purchase or during consumption for example, holiday makers. Holiday makers buy their travel package in advance of taking their holidays. Some are credence qualities which a consumer may find impossible to evaluate even after purchase and consumption. For example, insurance. It is only when a consumer makes an insurance claim that the service quality is experienced.

Studies have examined the consumer's interaction with sales team and how the experience affects consumer's feelings. A study conducted by Grace and O'Cass (2004) involving data collected from 254 bank consumers revealed that the core service, employee service and services scope make a significant contribution to the service consumption experience.

2.4.3 Brand experience

Brand experience is a broad concept and studies in this field is relatively recent however, since the mid-1990s academics have taken interest on the construct partly due to the emphasis on branding and brand management. This fact highlights the brand experience concept and its importance in the marketing and brand management literature.

In their study on brand experience, and building upon Schmitt's study, Brakus et al. (2009, p. 53) conceptualized and operationalised the brand experience construct using 1000 respondents and 70 brands. They conceptualised brand experience as "sensations, feelings, cognitions, and behavioural responses evoked by brand-related stimuli that are part of a brand's design and identity, packaging, communications, and environments" (2009, p. 53). They reviewed and studied brand experience concept from marketing, cognitive science, philosophy and applied management perspective. Furthermore, a conceptual analysis and the development of a brand experience scale was presented and a call for further research into the experience concept, experience provided by brands, and research on the antecedents and long-term consequences of brand experience.

In a qualitative study, they distinguished 4 dimensions of brand experience in contrast to Schmitt (1999b) 5 dimensions. These they labelled sensory, emotional, intellectual and behavioural dimensions. In five subsequent quantitative studies, the brand experience scale items were generated and selected. In studies 2 and 3, the set of items were reduced, and the dimensionality of the scales were confirmed. In studies 4 and 5, the reliability and validity of the scale were established, and they used the brand experience scales to predict satisfaction and loyalty as key consumer behavioural outcomes. In their words, "if a brand evokes an experience, this alone may lead to satisfaction and loyalty" (p. 63).

Brakus et al. (2009) presented that brand experience is related but conceptually different to other brand concepts such as brand personality, brand attitudes, brand involvement, brand attachment and customer delight.

The authors argued that consumers seek sensory stimulations and show negative effects under sensory deprivation. Consumers also seek pleasure to avoid pain and need intellectual stimulation to avoid boredom. They therefore suggested that experience provide value and utility and the more a brand evokes multiple experience dimensions the more satisfied a consumer will be with the brand. Finally, they suggested that having a strong and more intense experience of a brand is of itself predictive of positive brand outcomes.

As stated above, the authors contend that brand experience is related to but conceptually different from affective, evaluative and associative brand constructs

such as brand attitude, brand attachment and brand association. For instance, attitudes are generally understood to be positive or negative evaluations that may be based on beliefs or automatic affective reactions whilst, brand experience in contrast, are not evaluative judgements about brand but are specific sensations, feelings, cognitions and behavioural responses triggered by specific brand related stimuli for example, a CRM campaign/communication. Brand attachment, a construct consisting of 3 dimensions (affection, passion and connection) is understood as a strong emotional bond between brand and consumers (Park & MacInnis, 2006) however, unlike brand attachment, brand experience is not an emotional relationship concept. Brand experiences are sensations, feelings, cognitions and behavioural responses triggered by brand related stimuli. Although the authors added that brand experience over time may develop emotional bonds, but this is just one internal outcome of the stimulation that evokes experiences they concluded. In contrast to customer delight which is a result of surprising consumption and characterised by arousal and positive effect (Brakus et al., 2009), brand experience occur whenever a consumer has a direct or indirect interaction with a brand and not only after consumption.

Brand experience has also been acknowledged as “the perception of the consumers at every moment of contact they have with the brand, whether it is in the brand images projected in advertising and brand communications, during the first personal contact or, the level of quality concerning the personal treatment they receive” (Alloza, 2008, p. 373). Studies have also confirmed that brand experience forms the basis for consumers holistic brand evaluation (Khan & Rahman, 2015; Nysveen & Pedersen, 2014) and prior studies did attempt to explained experience as a “take away impression” when consumers interact with a brand (Carbone & Haeckel, 1994; Schmitt, 2012). Other authors have detailed the consequences of brand experience in the literature. Below is a table depicting the consequences of brand experience.

Table 2.8 Consequences of Brand experience Described in the Literature.

Consequences	Reference Authors
Behavioural intentions	(Morgan-Thomas & Veloutsou, 2013; Brakus, Schmitt, & Zarantonello, 2009)

Customer experiential value	(Keng, Tran, & Le Thi, 2013)
Brand attitude	(Nejad, Samadi, Ashraf, & Tolabi, 2015; Roswinanto & Strutton, 2014; Shamim & Muhammad, 2013)
Brand awareness	(Cleff, Lin, & Walter, 2014)
Brand credibility	(Nejad, Samadi, Ashraf, & Tolabi, 2015; Shamim & Muhammad, 2013)
Brand Image	(Cleff, Lin, & Walter, 2014; Kim & Chao, 2019)
Brand Equity	(Chen, 2012; Lin, 2015; Shamim & Muhammad, 2013)

Source: Andreini, Pedeliento, Zarantonello and Solerio, (2018)

2.4.3.1 Brand experience dimensions

Building on the works of Pine and Gilmore (1998) and Schmitt (1999b), Brakus et al. (2009) examined the dimensions of brand experience using a scale development procedure that captures the dimensions of brand experience evoked by each dimension. The five dimensions of brand experience as suggested by Schmitt (1999b): sensory, affective, intellectual behavioural and relational dimensions were included in the scale development. An exploratory and confirmatory factor analysis confirmed that the best model was a four-factor model with correlated factors. As part of the scale development, the relational dimension as proposed by Schmitt (1999b) was merged unto the affective dimension. Subsequently, the four dimensions of brand experience: sensory, intellectual, affective and behavioural dimensions were identified by Brakus et al. (2009). The present study adopts Brakus et al. (2009) four-dimensional construct of brand experience as this four dimensions are appropriate for the study. The dimensions are discussed below.

Sensory Experience (of the senses)

The sense module or sense marketing refers to those activities directed by marketing initiatives to appeal to and make strong visual impression on the senses of consumers with the objective of evoking sensory experiences through the five senses – sight, sound, touch, taste and smell (Schmitt, 1999b; Brakus et al. 2009) to stimulate the visual, auditory, tactile, gustative and olfactory sensations (Schmitt &

Zarantonello, 2013). Schmitt (1999b), suggested the use of strategic experiential modules in embedding sensory experiences into marketing initiatives using experience providers thereby appealing to consumers, adding value, differentiating the brand and motivating consumers. Examples of experience providers includes, marketing communications, visual and verbal identity and signage, product presence, co-branding, spatial environments, electronic media, and people (Schmitt, 1999b). The sense experience is important in that it is the first thing that attracts a consumer when a consumer encounters a marketing initiative, communication or advertisement, and all the subsequent evaluations and judgments follow the sensory experience (Bloch, Brunel, & Arnold, 2003). Moreover, people want sensory stimulations and show negative effects under sensory deprivation (Goldberger, 1993 as cited in Brakus et al., 2009). In addition, consumers base their purchase decisions on the aesthetic value and visual experience (Schmitt, 1999a). Cleff, Lin, and Walter (2014) contend that sensory factors play an important role in building brand image and awareness.

Previous studies have shown that different sensory impressions impact consumer behaviour and the perceptions of brands. For example, the sense of sight is well adapted for discovering changes and differences in the environment, for perceiving goods and services, and for observing marketing communications and advertisements. Previous empirical studies relating to sight impression have been conducted by Orth and Malkewitz (2008) and Smith and Burns (1996).

Garlin and Owen (2006), and Sweeney and Wyber (2002) have empirically analysed the impression of sound and have highlighted that the sense of sound is linked to the emotions and feelings, and these impacts on brand experience and interpretations. The smell impression has been studied by Goldkuhl and Styvén (2007), and Fiore, Yah, and Yoh (2000) and have been reported to be related to pleasure and wellbeing and connected to the emotions and memories. The sense of taste often interacts with other senses and taste impression have been empirically studied by Biedekarken and Henneberg (2006) and Klosse, Riga, Cramwinckel, and Saris (2004). Finally the sense of touch is the tactile sense and has been studied by Peck and Wiggins (2006) and Citrin, Stem, Spangenberg, and Clark (2003) with the implications that it is related to information and feelings through physical and psychological interactions. However, in this study, the senses of touch, taste and

smell is not applicable in an online environment and would therefore not be relevant to this study.

Affective Experience (Emotions)

Bagozzi et al. (1999, p.184) defined emotion as “mental state of readiness that arises from cognitive appraisals of events or thoughts; has a phenomenological tone and is accompanied by physiological processes often expressed physically (gestures, posture, facial features) and may result in specific actions to affirm or cope with the emotion, depending on its nature and meaning for the person having it”. A brand's marketing activities are directed towards consumers with the objective to evoke emotions that encourage desired consumer responses (Brakus et al., 2009; Schmitt, 1999b) with the notion that consumers are often driven by emotion towards the pursuit of fantasies, feelings and fun (Holbrook & Hirschman, 1982) and towards achieving sensual and pleasurable experiences (Cleff et al., 2014).

The terms, affect, emotions, moods and attitudes have been inconsistently used in the literature. As stated in the definition of emotions above, emotions are mental states of readiness. So too are moods and attitudes (Cleff, Walter, & Xie, 2018). However, the state of readiness characterised by emotion is more intense compared to the state of readiness characterised by moods for example, the strength of the felt subjective experience. In the words of Clore, Schwarz and Conway (1994, P. 326) as cited in Västfjäll et al. (2016), “mood refers to [a] feeling state, which need not be about anything, whereas emotion refers to how one feels in combination with what that feeling is about”. Moods are generally nonintentional, last longer and are not as directly coupled with action tendencies and explicit actions as are many emotions (Frijda, 1993 as cited in Västfjäll et al., 2016).

Like emotions, attitudes can arise from changes in events, but attitudes also occur in response to stimuli. Arousal which is a necessary part of emotion is not necessarily a part of attitude. Attitudes may be stored during long periods of time and retrieved however, emotions are ongoing states of readiness and are not stored and retrieved. Further still, emotions can be classically conditioned, directly stimulate volitions, and could initiate actions (Bagozzi et al., 1999).

Some authors consider attitudes to be instances of affect and use the same measures to indicate emotions and attitudes for example, happy-sad, pleasant-

unpleasant. Other authors however, define attitudes as evaluative judgements (Brakus et al., 2009) rather than emotional states. Still other authors contend that attitudes consist of two components: affective and cognitive dimensions. However, some empirical support exist in the literature for this interpretation (Batra and Ahtola 1990; Crites, Fabrigar, and Petty 1994; Eagly, Mladinic, and Otto 1994). Plutchik and Kellerman (2013) identified the eight primary emotions: fear, anger, joy, sadness, acceptance, disgust, expectancy and surprise.

According to the literature on consumer behaviour, (consumers) emotional influences are classified into 2 broad categories namely, integral and incidental affect (Västfjäll et al., 2016). Consumers experience integral affect when they are exposed to emotional stimuli in the form of advertisement or marketing communications which have been initiated by marketers with the intention of influencing and encouraging desired consumer responses. For example, a consumer been shown a campaign ad from a charity organisation asking for donations for a child facing starvation while browsing and listening to music. What information determines the decision to help the child? The response may be likely based on an affective reaction (Schwarz, 2012 as cited in Västfjäll et al., 2016). In a field experiment conducted by Bagozzi & Moore (1994, as cited in Västfjäll et al., 2016), they stated that the use of empathetic (vs. rational) public announcement were more effective in anti-child abuse. Multiple demonstrations showed that emotional appeals could be effective alternatives to rational appeals in influencing consumer behaviour.

Incidental affect arises from sources that bear no relation to a particular decision yet, their influences impact the subsequent decision. Incidental affect may impact a variety of consumer responses such as perception, brand choice, information processing etc. (Pham, 2007). In our donation example above, unrelated or irrelevant affect (i.e., mood) elicited by the environment or the music may also influence judgments (Schwarz, 2001). Integral and incidental affect are often simultaneously present and jointly determine the total affective reaction to a target.

Numerous studies have established the role and significance of emotions in consumer responses.

Cognitive Experience (of the intellect)

The cognitive experience or intellectual dimension of brand experience seeks to appeal to the intellect with the objective of engaging consumer's creative thinking, problem solving experiences and analytical thinking. Cognitive thoughts encompasses immediate and long-time thoughts that are related to thinking and learning (Pappas, Kourouthanassis, Giannakos, & Chrissikopoulos, 2016).

Studies have been carried out on the effect of cognitive brand experience in the past. Holt, (1995) as cited in Bapat and Thanigan (2016) contend that cognitive brand experience is one of the major consumption experience. Schmitt (1999b) argued that cognitive consistency impacts brand experience. Gentile et al. (2007) highlighted the role of cognitive brand experience. Brakus et al. (2009) demonstrated that cognitive brand experience is one of the dimensions of brand experience.

In the field of marketing, Schmitt (1999b) suggested that think marketing be used to target customers convergent and divergent thinking through surprise, intrigue and provocation. Pine and Gilmore (1998) suggested through fantasies, feelings and fun. However, the concept of cognitive experience is underpinned by two types of thinking that were identified by the American psychologist Guilford (1956) amongst consumers: convergent and divergent thinking. Convergent thinking refers to a style of thinking that enables finding a single solution or conclusion to a well-defined problem which requires focus and persistence (Runco, 2010). In contrast, divergent thinking refers to a style of thinking that requires flexibility of the mind in generating ideas from relatively vague unrelated concepts that may have different options as the ideal solution also described as problem solving (Brophy, 2001). From the above it can be deduced that both styles of thinking serve different purposes and satisfy different task. These thinking styles have been studied using the pathway of creativity model. For example, to create an original idea, flexibility is required to switch between diverse different and remote associations to generate a better idea or solution (Vartanian, 2009). Similarly, persistence is also needed to focus on the task at hand to find a final solution. Thus, while the flexibility route may dominate in divergent thinking, persistence dominates in convergent thinking. However, in recent times both thinking styles are considered as foundations for cognitive theories of creativity (Kozbelt, Beghetto and Runco, 2010). The basis of creativity is originality or

production of novelty (Morgan 1953) that meets professional, technical, aesthetic or scholarly criteria. Therefore, divergent thinking encourages variability whilst convergent thinking focuses on singularity (Cropley, 1999).

In the same vein, divergent cognitive experience is said to occur when a “staged” experience is embedded with creative, novel, diverse and different ideas. In other words, when marketers embed such elements in communication messages through communication channels to provoke consumer responses to brand related stimuli, the resulting experience could lead to a state of fantasy, feelings and fun (Pine & Gilmore, 1998; Brophy, 2001).

On the contrary, convergent cognitive experience characterizes relevance, appropriateness, meaningfulness and effectiveness (Smith and Yang, 2004). Schmitt (1999b) suggested that this experience becomes directional with clear objectives on how consumers should think about the options put before them.

Behavioural Experience

Behavioural experience refers to bodily experiences, lifestyles and interactions (Schmitt, 1999b; Brakus et al. 2009). Behavioural experience originates from the affirmation of values and belief system of an individual often through adopting a lifestyle and behaviour. An offering may also provide or influence behavioural experience due to experiential consumption of the offering and this acts or influences the individual to certain values the brand embodies (Gentile et al., 2007).

Schmitt and Rogers (2008) maintain that behavioural experience is an ACT experience whose objective is to influence consumer’s behaviour through physical experience, lifestyles and interactions. Schmitt (1999b) contend that behavioural experience enriches consumer’s lives showing them alternative ways of doing things, alternative lifestyles and interactions and that, such experience is easily embedded in offerings by targeting consumers with motivational, inspirational and emotional messages often motivated by role models such as movie stars, athletes or story content in advertising (Stern, 1994 as cited in Liljander, Lundqvist, Gummerus, & Van Riel, 2013). There is consensus that behavioural experience springs from consumers action of doing. Azize et al., (2013) concur that behavioural experience refers to actions in relation to certain brands.

2.4.3.2 Brand experience and CRM

In the broader business environment, it has been proposed that experience is at the centre of a new economy and a new way of marketing (Brakus et al., 2009).

Similarly, Schmitt (1999b) affirmed that marketing activities of major brands had moved towards marketing experiences. In a recent survey conducted by the global meetings and events specialist, Freeman (2017) reported that 59% of 1000 chief marketing officers surveyed esteemed brand experience as a way to add value to ongoing relationship and over a third of those surveyed expected brand experience to make up 21 – 50% of their total marketing budget within the next five years. This perspective by the marketers reflects the works of Gilovich, Kumar, and Jampol (2015) who found out in their research that consumers derive more satisfaction from their experiential purchase than the material purchase. Similarly, other studies show that consumers are willing to prefer one brand over others due to its experiential benefits (Hultén, 2011; Morrison & Crane, 2007; Ratneshwar & Mick, 2005; Zarantonello & Schmitt, 2010). In the same vein, some authors are of the view that brand experience are the key source to building brand associations (Keller, 1993). Spry, Pappu, and Cornwell (2011) suggested that the first step of the branding process is the provision of information about brands to consumers. Therefore, in a CRM context, a significant part of a consumer brand's experience is the result of its exposure to a brand's marketing communications (Brakus et al., 2009; Ha & Perks, 2005; Shamim & Butt, 2013; Khan & Rahman, 2015).

Thus, a positive or negative evaluation of these experiences can influence their perceptions of the credibility of a brand (Shamim & Butt, 2013). Indeed, marketers have come to realize that understanding how consumers experience brands is crucial for developing marketing strategies (Brakus et al., 2009). Consumers demand and are drawn to products, communications and marketing campaigns that dazzle their senses, touch their hearts, and stimulate their minds. They also want products, communications, and campaigns to deliver an experience (Schmitt, 1999b).

CRM can be regarded as a highly potent tool for achieving a brand's marketing objectives (Adkins, 2007). To this effect it may be employed by brands to deliver an experience and experiences occur when consumers are exposed to a brand's

communications for example a CRM campaign (Brakus et al., 2009). It is imperative at this stage to return to the works of Brakus et al (2009). They affirmed that when consumers are exposed to a brand's communication, they are also exposed to various specific brand stimuli such as brand-identifying colours, shapes, typefaces, background design elements, slogans, mascots, and brand characters. These concepts are not entirely new as there have been previous studies on these brand stimulus identified by Brakus et al. (2009).

For example, in the past, numerous studies have focused on the significance of colour and its effects on purchase likelihood in retail environments (Bellizzi & Hite, 1992), on consumer's feelings and attitudes and the effects of chroma on ad likability (Gorn, Chattopadhyay, Yi, & Dahl, 1997), and on attitudes towards full-colour, black-and-white and colour-highlighted ads photos (Meyers-Levy & Peracchio, 1995). In a study by Veryzer and Hutchinson (1998), they examined the influence of unity and prototypicality on aesthetic response, and found out that shapes are essential visual aspects of product design. In an experimental study conducted by Mandel and Johnson (2002), they manipulated the background pictures and colours of a webpage and found out that on-line atmospherics could have a significant influence on consumer choice. These elements identified above are regarded as brand stimuli and they "constitute the major source of subjective, internal consumer responses, which we refer to as brand experience" (Brakus et al., 2009, p. 53).

In another development, previous studies found out that successful CRM campaigns depend on several factors. Among the factors linked to CRM campaign communications are copy elements (Grau & Folse, 2007; Koschate-Fischer et al., 2012; Pracejus et al., 2003) textual elements (Chang, 2012) and the message framing (Bae, 2016). It is logical to assume that these elements are stimuli as they evoke reactions in consumers. Therefore the concept of brand experience may have been studied in a fragmented way in CRM context however, the present marketing environment demands that brand experience as a concept be introduced into CRM domain as CRM campaign aim and objective is to improve marketing performance of a brand (Varadarajan & Menon, 1988). In the literature, there is a general knowledge and acknowledgement that experience is making revolutionary changes in the marketplace (Diamond et al., 2009; Firat & Venkatesh, 1995; Pine & Gilmore, 1998).

Brand experience and innovation

Various brand messages may cause uncertainty in consumers mind due to too much information (Khan & Rahman, 2015). The high competitive market has also contributed to the difficulty in identifying and remembering specific brand products and consumers may get confused over various brand aspect or aspects regarding any particular brand (Schmitt, 1999b; Warlop, Ratneshwar, & Van Osselaer, 2005). Hence, traditional marketing has been considered ineffective in spreading persuasive and effective messages (Schmitt, 1999b). On the other hand, consumers expect to find or look towards something new in their choice of brand – giving rise to the concept of innovation (Page & Thorsteinsson, 2011). Hjalager (2010) suggested that innovation encompasses changes that consumers observes as new or something they have never experienced before. These issues have prompted brands to start providing memorable experiences to consumers. However, the majority of brands have not started applying the brand experience concept in their online CRM marketing strategies. This may be due to brands that lack understanding of the application of the experience concept or the formation of brand experience mechanism and its possible outcomes (Khan & Rahman, 2015). According to Pine and Gilmore (1998), experience concepts are important in an increasing competitive marketing environment. Similarly, researchers have contend that experience is an important factor for determining consumer behaviour, and should therefore be the basics for marketing and the future economy (Carù & Cova, 2003). Poulsson and Kale (2004) suggested that experience play a role in creating value for consumers and that it should include elements of novelty, learning, engagement and surprise and be seen as personally relevant. These elements provides consumers a way to mentally, emotionally, socially, physically and spiritually engage with the brand (Carù & Cova, 2003) and value for consumers also lies in experimental elements surrounding the brand and products (Schmitt & Zarantonello, 2013). Moreover, Holbrook and Hirschman (1982) in their pioneering article stated that these experiences are perceived by consumers in the form of fantasies, feelings and fun. In the twenty-first century, marketing consist of staging memorable experiences for consumers, experiences which are entertaining and educational in nature (Schmitt & Zarantonello, 2013). Sources of brand experience in the literature are tabled below:

Table 2.9 Sources of Brand Experience in the literature

Sources of brand experience	References
Brand design and identity (e.g., name, logo, signage, character, colours)	Brakus, Schmitt, & Zarantonello, 2009; Hamzah, Alwi, & Othman, 2014.
Packaging (e.g., colours, shapes)	Brakus, Schmitt, & Zarantonello, 2009
Communication	Brakus, Schmitt, & Zarantonello, 2009; Chattopadhyay & Laborie, 2005
Event	Brakus, Schmitt, & Zarantonello, 2009; Fransen, Rompay, & Muntinga, 2013; Khan & Rahman, 2015a, 2015b
Storytelling	Khan & Rahman, 2015a, 2015b

Source: Andreini, Pedeliento, Zarantonello and Solerio, (2018)

2.4.4 Strategic Experiential Modules

SEMs are strategic experiential modules that managers may employ to provide their customers with a variety of customer experiences. Schmitt (1999b) used the word "module" to refer to circumscribed functional areas of the mind and behaviour, which he took from recent work in cognitive science and philosophy of mind. The structures and processes of modules are unique. Sensory experiences (SENSE), emotive experiences (FEEL), creative cognitive experiences (THINK), physical experiences, and behaviours and lifestyles (ACT) are among the experiential modules to be controlled in Experiential Marketing.

The strategic framework or strategic experimental modules (SMEs) as suggested by Schmitt (1999b) that may be applied to CRM campaigns are discussed below.

Sense

The sense module in an online CRM should appeal to the senses of sight and sound with the objective of creating sensory experiences. Schmitt (1999b) revealed that

sense marketing can be employed to differentiate brands, motivate consumers and to add value to brands. Sensory effects covers both traditional content and additional effect (Bapat, 2018).

Cleff et al. (2014) suggested that sensory factors play an important role in building brand awareness and brand image. Moreover, a brand can tell its own story to communicate the brand values and what the brand stands for (Fog, Budtz, & Yakaboylu, 2005).

The use of multimedia or information technology for example, videos in online CRM campaign, and marketing communications. This will enable story telling or narratives, and stories appear to have the potential to influence consumers brand experience (Liljander et al., 2013). Stories fascinate people and are often more easily remembered than facts. In an in-depth interviews conducted with individuals in two experimental conditions, Liljander et al. (2013) found out that consumers who were exposed to the story described the brand in much more positive terms and were willing to pay more for the brand. They also observed that an increasing number of brands have realized the value of stories and express intentions to make more use of storytelling in marketing. Schmitt (1999b), added that a typical SENSE TV commercial dazzles viewer with fast-paced, fast-cut graphics and music. It is lively and attention-getting, and after only 15 seconds, it may make a lasting impact. The same may be attributed to logos, slogans, typefaces, background design elements and brand characters in an ad video (Brakus et al., 2009; Mandel & Johnson, 2002).

Feel

The feel module in an online CRM should appeal to consumer's inner feelings and emotions by generating emotions and moods through humanic clues (Khan & Rahman, 2015) and creating affective experiences that range from mildly positive moods to strong emotions of joy and excitement (Schmitt, 1999b). Bapat (2018) contend that favourable emotional responses from an ad result in positive attitudes toward the advertisement. Thus, the feel marketing consists of understanding what triggers certain emotions in consumers and consumers' willingness to engage in

empathy and perspective taking. Emotions according to Nambisan and Baron (2007) relates to consumer feelings and moods and is an important brand experience dimension. Schmitt (1999b) is of the perspective that standard advertisement lacks both. Consumers seek experiences that appeals to their emotions, fantasies and dreams, and stories have been suggested to help create such consumer experiences (Fog et al., 2005; Silverstein & Fiske, 2003). The use of narratives has been one of our most fundamental communication methods and narratives catch consumers interest where the consumer is immersed in a story or experiences of "narrative transportation" (Escalas, 2004a; Mossberg, 2008).

Stories help consumers understand the benefits of the brand (Kaufman, 2003), are less critically analysed and provokes less negative thoughts than regular advertisements (Escalas, 2004a). Storytelling evokes favourable feelings in consumers and is perceived as more compelling than facts, resulting in increased brand trust, raising awareness and making the brand unique (Kaufman, 2003, Kelley and Littman, 2006, Mossberg and Nissen Johansen, 2006). Advertising research has shown that advertisements containing story content has been demonstrated to enhance pleasant feelings and positive emotions such as feeling upbeat or warm (Escalas, 2004a). Stories are stored in memory in multiple ways, factually, visually and emotionally making it highly likely that the consumers will remember them (Mossberg, 2008).

Think

The think module in an online CRM should appeal to the intellect with the objective of creating cognitions, problem-solving experiences that engages consumers creatively. They are cognitive experiences that provide consumers the chance to talk about key challenges both personal and social. It encompasses thinking, learning, curiosity, information and entertainment through surprise, intrigue and provocation (Schmitt, 1999b). Divergent thinking according to Schmitt (1999b) is a flexible form and creative in character rather than analytical reasoning which might ruin experiences (paralysis by analysis). It's similar to brainstorming. It encourages people to explore whole new ways of thinking about a certain topic. Conversely, Schmitt (1999b) explains that convergent thinking is systematic and critical thinking.

They are cognitive experiences that provide consumers the chance to talk about key challenges both personal and social.

An online CRM communication may act as an attention getter engaging the consumers to evaluate their lives and others living in the world. By absorbing the contents of the CRM campaign communication, they are able to freely brainstorm how giving to the less fortunate ones or those who have experienced misfortune may help make the world a better place. Or probably, how helping the less fortunate ones may open up opportunities for them to better their lives. Schmitt (1999b) emphasised that the objective of intellectual experience is to urge and encourage consumers to think differently.

Microsoft's slogan, "Where do you want to go today" is an example of a think ad that gets consumers thinking. Apples slogan "think differently" is another example of intellectual experience that encourages consumers to think differently when operating Apple computers.

Behaviour

The behaviour module in an online CRM campaign communication relates to the extent to which the consumer engages in physical activities that relates to bodily experiences, lifestyles, interaction with the brand and alternative ways of doing things (Schmitt & Zarantonello, 2013). It also encompasses motivating and inspiring consumers to process information and Act. As Bapat (2018) highlighted, advertisement or marketing communications can ultimately influence subsequent consumer behaviour.

The behaviour module tries to elicit changes in our behaviour and lifestyle in response to desires. Nike's "Just Do It," according to Schmitt (1999b), is a classic act advertisement or marketing communications that changed people's attitudes about exercising. Changing lives, purchasing- CRM brands, contributing to causes and charities, helping the less fortunate, making the world a better place, and so on are the goals of CRM campaigns. Consumer's effective buying action allows the consumer to experience the lifestyle transformation that comes with helping the society or contributing to the betterment of society.

The Implementation of Experiential marketing and strategic issues

The implementation of the above experiential modules (Sense, Feel, Think and Act) occurs through “experience providers” or ExPros. Schmitt (1999b) explained that ExPros include visuals and verbal identity and signage, communications, electronic media, multimedia, co-branding and people. Employing ExPros, experience is created and managed by marketers in three ways: 1) Coherently, 2) consistently over time and 3) by maximizing ExPros potential for creating experience. However, there are strategic issues that are associated with providing experience for consumers using ExPros.

Figure 2.5 Strategic Issues of the Experiential Grid

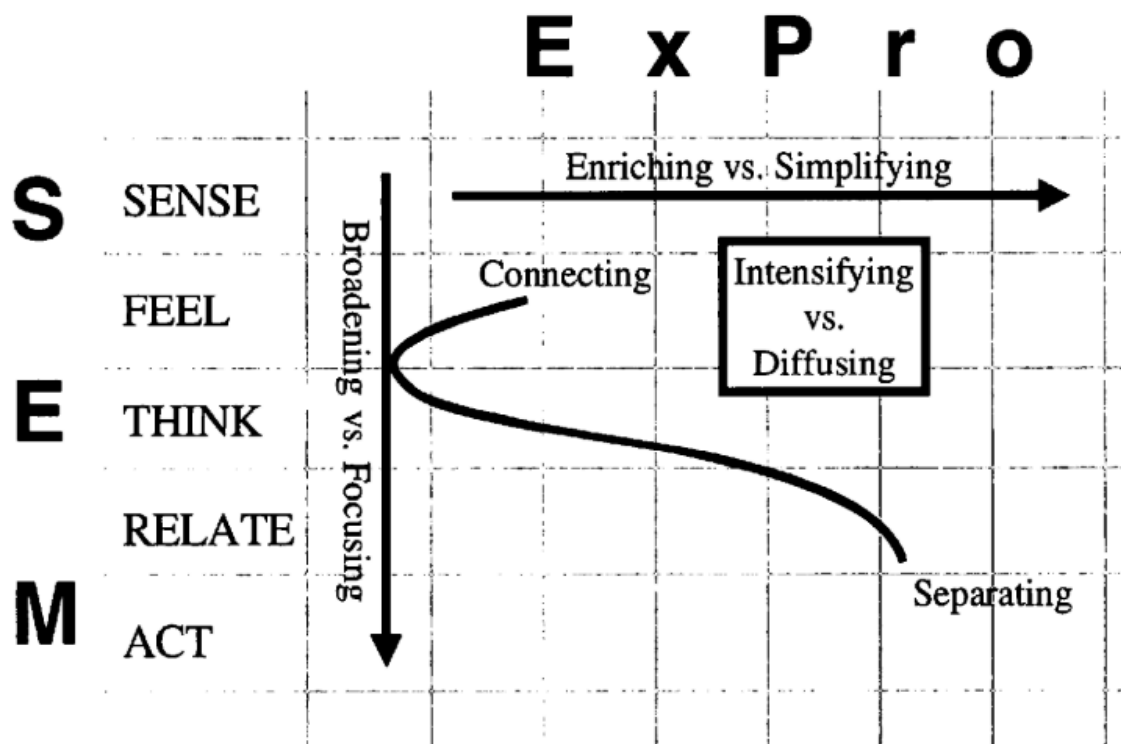


Figure 2.5 Strategic Issues of the Experiential Grid

Source: Schmitt (1999b).

According to Schmitt’s study, these issues are related to the intensity, depth, breadth, and linkage of experiences.

Intensity: Intensifying vs. Diffusing. Individual grid cells in figure 2.4 are concerned with the intensity issue ("Intensifying vs. Diffusing"). As such one of the issues, problems or questions that marketers will face in the process of creating experience for consumers will be “Should the unique experience delivered in a certain ExPro be

strengthened or diffused experientially”? In a CRM context, for example, in a 2 mins video clip, the question will be what is the right level of intensity for viewers to feel good about the brand without overdoing it and coming across as exploiting cause or charity for incremental brand sales? Without the right balance, brands may experience a backlash from consumers.

Breath: Enriching vs. Simplifying. This is the management of ExPros concerned with the breath issue ("Enriching vs. Simplifying"). The issue is should a brand strengthen a particular experience by adding more ExPros that deliver the same experience, or should it simplify the experience by focusing it on a few ExPros? In a CRM context, the issues that will challenge the marketer is should the CRM campaign be experiential feel campaigns in order to enrich the experience or should the CRM campaign be more intellectually challenging? Or should the CRM campaign communications just focus on the messages and images relating to the cause or charity? Until date the online CRM campaign has always focused on the images and text messages of the charity and cause.

Dept: Broadening vs. Focusing. The depth issue is related to the management across SEMs. For example, is it advantageous for a brand to broaden its experiential from individual experiences to holistic experiences or should the brand focus on a single experience? In a CRM context, the question is should the brand still continue with its digital method of campaign, or should it use technology (multimedia) to appeal to the senses of consumers? Should the brand consider broadening its experiential approach from the FEEL to the THINK and even explore the ACT. In other words, should the brand move from the emotions to evoking the intellectual by stimulating the thinking faculties to consider the merit of giving and helping the less fortunate through sharing and human consideration that changes the lifestyle of the consumers moving them to ACT (behaviour)

Linkage: Connecting vs. Separating. The interrelations between the strategic experiential modules and the ExPros are regarded as the linkage issue ("connecting vs. Separating"). Schmitt (1999b) emphasized the need for SEMs to be connected to one another and that merely adding SEMs is not enough to generate the desired consumer's experience. However, he also highlighted that in some situations it may

be beneficial to separate SEMs: referring to SME that has become too broad and may thus run the risk of being meaningless. In a CRM context, should CRM campaign communication create linkages to its traditional emotional approach (FEEL) and its new cognitive approach (THINK) by adding narratives and multimedia elements to its campaign advertisement? As Schmitt (1999b, p. 65) has noted, "Successfully managing these issues requires making a commitment to an experiential approach to marketing"

Summary

The aim of this chapter was to present a comprehensive review of the literature on brand experience. At the beginning, the rise of the experiential marketing was introduced through the work of Hirschman and Holbrook (1982) which proposed the theory of hedonic consumption. Next, the meanings of the term experience by different authors were presented. Brand experience as the main focus of this study was reviewed in-depth. The review in this chapter included its definition, an explanation, and a critical review of the dimensions of brand experience as explained by Brakus et al (2009).

This study adopted the four dimensions of brand experience: sensory experience (Sense), affective experience (Feel), cognitive experience (Think), and Behavioural experience (ACT) as conceptualised by Brakus et al (2009)

The Implementation of Experiential marketing and strategic issues were discussed, and the Strategic Issues of the Experiential Grid were highlighted.

Chapter Three: Theoretical Framework Development

3.1 Introduction

Having reviewed the literature in the previous chapter on CRM, Brand image, Brand credibility, Cause involvement and Brand experience, five main constructs are considered in this research. The brand experience dimensions were explored and found to consist of the sensory experience, affective experience, cognitive experience and behavioural experience. Experiential marketing and its strategic issues in relation to CRM were also discussed.

This section will discuss the underlying theories, theoretical model and the research hypothesis. A conceptual framework is developed in which the hypothesis are summarised. This conceptual model depicts the relationship of the constructs, and a group of hypotheses are suggested for testing.

3.2 Research framework and hypotheses development

CRM effectiveness can be better explained through the understanding of how consumers process stimuli and how consumer attitude change occurs.

3.2.1 The Elaboration Likelihood Model

The Elaboration Likelihood Model (ELM) developed in the mid-1970s by John Cacioppo and Richard Petty, a psychology professor at Chicago University seeks to explain how individuals process messages differently and the outcomes of these processes on changing attitudes, and subsequent behaviour. It is a model of persuasive communication processing that can be applied to understanding how consumers perceive and processes messages for example, a CRM campaign/communication and the resultant attitude formation and subsequent behaviour. Its application can be used to understand how a brand's communication impacts consumers evaluative judgements of brands which are predictive of behaviour (Petty and Wegener, 1999 as cited in Chen, Kim, & Lin, 2015). ELM is a combination of two research streams on persuasion and attitude change.

At its core, ELM posits that consumers differ in how extensively and carefully they think about a brand's marketing communication and the position, object or behaviour it is advocating. In other words, the amount of elaboration or thinking a consumer does about a CRM communication can vary from high to low along an "elaboration

continuum" (Sawaftah, Aljarah, & Lahuerta-Otero, 2021). Since consumers think differently, it can be logically assumed that consumers may think a lot, a moderate amount or a little about the CRM communications depending on the thinking they engage in. This is predictive of how consumers will be persuaded (Wagner & Petty, 2011).

Elaboration refers to the amount of effort a consumer has to use in order to process and evaluate a CRM message, remember it, and then accept or reject it. Specifically, the ELM has determined that when exposed to brand communications consumers react by using either of two routes – Central or Peripheral routes (but sometimes a combination of both too), reflecting the level of effort they need. The central route represents highly engage message cognition, and the peripheral route is informed by the attractiveness of the source, repetition of the message or perceived credibility.

Accordingly, consumers either experience high or low elaboration, and whichever of these will determine whether they use central or peripheral route processing.

Motivation and ability are the determinants where consumers fall along this continuum. A consumer's motivation can be influenced by variables such as perceived relevance of the message. For example, if a consumer has a family history of breast cancer, he or she may be motivated to consider information on new breast cancer technologies or support a cause for breast cancer. Ability on the other hand refers to the skills to understand and attend to the message.

Central Route to Persuasion

Consumers that are motivated and able to think about a brand's CRM message are likely to follow the central route to persuasion which facilitates attitude change from elaborate consideration of information. They demonstrate high issue involvement and possess both motivation and ability to engage with the CRM message. As such they evaluate the CRM message, analyse the contents and merits of the CRM message, personal relevance, social obligation, judge the veracity of the source. If the message for example is communicated via a campaign or advertisement, and are evaluated as being "cogent and compelling, favourable thoughts will be elicited

that will result in attitude change in the direction of the advocated direction” (Petty & Cacioppo, 1984, p. 70). However, if the message contains "weak" arguments then consumers may generate unfavourable thoughts in response to the message (Briñol, Rucker & Petty, 2015; Tormala & Rucker, 2018). Scholars have argued that what constitute a weak or strong message is largely an empirical question that can be determined by testing different message contents and ascertaining whether favourable or unfavourable thoughts were generated (Petty, Briñol, & Priester, 2009; Wagner & Petty, 2011). In addition, an experience may be the basis for more elaborative information processing and inference making that results in brand-related associations (Keller 1993; Kim & Chao, 2019).

Peripheral Route to Persuasion

Conversely, the peripheral route to persuasion involves low level of elaboration. The route to attitude change relies on inferences from experience and message cues. The message is not scrutinized for its effectiveness rather, simple cues or "mental shortcuts" to process information contained in the message. Although attitude and even behaviour change can occur, less information will be considered. Consumers who are exposed to CRM campaigns may take the peripheral route which is informed by the recognition or attractiveness of the campaign design or brand, the spokesperson and other potential cues. A cue might involve emotional state for example, sympathy towards an emotional image (e.g. a homeless child in Africa or a child not in school in Asia.) on the communications message - the consumer may follow through with a call to action: purchase intention. It may also be the good emotions generated by the campaign. Although peripheral route involves less thoughtful consideration of message content, it is nevertheless effective in leading persuasive impacts on attitude and behaviour even on the short term (Petty et al., 2009).

3.2.2 Processing-fluency theory

Processing fluency theory refers to the ease or difficulty in information processing (Schwarz, 2004; Schwarz & Clore, 1996; Winkielman, Schwarz, Fazendeiro, et al., 2003). It emphasizes that there is a correlation between perceived aesthetic

pleasure of an object and how fluently the receiver processes the information (Reber, Schwarz, & Winkielman, 2004). This theory reasons that easy-to-process stimuli are more positively evaluated (Brakus et al., 2014; Reber et al., 2004) through a feelings-as-information model.

In a study conducted by (Brakus et al., 2014) employing processing-fluency theory to study how consumers attend to experiential attributes, they stated that consumers process experiential attributes fluently (spontaneously and with little effort). Fluency they emphasized is about the subjective ease with which individuals processes externally presented stimulus. In such a case, individuals are quick to adopt the effortless and spontaneous judgement rendering process. This is in contrast to lack of fluency whereby individuals may experience difficulty in processing leading to systematic processing. There is consensus amongst scholars that a critical factor of processing fluency is the outcome of a more positive evaluation of a fluently processed stimulus as a result of the subjective ease of such processing (Kelley & Jacoby, 1998; Lee & Labroo, 2004; Roediger, 1990; Schwarz, 2004; Whittlesea, 1993).

Fluency affects consumers' deal perceptions, the generation of category-exemplars, the formation of consideration sets as well as brand choice and judgments (Kramer & Kim, 2007; Lee, 2002; Lee & Labroo, 2004; Novemsky, Dhar, Schwarz, & Simonson, 2007; Shapiro, 1999).

In a CRM context, CRM campaign communication that is difficult or requires extra effort to process will be expected to increase unpleasant emotions resulting in decrease in prosocial behaviours and motivations. Findings in the previous research suggest that unpleasant feelings are linked with unjustifiable efforts in processing fluency (Kivetz & Simonson, 2002; Labroo & Kim, 2009).

3.3 Hypothesis development

CRM communications / Campaigns

Brands highlight their CRM initiatives in their marketing communications as well as narrate brand stories that engage their audience. Kumar and Christodouloupoulou

(2014) suggest the need for brands to communicate their CRM initiatives to the consumers because it offers a competitive advantage to the brand. Similarly, Nieto (2009b) argued that when customers know about the CRM activities of a brand, it provides them a positive experience with that particular brand. Brand related stimuli such as brand visual elements play an important role in differentiation (Warlop et al, 2005). Significantly, brands create virtual brand experience for consumers by employing audio, video and multimedia elements which creates an emotional bond (Cleff et al., 2018).

The extant literature suggest that brand clues and various marketing communication as key antecedents to brand experience (Brakus et al., 2009; Khan & Fatma, 2017; Schmitt, 1999b, 2009). Homburg, Koschate, and Hoyer (2005) stated that all communications, consumption experiences, and customer contacts inevitably create an experience in the customer's mind.

Previous studies have investigated how advertisement influence consumer's affect, cognition and experience (Bruce, Peters, & Naik, 2012; Vakratsas & Ambler, 1999). Bruce et al. (2012) explored the role of advertisement on consumer's affect, cognition and experience. The role of marketing communication on brand experience has been investigated by Khan and Fatma (2017). Marketing communications can communicate rich experiences through the use of information technology and online advertisement/campaigns which brings the consumer to the website of a brand for more information or to learn about the brand (Keller, 2009).

Prior studies have suggested that different brand stimuli such as brand identifying colours (Bellizzi & Hite, 1992; Gorn et al., 1997), slogans, mascots and brand characters (Keller, 1987; Song & Jeon, 2018), shapes (Veryzer & Hutchinson, 1998), content, background and design elements (Mandel & Johnson, 2002), brand name (Srinivasan & Till, 2002) can influence consumers experience with a brand. It has also been suggested that various marketing communications can evoke brand experience (Lee & Jeong, 2014; Morgan-Thomas & Veloutsou, 2013). Customers encounter online brand experience through incoming sensory data (such as text-based information, images, stories and audio) which they interpret in a sensorial or in a cognitive way (Rose, Clark, Samouel, & Hair, 2012). Online campaigns that appeal

to the consumers' curiosity are also a means to enjoyment (Simon, Brexendorf, & Fassnacht, 2013).

According to Schmitt et al. (2014), consumers want communications and marketing campaigns that dazzle their senses, touch their hearts, stimulate their minds and, to deliver an experience. Therefore, the following hypothesis for the study are formulated:

H1 CRM communications has a positive impact on sensory brand experience.

H2 CRM communications has a positive impact on emotional brand experience.

H3 CRM communications has a positive impact on cognitive brand experience.

H4 CRM communications has a positive impact on behavioural brand experience.

Brand experience

It is assumed that the value of CRM campaign as a brand image emerges when consumers are exposed to the CRM campaign, and this occurs through the consumers brand experience in the value generating process. This image is based on how consumers perceive and experience the brand related stimuli and processes. The consumer's feelings and thoughts about the CRM campaign as well as other components contribute to an image in the customers mind that is synonymous with the brand (Grönroos, 2008)

This is in accordance with the notion of experiential marketing from Holbrook and Hirschman (1982) and Schmitt (1999b), in which contexts, aesthetics, emotions, and symbolic aspects of consumer experiences are significant.

Keller (1993) states that experience may be the basis for more elaborative information processing and inference making that results in brand-related associations.

Since brand experience engages consumers senses and emotions, it can create an emotional connection to the brand leading to an improved brand image (Brakus et al., 2009; Cleff et al., 2018; Schmitt, 1999b). Hultén (2011) supported the view and stated that experience creates and becomes an image forming the mental

conceptions and perceptions in the mind of the consumer that aids in differentiating and positioning a brand.

Keller (1993, p. 3) referred to brand image as a set of "perceptions of a brand which are reflected as associations held in the consumers memory". A brand emits signals, stimulus, and messages via CRM campaign and communications, consumers perceive, experience and respond to these signals and stimulus, storing brand associations in their memory which through a process of combination generates an overall impression which consequently results in brand image on the consumer's mind (Keller, 1993). Christensen and Askegaard (2001) contend that the outcome of these set of information and impression that reaches the individual results in a brand image. This perspective is supported by Bigné-Alcañiz et al. (2010, p. 130) who contend that "it is a gestaltic conception of image in which image is the outcome of an integrating process in the individuals mind".

Therefore, the researcher hypothesis that:

H5 Sensory brand experience has a direct influence on brand image.

H6 Emotional brand experience has a direct influence on brand image.

H7 Cognitive brand experience has a direct influence on brand image.

H8 Behavioural brand experience has a direct influence on brand image.

Brand Image

Experiential marketing engages the consumer through senses and emotions. A holistic experience leads to an emotional fulfilment creating a special bond with the brand (Morrison and Crane, 2007) that leads to a more positive brand image perception.

According to previous research on brand credibility, a credible brand has a greater impact on consumers' brand purchase intention when the brand image is positive, favourable, and unique, (O'Cass & Lim, 2002). Brand image plays a significant role in shaping brand credibility by establishing trust, perception of social commitment and differentiation in the minds of consumers. A positive brand image built through positive brand experience enhances brand credibility. Conversely, a negative brand

image undermines brand credibility. Therefore, a strong brand image is crucial for establishing and maintaining brand credibility. As a result, it is proposed that:

H9 Brand image has a direct influence on brand credibility.

Cause Involvement

Cause involvement has been referred to as "relevance that the consumer feels in response to cause campaign or to cause exposure" (Myers & Kwon, 2013). Cause involvement also encompasses consumers perception, experiences and inferences regarding the CRM campaign initiated by a brand which can have a moderating effect on purchase intention (Patel et al., 2017).

The literature highlighted the moderating role of consumer cause involvement in determining the effectiveness of CRM (Aggarwal & Singh, 2019; Bigné-Alcañiz et al., 2010; Grau & Folse, 2007; Hajjat, 2003; Landreth Grau & Garretson Folse, 2007) . Several studies have found out that consumer involvement with the social cause improves the brand's persuasive capacity in the CRM campaign, positively moderating its influence on consumer attitude and behaviour towards the brand (Hajjat, 2003; Landreth Grau & Garretson Folse, 2007).

The more important and relevant a cause is to consumers, the more positive their responses is to the CRM campaign. Broderick et al. (2003) contend that consumer involvement level influences the intensity with which a consumer experiences and processes a CRM campaign message.

According to the Elaborate Likelihood Model, the level of involvement determines the manner in which they respond to a CRM campaign.

Hajjat (2003) studied the effect of consumer cause involvement on attitudes and purchase intentions and found that cause involvement moderates the attitude towards an ad, attitude towards the brand and purchase intention significantly. Lafferty (1996) demonstrated in her studies that consumer respond positively when the cause is relevant to them. She also found out that CRM campaign with no cause mentioned elicited more positive respond from consumer compared to CRM campaign that mention unimportant cause on the CRM communication. These

findings confirms the findings in existing literature, which proposed that the consumers' purchase intention is positively affected by cause involvement (Ćorić & Dropuljić, 2015; Hou et al., 2008; Patel et al., 2017; Shabbir, Kaufmann, Ahmad, & Qureshi, 2010).

Based on the literature reviewed, we hypothesise that:

H10 Consumer cause involvement moderates the relationship between brand experience and brand image, such that when consumer's cause involvement is high, consumer's brand experience impact on brand image perception is higher.

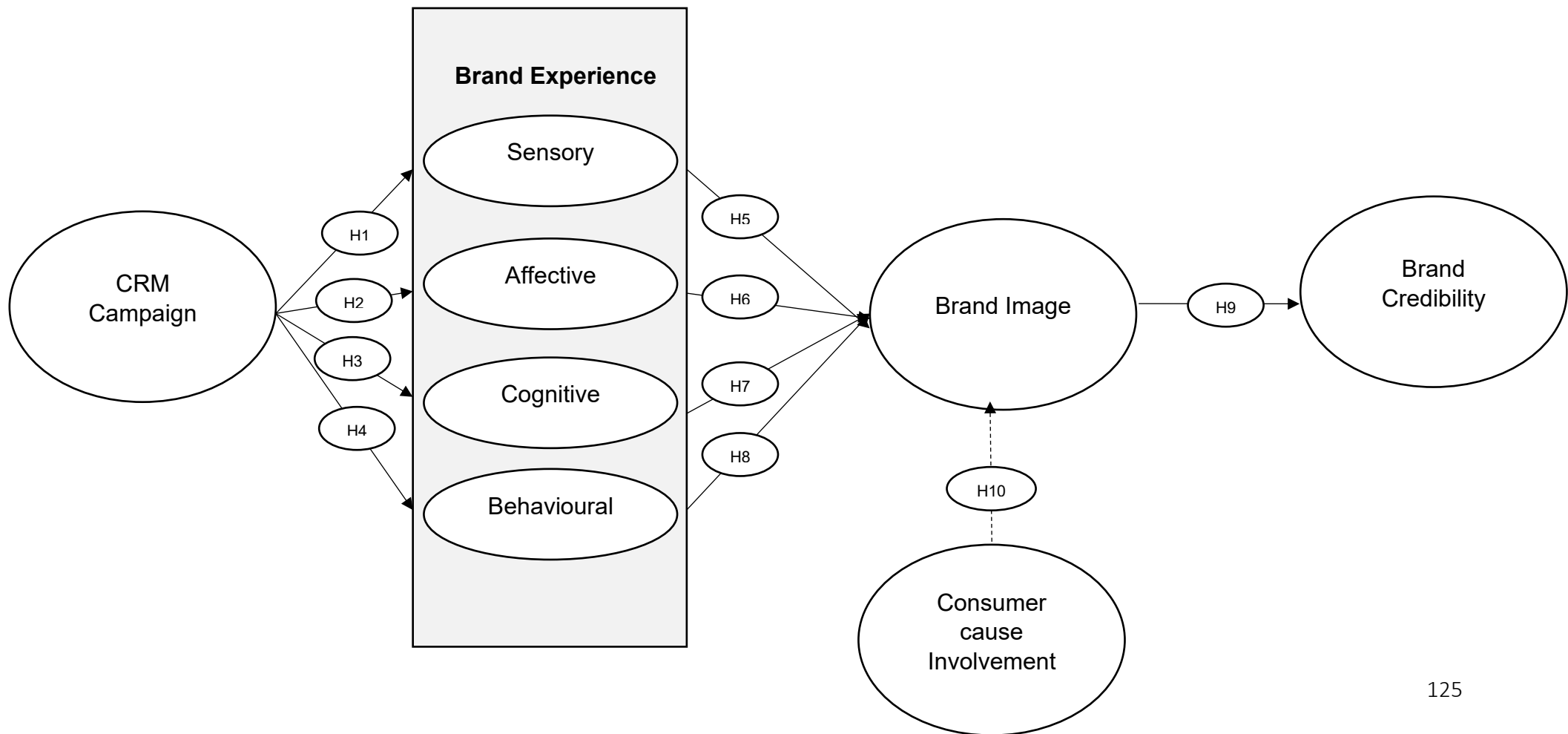
Table 3.1 Summary of CRM Brand experience model.

	Code	Hypothesis	Authors
CRM campaign – Brand experience	H1	CRM communications has a positive impact on sensory brand experience.	Berry (2000), Brakus et al. (2009), Egan (2007), Keller (2009),
	H2	CRM communications has a positive impact on emotional brand experience.	Berry et al. (2002), Berry et al. (2006), Schmitt (1999, 2009), Srinivasan and Till (2002)
	H3	CRM communications has a positive impact on cognitive brand experience.	
	H4	CRM communications has a positive	

		impact on behavioural brand experience.	
Brand experience – Brand image	H5	Sensory brand experience has a direct influence on brand image	Kim & Chao, (2019), Cleff et al., (2014)
	H6	Emotional brand experience has a direct influence on brand image	
	H7	Cognitive brand experience has a direct influence on brand image	
	H8	Behavioural brand experience has a direct influence on brand image.	
Brand Image – Brand Credibility	H9	Brand image has a direct influence on brand credibility.	(O'Cass & Lim, 2002)
Cause involvement	H10	Consumer cause involvement moderates the relationship between brand experience and brand image, such that when	Hajjat (2003) Bigne-Alcaniz et al. (2011), Grau and Folse (2007), Broderick et al. (2003)

		<p>consumer's cause involvement is high, consumer brand experience impact on brand image perception is higher.</p>	
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Figure 3.1 The conceptual model



3.4 Summary

This chapter has conceptualised the relationships of the conceptual model underpinning this study. Ten hypotheses have been developed in order to test the conceptual model figure 3.1. Moreover, these hypotheses were developed on the basis of the review of brand experience, consumer behaviour and marketing literature. The aim is to investigate the impact of brand experience and brand experience dimensions on consumer's perceptions of brand image and brand credibility and how cause involvement moderates these perceptions. The hypotheses illustrate the relationships between the research constructs in the proposed conceptual framework presented. The hypotheses will be tested using statistical methods, and the results refined by a subsequent employment of qualitative approach to gain a better understanding.

Chapter Four: Methodology

4.1 Introduction

This chapter presents and discusses the methodology that is employed to empirically examine the proposed conceptual framework outlined in the previous chapter.

This chapter also examines the research philosophy which comprises the ontological and epistemological positions, as well as a justification for the research philosophy that have been adopted.

The research approach and strategy are discussed and established. The time horizon is defined, followed by the target population, sample selection and questionnaire development. A qualitative investigation into data gathering methodology and data analysis is presented. Finally, ethical considerations are explained.

4.2 Research aim and objectives.

The research's aim is to explore CRM brand experience, to identify the dimensions of CRM brand experience, and to explore what the consequences are of this experience, and how this experience impacts consumer's brand credibility perceptions in the UK retail context. It also intends to examine the moderating role of consumer cause involvement on consumer's perceptions of brand credibility in a CRM context.

To attain this aim, the following objectives have been established:

1. To explore the concepts of CRM brand experience and its dimensions, brand image, brand credibility, consumer cause involvement using mixed method approach.
2. To investigate the impact of brand experience on brand credibility in a CRM context using a mixed method approach.
3. To examine the influence of consumer cause involvement on brand credibility perceptions in a CRM context.

4. To develop a conceptual framework that models the relationships between CRM campaign, brand experience dimensions, brand image, brand credibility and consumer cause involvement.

4.3 The Research Philosophy and Paradigm:

Thomas Kuhn, (1962) as cited in Corbetta (2003) in his pioneer essay “The structure of scientific revolutions” drew attention to the concept of paradigm in the science philosophy. Kuhn (1962, P. 109) contends that paradigm "provide scientists not only with a map but also with some of the directions essential for mapmaking. In learning a paradigm, the scientist acquires theory, methods, and standards together usually in an inextricable mixture".

Corbetta (2003) refers to paradigm as the perspective that inspires and directs a given science. Therefore, a researcher must have a clear understanding of paradigms or world views, which prepares the philosophical, theoretical, instrumental, and methodological foundations for the research.

Bryman (2012) defined paradigm as “a cluster of beliefs and dictates which for scientists in a particular discipline influence what should be studied, how research should be done, and how results should be interpreted”. Similarly, Cohen (2007) defined paradigm as a wide structure encompassing perception, beliefs, and awareness of different theories and practices used to carry out scientific research. Guba and Lincoln (1994, p. 105) defined paradigm as “the basic belief system or worldview that guides the investigator, not only in choices of method but also in ontologically and epistemologically fundamental ways”. It was utilized by Plato to mean "model" and by Aristotle to mean "example". For a researcher, paradigm constitutes a guide as it provides researchers not only with a map but also with some of the directions essential for map-making. One of its functions is the establishment of acceptable research methods and techniques in a discipline (Corbetta, 2003).

Research philosophy refers to the development of research assumptions, its nature and knowledge (Saunders, Lewis, & Thornhill, 2015). Hitchcock and Hughes (2002) also claimed that research comes from assumptions. In other words, different researchers may have different assumptions about the nature of truth and knowledge, and its acquisition.

Many authors have identified and discussed four main trends in research philosophy in their writings. These are the positivist research philosophy, interpretivist research philosophy, pragmatist research philosophy, and realistic research philosophy. These research philosophies can be categorised into three schools of thought: Ontology, epistemology and methodology (Bell, Bryman, & Harley, 2018; Corbetta, 2003; Pathirage, Amaratunga, & Haigh, 2007)

Table 4.1 Research Paradigms

Components of research Paradigms	Description
Ontology	General assumptions associated with the form and nature of reality and what can be known about it.
Epistemology	General parameters and assumptions associated with the nature of human knowledge and understanding that can possibly be acquired through different types of inquiry and alternative methods of investigation.
Methodology	Combination of different techniques used by the researcher to practically find out whatever the researcher believes can be known.

Source: (Antwi & Hamza, 2015).

Ontology is a researcher's perception of the nature of reality and the phenomenon that is been examined. It specifies the nature of reality and what can be known about it. It has two contrasting positions – objectivism and constructionism (Antwi & Hamza, 2015). Neuman (2007) explained objectivism as independent reality, and constructionism as the assumption that reality is a product of social processes. In this study, the ontological position is that consumer's responses towards brand related stimuli are real, specific, observable and measurable. Epistemology refers to the relationship between what is to be researched and the outcome of this relationship. It denotes "the nature of human knowledge and understanding that can possibly be acquired through different types of inquiry and alternative methods of

investigation” (Hirschheim, Klein, & Lyytinen, 1995, p. 20). It has two contrasting positions – positivism and interpretivism-constructivism (Antwi & Hamza, 2015). Methodology refers to how data can be collected and analysed. In other words, it translates ontological and epistemological principles into procedures that highlights how research is to be conducted and the practises that may guild research (Sarantakos, 2005 as cited in Antwi & Hamza, 2015).

As discussed above, the characteristics of the four paradigms are tabled below.

Table 4.2 Characteristics of Paradigms

Paradigm	Positivism	Post-Positivism	Interpretivism	Pragmatism
Epistemology	Objective point of view. Knower and known are separate.	Modified objectivist Critical. Knower and known are separate	Subjective point of view. Knower and known are inseparable	Both objective and subjective points of view
Logic	Deductive	Deductive	Inductive	Deductive + Inductive
000000000	Quantitative	Experimental or quasi-experimental. May include qualitative methods	Qualitative	Qualitative + Quantitative
Ontology	Naïve realism	Critical realism. Real reality but only imperfectly and probabilistically apprehendable	Relativism	Accept external reality. Choose explanations that best produce desired outcomes

Source: Creswell and Plano Clark (2010)

Positivism Paradigm

The origins of positivism has been linked to the nineteenth century French and English cultures. Notably among the originators are August Comte, John Stuart and Herbert Spencer. However, it was Durkheim the French sociologist who developed the concept (Corbetta, 2003).

Over the past 400 years, positivism has been the dominant view by researchers (Guba & Lincoln, 1994). It is a research philosophy that posits that social reality can be observed and measured akin to the natural sciences (Saunders et al., 2015). This train of thought immediately conveys the concept of objectivism, whereby the researcher detaches self from what is observed and measured, in order to avoid influencing the research with his values and attitudes. Thus, this philosophical approach is associated with observations, experiments, data collection and numerical data analysis. In short, the positivist position is that the social world can be understood objectively, and he works independently by dissociating himself from personal values, passions, politics, and ideologies.

According to Corbetta (2003, p. 13), positivist paradigm is "the study of social reality utilizing the conceptual framework, the techniques of observation and measurement, the instruments of mathematical analysis and the procedure of inference of the natural science". Under this paradigm he explained further, a positivist employs existing theories to develop hypothesis with the objective of testing to confirm or refute the hypothesis. This follows a highly structured methodology that emphasizes strict scientific method which seeks causal relationship from data collected to produce empirical knowledge. Thus, a positivist employs a deductive approach: moves from specific observation to generalisations that can be used to explain and predict behaviour and events (Bryman, 2011). In other words, the researcher acquires knowledge by gathering facts to lead to further development of the theory (Bryman & Bell, 2011; Saunders et al., 2015). Moreso, a highly structured methodology can be replicated when required (Saunders et al., 2015).

Post-positivism Paradigm

Post-positive paradigm originated in the works of Roy Bhaskar in the late twentieth century as an alternative paradigm both to scientific forms of positivism, and to interpretivism thereby occupying or situating itself between these two paradigms (Reed, 2005).

Similar to positivism, post-positivist believes in a single reality however, the post-positivist is critical of our ability to know reality with certainty. It emphasises the importance of multiple observations and measures, and that all theory is revisable.

Post-positivism focuses on what researchers observe and experience, recognizing that all observation is fallible and liable to error. This error may have been attributed to the researcher's inherently biased cultural experiences, world views and values. In other words, we are all biased and our observations are affected.

In its quest for knowledge, the post-positivist is concerned with the subjectivity of reality as opposed to the purely objective stance espoused by the positivist (Ryan, 2006), and claims that not everything is completely knowable (Krauss, 2005). Indeed, it has been suggested in the literature that post-positivism grew from the positivist paradigm and includes contexts, culture and subjectivity.

The presence of unobservable entities as well as the ability to explain observable phenomena are both acknowledged by post-positivism (Creswell, 2014). To this purpose, the post-positivist paradigm's methodological focus emphasises the utilisation of multiple techniques from both quantitative and qualitative data sources in the search for truths that can be offered by what were once seen as diametrically opposed perspectives (Rolfe, 2006).

Post-positivism is not a rejection of positivism, but rather a desire to arrive at an estimate of the truth that emphasises empirical testing and controlled research procedures in achieving this goal (Creswell, 2014; Lincoln, Lynham, & Guba, 2011). It does, however, distance itself from the strict epistemological position that a truly objective reality can be evaluated and represented. Within this paradigm, the viewpoint taken is one of modified dualism and attempted objectivity (Lincoln et al., 2011).

Indeed, from a theoretical and philosophical standpoint, the ability to observe and document one actual objective reality is a problematic idea, especially when it comes to social and behavioural phenomena which are highly complex, dynamic, and limitless entities. This is compounded by the fact that the researcher's own cognitive preferences impact and filter every aspect of the study process. A researcher's decisions also affect everything from identifying and operationalizing the study topic through data collecting and analysis to report writing. These limitations are acknowledged by post-positivism. Post-positivists believe that while a truly objective reality is hard to grasp, research reports can approximate or at least strive to approximate an objective truth (Clark, 2008).

However, the general consensus is that both positivism and post-positivism are more typically associated with quantitative data gathering and analysis (Denzin & Lincoln, 2011; Guba, 1990). Post-positivism nevertheless, actively advocates for the use of some qualitative methods (Kelly, Dowling, & Millar, 2018).

Interpretivism paradigm

Wilhelm Dilthey was a German philosopher. He was deemed to have critically attacked the philosophical stance of positivism (Corbetta, 2003). Dilthey's point of contention is the relationship between the researcher and the reality been studied. He argued that the object of study in the natural science has an external reality to the researcher therefore, knowledge in effect is an explanation (cause-effect laws). However, in the human sciences, no such detachment exists. This position is noted by Corbetta (2003, p. 24) who wrote "the interaction between the researcher and the object of study during the empirical phase of research is no longer judged negatively but constitutes instead, the basis of the cognitive process". Therefore, a totally different process is needed to arrive at knowledge. This process Dilthey labelled "verstehen" a German word for "understanding". This perspective was later developed by Max Weber in the field of social science as a critique of positivism.

Interpretivist seeks to understand individual behaviour as different people from different cultural background, under different situation make different meaning, and by extension, create and experience different social realities. This is in contrast to the positivist position of absolute reality. With its aim in creating rich insight, richer understanding, complexity and multiple interpretations, it adopts a subjectivist position (Corbetta, 2003; Saunders et al., 2015). Denzin (2010, p. 271) stated that, "Objective reality will never be captured. In-depth understanding, the use of multiple validities, not a single validity, a commitment to dialogue is sought in any interpretive study". As a result, an interpretative approach assumes that qualitative research efforts should be focused on uncovering many realities rather than seeking for a single objective truth.

Pragmatism

The origins of pragmatism has been linked to the works of philosophers Charles Pierce, William James and John Dewey in the early twentieth century in the USA (Saunders et al., 2015). Pragmatist accepts concepts to be relevant only if they support action and strives to reconcile objectivism and subjectivism. It does this by proposing that there are many different ways of interpreting the world and undertaking research hence, research may combine both objectivism and subjectivism within the scope of a single research according to the nature of the research question. This train of thought gives the entire picture that to the pragmatist there may be multiple realities. As pragmatist aims to contribute practical solutions to a problem, researcher's values drives the process of inquiry with interest in practical outcomes.

Researchers do in fact have a lot of flexibility. They have the "freedom" to select the methodologies, strategies, and processes that best meet their needs and research aims.

The main paradigms in terms of ontology, epistemology, and research methods are compared below.

Table 4.3 Comparison of the Main Paradigms with regard to ontology, epistemology, and research methods

Paradigm	Ontology	Epistemology	Research methods
The whole of theoretical and methodological assumptions (adopted by the scientific community), specific research of which it is based on	Existence theory, focused on what exists, is based on a particular paradigm assertion about reality and truth, and it is a theory about the nature of reality	The theory interested in how the researcher can gain knowledge about the phenomena of interest to him, namely, examination of what separates a reasonable assurance from the opinion	They include systematic ways, procedures, and tools used for data collection and analysis
Positivism	The reality is objective and perceived	Acquisition of knowledge is not related to values and moral content	Survey, experiment, quasi-experiment

Interpretivism	Researcher and reality are inseparable	Knowledge is based on the abstract descriptions of meanings, formed of human experiences	Ethnography, interviews, ethnomethodology, Case studies and phenomenology
Pragmatism	The reality is ambiguous, but based on the language, history, and culture respect	Knowledge is derived from experience. The researcher restores subjectively assigned and “objective” meaning of other actions	Interview, case study, surveys

Source: Žukauskas, Vveinhardt and Andriukaitienė, (2018).

4.3.1 Justification of the adopted paradigm

Positivism and post-positivism are generally recognised as deductive methods or quantitative research methods (Creswell, 2014). These two perspectives are suitable for a small set of variables and dealing with statistical data (Collis & Hussey, 2013). However, this study adopts the research philosophy of positivism, which aligns with the research aim, objectives, and nature of the research problems at hand. The aim of this study is to examine the relationship between, and exploration of, the variables that are independent and dependent. The inquiry commenced by conducting a comprehensive examination of the related literature, and subsequently, developing a conceptual framework to guide the empirical inquiry. In order to substantiate the theoretical foundation, the study has formulated hypotheses to examine the relationship between the variables being studied. Ryan, (2006) emphasised that positivist research is based on the research principle which emphasise meaning and the creation of new knowledge.

Research Approach – inductive and deductive

Inductive approach:

Inductive research is when a researcher gathers data that is relevant to his or her research topic. At this stage, the researcher searches for patterns in the data and

strives to a theory that can explain these patterns. When using an inductive method, researchers start with a set of observations and work their way up to a more general set of propositions regarding the data. To put it another way, they progress from facts to theories, or from the specific to the general. This approach is illustrated in figure 4.1.

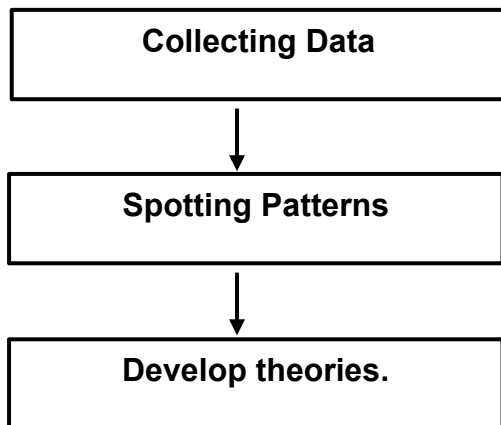


Figure 4.1 Inductive Approach to Research

Deductive approach:

Deductive approach is the most common interpretation of the nature of the relationship between theory and research. Based on what is known about a subject and theoretical considerations relevant to that subject, the researcher generates a hypothesis (or hypotheses) which must then be empirically tested. There will be notions embedded in the hypothesis that will need to be transformed into researchable entities (Bryman, 2011).

This implies that the social scientist must define how data may be gathered in respect to the hypothesis's ideas. This process is illustrated in figure 9.

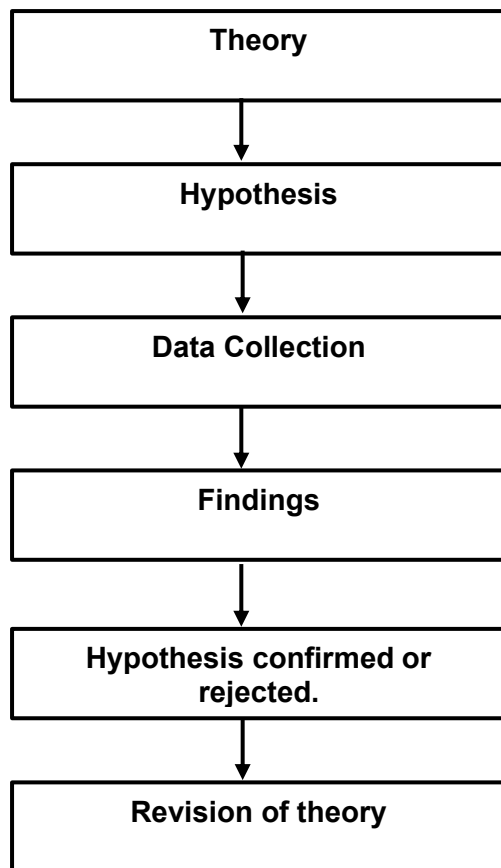


Figure 4.2 Deductive Approach to Research

Source: Bryman, (2011).

Justification of the adopted approach

One of the characteristics of deductive approach is that it seeks to explain the causal relationship between variables (Saunders et al., 2015).

One of the objectives of this study is to examine the causal relationship between CRM brand communications, brand experience and its dimensions, brand image, cause involvement and brand credibility in a CRM context.

As a result, deduction approach is the appropriate approach for investigating these causal linkages in this study, and the theory, according to Saunders et al. (2015) is the best place to start. A set of hypotheses are proposed based on the literature review. Furthermore, all of this study's concepts are defined, translated into indicators, and operationalized, enabling for quantitative data collecting and testing.

Finally, this study benefits from a representative sample data of the UK population, that enables drawing conclusions and doing statistically based generalisations.

4.4 Research Strategy

As highlighted in the literature review, in the philosophy of science, experience is seen as objective and are based on objective facts and data that can be generalised (Schmitt & Zarantonello, 2013). Philosophy in contrast to science, views experience as subjective which is the relation a person has with the outside world. Kierkegaard (2009) contends that not only objective matters have truth, phenomenologically, subjective experience also have truth for the individual. These perspectives have influenced how marketers conceptualized experiences. Whilst some researchers assume that experiences are directly accessible and can be studied objectively, other researchers view experiences as subjective and as needing interpretation in the subjective world of the individual. The researcher has reflected on both perspectives and is of the opinion that both perspectives may be integrated into this study to balance out the limitation of each perspective, and to provide stronger evidence and more confidence in the findings.

In this regard, mixed methods research is the integration of quantitative and qualitative research approaches to provide a better understanding of the research problems and complex phenomena that could not be achieve by either approach alone (Creswell & Clark, 2017; Saunders et al., 2015). It has been established that qualitative and quantitative research methods have their own foundations that comprises different assumptions and goals of inquiry. Whilst qualitative research goals is to capture subjective realities (phenomenology), thereby providing a richer and more complex picture (Creswell, 2014), quantitative researchers believe in the collection and analysis of numerical data to describe, explain, predict, or control variables of interest. One of the basic assumptions of quantitative research is the belief that reality is largely stable and uniform, allowing the researcher to measure and comprehend it as well as make broad generalisations about it (Neuman, 2007). In this regard, quantitative research approach may give a general description of the relationship amongst the variables in this study however, the qualitative research approach will build a detailed understanding of what the statistical test means in

order to build an understanding of the study. Qualitative research believes that reality is socially constructed and interpreted, and experienced by people in their interactions with each other and with wider social systems (Guba and Lincoln, 2005 as cited in Antwi & Hamza, 2015), and is focused on understanding people and their cultures and this has been linked to the concept of “empathetic understanding”. Therefore the employment of mixed methodologies (quantitative and qualitative) by researchers mitigates purist concerns and helps provide the needed depth of understanding (Corbetta, 2003). Furthermore, mixed methods research is applicable to the social, behavioural and health sciences (Creswell & Clark, 2017).

Some scholars argue that quantitative and qualitative techniques are incompatible. According to Guba and Lincoln (1989), the meta-theoretical assumptions underlying the two approaches are so dissimilar that reconciling them would destroy each approach's philosophical basis. The ontological and epistemological postulates of each approach are so distinct that they cannot be merged. One paradigm rules out the other. Nonetheless, other scholars believe that it is conceivable to subscribe to one approach's philosophy and employ the methods of another (Sale, Lohfeld, & Brazil, 2002; Walle, 1997; Walsh, 2003)

According to Sale et al. (2002), the fact that the approaches are ontologically and epistemologically incommensurate does not mean that multiple methods cannot be combined in a single study if it is done for complementary purposes.

This research will adopt the mixed research method for the following reasons.

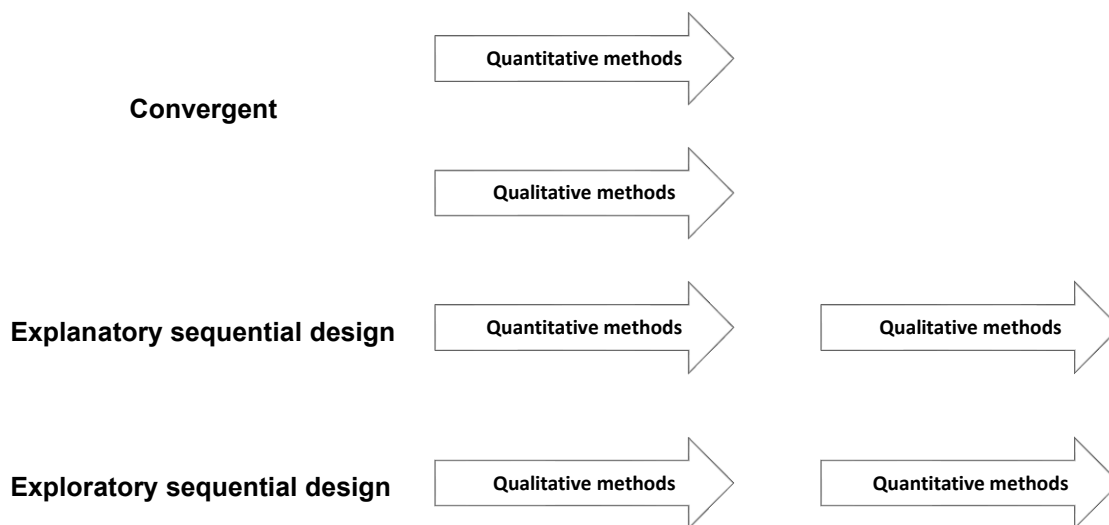
1) To combine paradigms, allowing investigation from both the inductive and deductive perspectives and consequently, to combine theory generation and hypothesis testing within a single study. 2) To conduct an in-dept interview to gather the experiences of participants and to carry out a comprehensive analysis of the phenomena using Inductive Thematic Analysis. 3) To enhance the validity of findings, and gain a deeper broader understanding of the phenomenon by utilizing both the quantitative and qualitative approach.

Although the issues of time and resources may be a challenge in conducting mixed methods research for example, collecting more data types and analysing more types

of information, the researcher is of the view that with careful planning the research can be managed.

The implementation of mixed method research is such that the methods are combined in a variety of ways. There are three core designs in mixed research i.e., the convergent design, the explanatory sequential design, and the exploratory sequential design. These three core designs are illustrated in the table below:

Table 4.4 Mixed Methods Research Designs



Adapted from Saunders et al., (2015)

The current study will adopt the explanatory sequential design which occurs in two distinct interactive phases, and in which the quantitative method precedes the qualitative method. The aim of the first phase is to find the relationship amongst the variables (CRM communications, brand experience, brand image, brand credibility and cause involvement) while the second phase will consist of collection and analysis (Inductive Thematic Analysis) of qualitative data to explain and expand on the first phased quantitative result. Moreover, Saunders et al. (2015) stated that it is common for marketing and consumer researchers to use mixed methods and this view is supported by Creswell and Clark (2017) who contends that mixed methods research provides multiple ways to address a research problem.

Rationale for Quantitative

The current research predominantly focuses on a quantitative research method that aims to examine the relationship between CRM campaign, brand experience, brand image, brand credibility and consumer cause involvement. It is generally accepted that in a quantitative research, hypotheses are deduced from the literature review and tested (Bryman, 2011; Corbetta, 2003; Saunders et al., 2015; Smith, Thorpe, & Jackson, 2008).

The purpose of quantitative research is to generate knowledge and create understanding about the social world. Quantitative research is widely recognised and used by social scientists to observe phenomena or occurrences affecting individuals, and this study intends to examine the experiences, perceptions, and attitudes regarding consumers brand experience in a CRM context (Creswell, 2014; Saunders et al., 2015). Secondly, the use of quantitative methods for data collection and analysis make generalization possible with this type of approach. Therefore, data collected from a sample can be generalised to the UK population.

The study intends to investigate and measure the relationship between the constructs as discussed in the study. Studies that have employed Quantitative research design in the study of brand experience are tabled below:

Table 4.5 Quantitative Brand Experience Research in the Literature

Title	Author and Year	Participants	Research Design
Effects of brand experience, brand image and brand trust on brand building process: The case of Chinese millennial generation consumers	Kim, R. B., and Chao, Y. (2019).	1,100	Quantitative
The power of experiential marketing: exploring the causal relationships among multisensory marketing,	Wiedmann, K.-P., Labenz, F., Haase, J., &	552	Quantitative

brand experience, customer perceived value and brand strength	Hennigs, N. (2018).		
The Effect of Online Brand Experience on Brand Loyalty: A Web of Emotions	Cleff, T., Walter, N., & Xie, J. (2018)	69	Quantitative
Exploring Relationship among Brand Experience Dimensions, Brand Evaluation and Brand Loyalty	Dhananjay Bapat and Jayanthi Thanigan (2016)	188	Quantitative
A critical model of brand experience consequences	Shamim Amjad and Butt Muhammad Mohsin (2013)	400	Quantitative
The role of brand experience and affective commitment in determining brand loyalty	Iglesias, O., Singh, J. J., & Batista-Foguet, J. M. (2011)	195	Quantitative
Using the brand experience scale to profile consumers and predict consumer behaviour	Zarantonello, Lia and Schmitt, Bernd H (2010)	1134	Quantitative
Brand Experience: What Is It? How Is It Measured? Does It Affect Loyalty?	Brakus, J. J., Schmitt, B. H., and Zarantonello, L. (2009).	209	Quantitative
Effects of consumer perceptions of brand experience on the web: Brand familiarity, satisfaction, and brand trust	Ha, H. Y., & Perks, H. (2005).	203	Quantitative

Rationale for Qualitative

To gain a greater understanding of the chain of evidence that links brand experience, brand image, brand credibility and consumer cause involvement in a CRM context, a mixed method sequential explanatory study which involve the collection and analysis of quantitative data followed by the collection and analysis of qualitative data. In regard to the chain of evidence, the quantitative phase of research established the linkages, whereas the qualitative phase brings nuance context, and understanding to each link in the chain (Creswell & Clark, 2017).

In this regard, a qualitative research method will be employed in a subsequent stage of the research to refine the results from quantitative study and to explore the meaning people have constructed, that is how people make sense of their world and the experiences they have in the world specifically regarding CRM initiatives (Merriam, 2009).

A qualitative research approach provides abundant data about real life people and situations (De Vaus, 2014; Leedy & Ormrod, 2014). Furthermore, qualitative research views human thought and behaviour in a social context and examines a wide range of phenomena in order to fully comprehend and appreciate them. Human behaviours which include thought, composition, interaction, reasoning and norms, are studied holistically due to in-depth examination of the phenomena. The close relationship that exists between the researcher and the participant in this approach makes it easy for the participants to contribute to shaping the research. This however account for significant understanding of experiences as its participants understand themselves and also understand experience as unified (Lichtman, 2012; Sherman & Webb, 2004). The data collection technique for this study will consist of in-dept interviews that adopts an inductive thematic analysis approach.

Comparison of Qualitative, Quantitative, and mixed Methods

Table 4.6 A summary of Quantitative, Qualitative and Mixed Method Approaches

	Quantitative methods	Qualitative methods	Mixed methods
Philosophical Assumptions	Post-Positivist knowledge claims	Interpretivist knowledge claims	Pragmatic knowledge claims
Enquiry strategies	Experiments and Surveys	Phenomenology, grounded theory, ethnography, case study and interviews	Sequential, concurrent and transformative
Research Methods	Closed questions, predetermined approaches and statistical analysis	Open-ended questions, emerging methods, text, audio-visuals or image analysis	Both open- and closed questions, both emerging and predetermined approaches and both quantitative and qualitative data and data analysis
Selection Motivations	Tests or verifies theories or explanations. Identifies factors that influence an outcome. Uses standards of validity and reliability. Observes and measures information numerically. Uses unbiased approaches. Employs statistical procedures.	Understands a phenomenon or a concept due to insufficient or new research. Identifies variables, brings personal values to study and collaborates with participants	Collects both qualitative/quantitative data. Generalise findings to population whilst developing a detailed explanation of the concept or phenomena. Employs the practices of both qualitative and quantitative research.

Source: Creswell, (2003).

Methodological Triangulation

Triangulation is one of the validation techniques that involves the use of two or more data sources and methods to confirm the credibility and validity of research findings (Saunders et al., 2015). Validity is concerned with the extent to which research correctly represents or evaluates the concepts being studied. Credibility relates to trustworthiness and how convincing a study is. The aim of triangulation is to ensure that by combining theories and methods in a research study, fundamental biases which are inherent or may arise from the use of single methods are overcome. According to Neuman (2007), triangulation is observing something from different angles rather than one angle. Triangulation enriches research by offering a variety of datasets that explains different aspects of a phenomenon. Of importance is the notion that different methods leading to the same results give more confidence in the research findings. However triangulation has its limitations for example, it may complicate the research process by making it more time consuming and of course there are situations whereby the comparison of the findings of two sources conflicts with one another or inconsistent with one another (Johnson et al., 2017).

Denzin (2017) proposed 4 types of triangulations: 1) Data triangulation refers to the use of multiple data sources in single research including time, space and persons, in a study. 2) Investigator triangulation refers to the use of multiple researchers in a study. 3) Theory triangulation refers to the use of multiple theories or hypotheses to investigate a situation or phenomenon and finally, 4) methods triangulation is the use of multiple methods for example, the use of quantitative and qualitative methods to study a situation or phenomenon.

The use of methodological triangulation can strengthen a study (Greene & Caracelli, 1997), and of more importance is its ability to provide a more holistic and textured analysis, allowing for a complete understanding of the situation, and its potential to redress limitations inherent in any single method. It helps to strengthen the validity and reliability of the findings by providing a more comprehensive understanding of the phenomenon (Abdalla, Oliveira, Azevedo & Gonzalez, 2018).

This study has adopted the methodological triangulation by employing a quantitative method to test the relationship between the variables, and subsequently, a qualitative method to endorse the quantitative method results.

Time Horizon

Cross-sectional and Longitudinal studies are observational studies in that both record information about their subjects without manipulating the study environment. In a cross-sectional study design, collection of data occurs at one point in time in contrast to longitudinal study in which subjects are followed over time with data collection taken at predetermined intervals or at set events (Saunders et al., 2015).

In a longitudinal study, several observations of the same subjects are conducted by researchers over a period of time. One of the advantages of longitudinal study is that researchers may detect changes or developments in the attribute of the target population at both the group and individual level. The main point here is that longitudinal studies can establish sequences of events because, it extends beyond a single moment in time.

Cross-sectional study according to Saunders et al. (2015, p. 155), involves the study of “a particular phenomenon at a point in time”. The defining feature of cross-sectional study is that different variables can be compare at the same time for example, age, gender education, and income level in relation to the phenomenon studied without additional cost. Cross-sectional studies can also compare different population groups in a single point in time. Cross sectional studies often employ the survey strategy and can be used in a mixed method strategy (Saunders et al., 2015). However, cross-sectional studies may not provide data on cause and effect relationship because, it is considered a snapshot of a single moment in time and do not consider what happened before or after the snapshot is taken (Saunders et al., 2015). A comparison of Cross-sectional and longitudinal studies are tabled 4.7.

The current study will be cross sectional as it seeks to find the relationship between the variables as discussed in previous sections. Also, the current study is time constrained and the study will employ a survey strategy (Saunders et al., 2015).

Table 4.7 Comparison of Cross Sectional and Longitudinal Studies

Study Design	Definition	Strengths	Weaknesses
Cross Sectional	Single data collection point	Quick and inexpensive	Difficult to determine causality.

		Establishes prevalence. Suggest future research directions	Possible spurious associations
Longitudinal	Multiple data collection point. Occurs over time	Can determine causality. Can monitor trends. Less concerned with spuriousness	Time-consuming and Expensive.

Study population

The study population is online consumers in the UK. This is the segment targeted by CRM campaigns on the internet. This segment is targeted by CRM communications that promises to donate a certain percentage of their purchase value to charities or cause. Since the population share the same economic, demographic, and socio-cultural characteristics, a study on a sample in the UK can be generalised to the UK population (Saunders et al., 2015).

Sampling

In some cases, it may be possible to collect and analyse data from every group member. Such a case is referred to as census (Saunders et al., 2015). However, for many researchers, due to constraint of time, cost and often access, it is impossible to collect all the potential data available to answer research questions and meet research objectives. Therefore, sampling provides a valid alternative to a census when it is not possible to survey an entire population, when there are budget and time constraints mitigating the surveying of the entire population. This applies to interviews, questionnaires, observations, or other data collection techniques. Thus, sampling is the process of selecting a small number of cases (sample) from a large number of units that make up the study's object (the population) based on criteria that allow the sample's result to be generalized to the whole population (Corbetta, 2003). Two main sampling methods are identified in research methods - Probability and Non-probability sampling methods.

In a non-probability sample, individuals are selected based on non-random criteria, and not every individual has a chance of being included. This type of sampling is

easier and cheaper to access, but it has a higher risk of sampling bias. That means the inferences deduced about the population are weaker than with probability samples, and conclusions may be more limited (Creswell, 2014). This sampling method will not serve this research's aim as the results cannot be generalised to the UK population.

Probability sampling means that every member of the population has a chance of being selected. It produces results that are representative of the whole population. It is mainly used in quantitative research however, this method is more time consuming and expensive than the non-probability sampling method. Probability sampling provides the best chance to create a sample that is truly representative of the population and enables a generalised statement that can be applied to research questions (Bryman, 2011; Corbetta, 2003; Saunders et al., 2015).

The aim of Probability Sampling method in this research is to keep sampling error to a minimum (Bryman, 2011). Probability sampling method is further classified into different types such as simple random sampling, systematic sampling, stratified sampling, and clustered sampling (Saunders et al., 2015). In simple random sampling technique, every item in the population has an equal chance of being selected in the sample. Systematic sampling is similar to basic random sampling in that every person in the population is assigned a number, but rather than assigning numbers at random individuals are picked at regular intervals. Because, the researcher chooses the intervals, systematic sampling can lead to data manipulation and bias. Stratified sampling is the process of segmenting a population into sub-populations that may differ in significantly ways. It enables the researcher to draw more exact conclusions by ensuring that each subgroup in the sample is properly represented. One of the drawbacks of stratified sampling is that it is not representative of the population. Similarly, cluster sampling is a probability sampling approach that divides the population into different groups (clusters) for research purposes. For data collection and analysis, researchers use a basic random or systematic random sampling technique to pick random groups. However, it is difficult to assure that clusters accurately represent the population as a whole thus, it provides less statistical confidence data than other methods such as simple random sampling.

This study will employ the simple random technique to ensure that each unit of the population has an equal probability of inclusion in the sample, and that this study can generalise findings from the sample to the UK population (Bell et al., 2018).

Sampling frame

The sampling frame is a list of all the cases in the study population from which the sample will be drawn (Saunders et al., 2015). For this study, the sampling frame will be drawn from the web survey portal database (Prolific.co) of online consumers resident in the UK. It is to be considered that web survey portals have computer programmes that perform random / systematic sampling based on the requirements of diversity in location and relevant demographic information.

The proposed sample drawn from the sample frame would include male and female of varied age, educational and occupational background. This study intends to collect data from the wider UK shopping population instead of student population which cannot be generalised to the general public. This approach should be considered a contribution to CRM body of knowledge.

Sample size

The goal of the study is to examine the impact of CRM brand experience and its dimensions on consumers responses to online cause related marketing in the UK hence, an online shopper who is resident in the UK and familiar with CRM is qualified to be included in the study sample. A sample is a part of the population that has been selected to be studied. It is also a subset of the population (Saunders et al., 2015).

UK has an online shopping population of over 87% (Coppola, 2021). The findings from a carefully selected sample should represent a clear majority of the population of 67 million (Clark, 2021). Scholars have contended that a carefully selected small sample is preferable to a poorly selected large sample (Hair, Black, Babin, Anderson, & Tatham, 2014; Saunders et al., 2015). Accordingly, a few sampling considerations were applied to acquire a probability sample from a national database of registered online shoppers with the online research agency.

Dattalo (2008) suggests that certain important criteria should be highlighted when seeking an effective sample design and deciding on the sample size: (1) meeting the research objectives (2) obtaining accurate estimates of sampling variability (3) feasibility, and (4) minimising cost. According to Bell et al. (2018), the decisions about the sample size depend on many factors such as the constraints of time and cost, heterogeneity of the population and kind of analysis.

The study's population is diverse since it is intended to reflect the UK population which is rather large. Generally, the rule of big numbers states that a large sample size is more likely to be representative of the population from which it was obtained (Saunders et al., 2015). Furthermore, according to the central limit theorem, if the absolute sample size is big, the distribution will tend to be more normal and hence more robust (Saunders et al., 2015). Increasing the sample size increases the statistical test validity, which is the probability that the statistical significance will be substantiated if it is present (Hair et al., 2014).

The type of analysis that will be employed in this study is Structural Equation Modelling (SEM), which is a large sample technique (Kline, 2015). Further, analysing small samples using SEM is prone to numerous problems (Kline, 2015).

Researchers normally work to a 95% confidence level with a 5% margin of error (Bryman, 2011; Saunders et al., 2015).

As stated previously, UK has a population of 67 million (Clark, 2021). Coppola (2021) stated that the UK has an online shopping population of over 87%. Taking this into consideration, it can be deduced that about 58 million are online shoppers in the UK. As such, determining the appropriate sample size is one of the recurrent problems in statistical analysis. Its equation can be derive using population size, the critical value of the normal distribution, sample proportion, and margin of error.

$$\text{Sample size, } n = N * \frac{\frac{z^2 * p * (1 - p)}{e^2}}{[N - 1 + \frac{z^2 * p * (1 - p)}{e^2}]}$$

Table 4.8 Sample size values

Particular	Value
Population Size (N)	58000000
Critical Value (95% confidence level) (Z)	1.96
Margin of Error (e)	0.05
a) Sample Proportion (uncertain) (p)	0.5
b) Sample Proportion (p)	0.05
Sample Size(n)	384

$$= (58000000 * (1.96^2) * 0.5 * (1-0.5) / (0.05^2)) / (58000000 - 1 + ((1.96^2) * 0.5 * (1-0.5) / (0.05^2)))$$

Therefore, 384 participants will be adequate for deriving meaningful inferences in this study.

Based on sample size review, this study adopted a sample size of 400 cases for the three research questions.

Online Surveys

This research employs the services of an online Web survey agency - Prolific.co which the researcher considers have a national representation of online consumers in the UK. This is appropriate for the research and moreover, this is the target audience. Survey research is the best approach when the research involves collecting data from a large samples of individuals (Saunders et al., 2015).

The online web survey platforms have increasingly been used by academic researchers and has become a common tool for marketing and consumer behaviour researchers. The increasing use of web surveys may be due to a lot of factors for example, the success of the internet, the greater possibilities in terms of colour and variety in the format compared to paper based questionnaires (Bell et al., 2018), questionnaires can be so programmed that respondents can scroll down to look at the questions in advance or programmed that one question appears on the screen. Finally, respondents' answers can be downloaded for analysis in the appropriate format (Saunders et al., 2015). Online web surveys are easy to administer, flexible,

provides quick response and high-quality data and increases response rate due to its potential to maintain anonymity of respondents. Although response rates of online web survey have been estimated to be lower than those of other survey methods (Leece et al., 2004; Manfreda, Bosnjak, Berzelak, Haas, & Vehovar, 2008) and considering the research objectives of this study, the researcher has chosen the web survey method for the following reasons:

The current research study intends to target online shoppers in the UK and the employment of web based surveys is the appropriate vehicle to reach individuals who would otherwise be difficult if not impossible to reach using other channels (Wright, 2005). Similarly, due to time and cost constraints associated with the current study, access to individuals with common characteristics can be achieved in a short amount of time despite being separated by geographical distances (Garton et al., 2003 as cited in Wright, 2005) and responses can be transmitted to a databased file thereby enabling the researcher to conduct preliminary analysis on collected data while waiting for the desired number of responses to accumulate (Healey, Baron, & Ilieva, 2002). The use of online survey will also eliminate the need for paper and other cost such as postage, printing and data entry which otherwise may be costly.

The researcher also acknowledges that there are drawbacks to the use of web-based surveys for example, little is known about the characteristics of individuals in web-based communities. Although basic demographic variables are given by individuals in a web based communities, these information may be questionable (Dillman, 2011; Stanton, 1998). However, some community administrators are beginning to accumulate information on their community's participants as online survey communities become more reliable. To participate in many online survey sites, participants must first register with the community. Participants are asked about their hobbies, income level, education, and so on. By comparing the survey sample features to those of the online community as a whole, some communities are ready to share participants information with researchers as a validation approach (Wright, 2005).

Within the survey strategy, the questionnaire is one of the most widely used data collection methods and tends to be used for explanatory or descriptive research (Bryman, 2011). For example, explanatory or analytical research can be used to

examine and explain relationships between variables particularly cause and effect relationship whilst, descriptive research using attitude and opinion questionnaires presents, identifies and describes the variability in different phenomena. Although Questionnaires are used as the only data collection method, it is however advantageous to link them with other methods in a mixed method research design (Creswell & Clark, 2017). In other words, a questionnaire to discover customers' attitudes can be complemented by in-depth interviews to explore and understand these attitudes.

Questionnaire Development:

This study will employ a 7-point Likert scale for all the questions as this is the scale widely and most frequently used in attitude measurement (Corbetta, 2003). The questionnaire will be divided into 2 parts: The first part will consist of items of the constructs and the second part will consist of the demographic section.

Table 4.9 Questionnaire Development for CRM Communications

Concept	Authors	Variables	Indicators	Questions
Marketing communications	Imran Khan and Mobin Fatma (2017)	Meaningful communications	Consumers perception of meaningful communication	Marketing Communications of this brand is meaningful.
		Interest	Consumers interest in marketing communications	It is interesting to watch marketing communications of this brand. This brand
		Emotional communication	Consumers perception of brand's emotional communication	communicates in an emotional way

Table 4.10 Questionnaire Development for Brand Image

Concept	Authors	Variables	Indicators	Questions
Brand image	Menon and Kahn (2003)	Worthy causes	Consumers perception of brand's generosity to worthy causes	This brand is aware and gives to worthy causes
		Social responsibility	Consumers perception of brand's social responsibility	This brand fulfils its social responsibility to society
		Brand puts something back into the society	Consumers perception of brand's corporate citizenship by putting something back into society	This brand puts something back into society
		Society's interest	Consumers perception of brands interest in the society	This brand acts with society's interest in mind
		Brands action towards society	Consumer's perception of action on the part of the brand	This brand acts in a socially responsible way
		Philanthropic contributions to society	Consumer's perception of brand contribution to a better society.	This brand integrates philanthropic contributions

				into its business activities.
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Table 4.11 Questionnaire Development for Brand Credibility

Concept	Authors	Variables	Indicators	Questions
Brand Credibility	Newell and Goldsmith (2001).	Brand's sincerity in associating with the charity or cause.	Consumers perception of brand's sincere commitment to cause or charity.	After seeing the marketing communication (MC), I think that the brand associated with the charity is sincere.
		Brands expertise in implementing CRM campaigns.	Consumers perception of brand's expertise to link to a social cause or charity.	After seeing the MC, I think that the brand associated with the charity is an expert.
		Brand's honesty to cause or charity.	Consumers perception of brand's honesty to CRM campaign	After seeing the MC, I think that the brand associated with the charity is honest.
		Brands experience of implementing CRM campaign	Consumers perception of brand's experience in implementing CRM campaign	After seeing the MC, I think that the brand associated with the charity is experienced.

Table 4.12 Questionnaire Development for Cause Involvement

Concept	Authors	Variables	Indicators	Questions
Cause Involvement	Zaichkowsky (1994), Trimble and Rifon (2006)	CRM campaign Involvement	Consumers involvement in the CRM campaign	I find charity x and the campaign project very involving.
		CRM campaign Importance	CRM campaign importance to consumer	I find charity x and the campaign project very important to me.
		Interesting	Consumers interest in the CRM campaign	The charity x and the campaign project are very interesting to me.
		Cause relevance	CRM campaign relevance to consumer	I find the charity x and the campaign project very relevant to me.

Table 4.13 Questionnaire Development for Brand Experience

Concept	Authors	Variables	Indicators	Questions
Brand experience	Brakus et al. (2009), Nysveen and Pederson (2014)	Consumer's sensory experience	Consumers reaction to brand's sensory stimuli	This brand makes a strong impression on my visual senses.
				I find this brand interesting in a sensory way.

		This brand strongly appeal to my senses.
Consumer's Affective experience	Consumers reaction to brand's affective stimuli	<p>This brand induces my feelings and sentiments.</p> <p>I have strong emotions for this brand.</p> <p>This brand engages me emotionally.</p>
Consumer's Cognitive experience	Consumers reaction to brand's cognitive stimuli	<p>This brand intrigues me.</p> <p>This brand stimulates my curiosity.</p> <p>This brand challenges my way of thinking.</p>
Consumer's behavioural experience	Consumers reaction to brand's behavioural stimuli	<p>This brand engages me to take action for more information on the project.</p> <p>This brand results in bodily experiences.</p> <p>This brand activates me.</p>

Operationalisation of the constructs:

Operationalization is the process of strictly defining variables into measurable factors. Below are the codes for the operationalisation of the constructs in this study.

Table 4.14 Operationalisation of the Constructs.

QUESTIONS	CODE	REFERENCE
Marketing Communications	MC	Khan and Fatma (2017)
Marketing communications of this brand is meaningful.	MC_1	
It is interesting to watch marketing communications of this brand.	MC_2	
This brand communicates in an emotional way.	MC_3	

Table 4.15 Operationalisation of Brand Image

QUESTIONS	CODE	REFERENCE
Brand Image	BI	Menon and Kahn (2003)
This brand is aware of environmental matters.	BI_1	
This brand fulfils its social responsibilities.	BI_2	

This brand puts something back into society.	BI_3	
I think that this brand acts with society's interest in mind.	BI_4	
This brand acts in a socially responsible way	BI_5	
This brand integrates philanthropic contributions into its business activities.	BI_6	

Table 4.16 Operationalisation of Brand Credibility

QUESTIONS	CODE	REFERENCE
Brand Credibility	BC	Newell and Goldsmith (2001).
After seeing the marketing communication, I think that the brand associated with the charity is sincere.	BC_1	
After seeing the marketing communication, I think that the brand associated with the charity is an expert	BC_2	
After seeing the marketing communication, I think that the brand associated with the charity is honest	BC_3	
After seeing the marketing communication, I think that the brand associated with the charity is experienced	BC_4	

Table 4.17 Operationalisation of Cause Involvement

QUESTIONS	CODE	REFERENCE
Cause Involvement	CI	Zaichkowski (1985), and Trible and Rifon (2006)
I find the cause and the campaign project very involving.	CI_1	
I find the charity and the campaign project very important.	CI_2	
The charity and the campaign project are very interesting to me.	CI_3	
I find the charity and the campaign project very relevant to me	CI_4	

Table 4.18 Operationalisation of Brand Experience

QUESTIONS	CODE	REFERENCE
Sensory experience	BESE	Brakus, Schmitt and Zarantonello, 2009
This brand makes a strong impression on my visual senses or other senses.	BESE_1	
I find this brand interesting in a sensory way.	BESE_2	
This brand does not appeal to my senses.	BESE_3	
QUESTIONS	CODE	REFERENCE
Behavioural experience	BEBE	Brakus, Schmitt and Zarantonello, 2009
This brand engages me in physical actions and behaviours (it makes me want to click the link to get more information on the partnership and how I can help)	BEBE_1	
This brand results in bodily experiences	BEBE_2	

This brand is no action oriented	BEBE_3	
QUESTIONS	CODE	REFERENCE
Affective experience	BEAE	Brakus, Schmitt and Zarantonello, 2009
This brand induces my feelings and sentiments.	BEAE_1	
I do not have strong emotions for this brand.	BEAE_2	
This brand engages me emotionally.	BEAE_3	
QUESTIONS	CODE	REFERENCE
Cognitive experience	BECE	Brakus, Schmitt and Zarantonello, 2009
This brand tries to intrigue me.	BECE_1	
This brand stimulates my curiosity.	BECE_2	
This brand does not appeal to my creative thinking.	BECE_3	

The dependent variables comprises brand experience, brand image, and brand credibility.

Approach to survey data collection

As state earlier, this study will employ a web-based data collection method where participants will be directed to an online questionnaire. At this point, it is imperative to consider and reflect on the procedures past studies implemented in their data collection approach.

Below is a collection of past studies on brand experience and other constructs that have been studied by various researchers.

Table 4.19 Approach to Survey Data Collection in the Literature

Author, year	Variable Measured	Measurement Scale	Approach to data collection
Kim, R. B., and Chao, Y. (2019).	Brand image, Brand trust, Brand attachment, Brand experience and Purchase intention	Five point-Likert scale	Participants/respondents were asked to provide their opinion on Nike and Kappa, and Ferrero and Meiji brands to reflect high and low involvement brands. Data was collected through a link to a survey questionnaire (google forms) using the online method.
Wiedmann, K.-P., Labenz, F., Haase, J., & Hennigs, N. (2018).	Multisensory marketing: Visual, Acoustic, Haptic, Olfactory, Gustatory. Brand Experience: Sensory, Affective, Behavioural and Intellectual	Five point-Likert scale	Participants were recruited through invitation links to take part in an online survey but, only those people who were familiar with and had previous experiences with luxury hotels in general luxury hotels were allowed to participate in the study. In detail, the specific requirement was the familiarity of at least one renowned luxury hotel brand.
Cleff, T., Walter, N., & Xie, J. (2018)	Brand Experience: Sensory, Affective, Behavioural, Intellectual and relational. Usability	Five point-Likert scale	The Chinese travel website qyer.com was selected to conduct the empirical research. Data collection was aimed at the qyer.com consumer target group. The survey was posted on the online forum of qyer.com. Links to the survey were placed on Weibo and WeChat, the two most popular Chinese social media platforms. The

			measurement of online brand target population includes only Chinese male and female individuals between the ages of 18 and 45 who have access to the internet and use the online presence of qyer.com
Dhananjay Bapat and Jayanthi Thanigan (2016)	Brand experience dimensions, Brand evaluation and Brand loyalty	Five-point Likert scale	The brand selected for the study was Amul. Amul brand evokes cognitive and emotional brand experience. The peculiarity of Amul butter advertisement and the campaign theme creates the emotional feeling for associating with the brand. Self-administered questionnaires from respondents provided primary data in which 188 respondents participated in the study. The questionnaire measured the constructs and demographic details.
A Shamim, Amjad and Butt, Muhammad Mohsin (2013)	Brand experience, Brand credibility, Brand attitude, Customer-based, brand equity and Purchase intention	Seven-point Likert type scale	Data was collected with the help of a structured questionnaire. The first section gathers standard demographic information, and the second part of the questionnaire deals with measuring variables proposed in the causal model. Respondents were asked to answer the survey questions keeping in mind the brand of their existing mobile handset.
Iglesias, Oriol, Singh, Jatinder J. and Batista-Foguet, Joan M. (2011)	Brand experience dimension, Affective commitment and Brand loyalty		Data were collected using both paper and internet versions of a survey from full-time MBA students at a business school in Barcelona, Spain. Each respondent was asked to

			<p>consider three product categories one by one: cars, laptops and sneakers. For each product category, the respondents were asked to provide the name of the brand they currently use, and they were then asked to evaluate their brand experience, affective commitment and brand loyalty for that brand.</p>
<p>Zarantonello, Lia and Schmitt, Bernd H (2010)</p>	<p>Brand experience dimensions, brand attitude and purchase intention</p>	<p>Seven-point Likert scales</p>	<p>A questionnaire was prepared consisting of two sections which was administered to respondents at highly frequented places such as shopping centres and city squares. Respondents were asked about their sensory brand experiences, attitudes and purchase intention.</p> <p>Each questionnaire referred to a specific brand and respondents were asked to provide ratings with respect to that brand. The set of brands selected was heterogeneous and varied in terms of experiential appeal.</p>
<p>Brakus, J. J., Schmitt, B. H., and Zarantonello, L. (2009).</p>	<p>Brand experience dimensions, consumer satisfaction, consumer loyalty, brand personality</p>	<p>Seven-point Likert scale</p>	<p>Each participant rated the extent to which the items in the questionnaire described his or her experiences with the brands listed, the personality of the brands listed, and feelings of satisfaction and loyalty toward the brands.</p> <p>Participants rated a set of 12 brands for six categories. Each participant evaluated two</p>

			categories and both brands within that category.
Ha, Hong-Youl Perks, Helen (2005)	Brand experience, Familiarity, Satisfaction and Brand trust	Five-point, Likert scale	A survey-based procedure was used to collect data for this study. Data was collected by use of e-mail on the internet from participants who had purchased from and enjoyed these websites. This facilitated the search for respondents with the appropriate background for the survey. The survey was designed to include a number of different websites in South Korea. These covered the categories of bookstores, Abata malls, CD malls and web travel agencies. This selection gave variation in the dimensions of brand experience and relationship.

An examination of these studies shows the same principle for data collection. Participants are exposed to brand stimuli, adverts, marketing communications, websites and are encouraged to recall experiences that they have had with a certain brand. Thereafter, a questionnaire is used to collect participants brand experience, opinions, attitudes and intended behaviour. The same principle will be applied to this study. Participants will be exposed to a CRM campaign video of a brand for about 120 secs and afterwards, a questionnaire will be used to collect participants brand experience and attitudes. The video has been modified to contain brand experience stimuli as described in the literature with credit given to the original creators. The video was uploaded to YouTube channel under the web address:

<https://youtu.be/RdgaelKLLKk>

Pilot test.

Bryman (2011) highlighted the importance of conducting a pilot study before administering a self-completion questionnaire. He contend that pilot testing is not only about trying to ensure that the survey questions are understood by the participants but that the research instruments as a whole functions well. Corbetta (2003) maintained that pilot testing provides guidance on what are the important questions and how they should be asked. Creswell (2014) stated that pilot testing is important to establishing the content validity of scores on an instrument and to improve questions, format, and scales. The researcher agrees with these train of thoughts because, during the self-completion questionnaire process, the researcher will not be there to clear up any confusion arising from participants misunderstanding of the questionnaire. Further still, piloting a questionnaire can provide researchers with some experience of using it and can infuse them with a greater sense of confidence. However, the minimum number suggested for a pilot study is 10 participants and for large surveys between 100 and 200 respondents (Saunders et al., 2015).

A pilot study was conducted online amongst the potential respondents of the target - UK online population via Prolific.co survey portal. Fifty responses were collected which meets the minimum number suggested by Saunders, Lewis and Thornhill (2009). The pilot study aims to check the reliability and validity of all the construct measurements. The participants in the pilot study lives in the UK and are over the age of 18. They were asked to watch a video and to fill in the questionnaire and to circle any items that were vague, difficult, or unclear. They were also asked to feel free to comment in a text box what they think about the questionnaire. The time it took to complete the questionnaire was also noted and it was less than the ten minutes allotted. Majority of the participants' feedback revealed that the questionnaire had no major flaws was understandable and clear. A participant's feedback read "on the reddit (Prolific subreddit) there was a thread that someone complain that one researcher did not include other genders" because questionnaire had specified male and female in the gender options without considering other options that belong to this group. This was noted and amended in the main study. In other words, the main study had 3 gender options: Male, female, and others. Please see appendix 2.

However, a reliability analysis using SPSS version 28 was conducted on the reliability and validity of all the construct measurements comprising 25 items. Cronbach's alpha showed the questionnaire to reach acceptable reliability of .969. One item each from the brand experience dimensions were deleted as they lowered the Cronbach's alpha for the sub-item.

Below is the descriptive analysis of the pilot test.

Table 4.20 Demographic Profile of Pilot Study. Sample (N=50)

Gender					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	27	54.0	54.0	54.0
	Female	23	46.0	46.0	100.0
	Total	50	100.0	100.0	

Age					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18	1	2.0	2.0	2.0
	19	5	10.0	10.0	12.0
	20	1	2.0	2.0	14.0
	21	7	14.0	14.0	28.0
	22	7	14.0	14.0	42.0
	23	4	8.0	8.0	50.0
	24	3	6.0	6.0	56.0
	25	2	4.0	4.0	60.0
	26	2	4.0	4.0	64.0
	27	1	2.0	2.0	66.0
	28	3	6.0	6.0	72.0
	29	2	4.0	4.0	76.0
	30	3	6.0	6.0	82.0
	31	3	6.0	6.0	88.0
	38	1	2.0	2.0	90.0
	40	1	2.0	2.0	92.0
	42	1	2.0	2.0	94.0
	45	2	4.0	4.0	98.0
	54	1	2.0	2.0	100.0
	Total	50	100.0	100.0	

Online shopping monthly

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	22	44.0	50.0	50.0
	2	15	30.0	34.1	84.1
	3	1	2.0	2.3	86.4
	4	5	10.0	11.4	97.7
	10	1	2.0	2.3	100.0
	Total	44	88.0	100.0	
Missing	-1	6	12.0		
Total		50	100.0		

Ethnicity

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Asian/Asian British	1	2.0	2.0	2.0
	Black/African/Caribbean/Black British	7	14.0	14.0	16.0
	Mixed/Multiple ethnic group	2	4.0	4.0	20.0
	White	39	78.0	78.0	98.0
	Other	1	2.0	2.0	100.0
	Total	50	100.0	100.0	

Reliability Statistics

Cronbach's Alpha	N of Items
.949	29

Table 4.21 Reliability Analysis for the Pilot Study

CONSTRUCTS	ITEMS	CRONBACH'S ALFA
Marketing communications	MC_1	
	MC_2	.819
	MC_3	
Brand Image	BI_1	
	BI_2	
	BI_3	.965
	BI_4	

	BI_5	
	BI_6	
Brand credibility	BC_1	
	BC_2	.901
	BC_3	
	BC_4	
Cause Involvement	CI_1	
	CI_2	
	CI_3	.949
	CI_4	
Brand experience:		
Sensory experience	BESE_1	.813
	BESE_2	
Affective experience	BEAE_1	.781
	BEAE_2	
Cognitive experience	BECE_1	.897
	BECE_2	
Behavioural experience	BEBE_1	.710
	BEBE_2	

Further examination revealed that the deleted items in the brand experience dimensions should be re-worded to reflect the words as used by Khan and Fatma (2017) in their study: “Antecedents and outcomes of brand experience: An empirical study”. The reworded items are tabled below:

Table 4.22 Reworded items used in main study.

In pilot project	Re-worded in Main survey.
Sensory experience: This brand does not appeal to my senses	This brand strongly appeals to my senses (BESE_3)
Affective experience: This brand engages me emotionally	This brand is an emotional brand (BEAE_3)
Cognitive experience: This brand does not appeal to my creative thinking	This brand challenges my way of thinking (BECE_3)
Behavioural experience: This brand is not action oriented	This brand is action oriented (BEBE_3)

Qualitative Research

Qualitative research based on an interpretive paradigm is exploratory in nature thus, enabling researchers to gain information about a phenomena in which little is known (Ezzy & Liamputtong, 2005).

It is also an exploratory technique for learning more about human behaviour (Cavana, Delahaye, & Sekeran, 2001). The qualitative technique begins with data from observations, pattern analyses, group relationships, develops a theory to justify the above premise, and then develops hypotheses. This is in contrast to the quantitative method which begins with a theory, then creates hypotheses, collects and analyses evidence, and concludes with the hypotheses being accepted or rejected.

Since the 1980s, the literature on research suggests a significant trend towards qualitative methodologies in the marketing research. According to Bonoma (1985), one of the reasons for this is the lack of understanding of the phenomena observed and measured through quantitative research. A qualitative approach helps the researcher to discover new thoughts and individual views, and to understand the feelings, values, and perceptions that underlie and influence behaviour.

A qualitative research method as discussed above will be employed in a subsequent stage of the research to refine the results from the quantitative study and to explore the cause-and-effect relationship between the variables. Studies on branding have agreed that consumers engage in and contribute to the creation of brand meanings through experiences (Black & Veloutsou, 2017; Carù & Cova, 2015; Ramaswamy & Ozcan, 2016). This approach will capture subjective realities (phenomenology) that are based on personal experience thereby providing a richer picture.

According to Smith et al. (2008, p. 144), interviews are used to "probe deeply, unearth fresh clues, open up new aspects of a problem, and get vivid, accurate inclusive descriptions that are based on personal experience". Interviews benefit the researcher since they allow him or her to ask more specific questions and follow-up questions. The interview method however, has a number of drawbacks. For instance, researchers' bias replies and the difficulty in comparing evidences due to diverse participants' responses (Creswell, 2014). The interview methods range from unstructured in which participants are permitted to speak freely and obtain in-depth information to highly organised structured interview in which, participants are asked questions (Smith et al., 2008). Semi-structured interviews are an effective method for data collection when the researcher wants to explore participant thoughts, feelings and beliefs about a particular topic. As a result, in order to perform successful research, the current study adopted a semi-structured interview.

The semi-structured interview method is adaptable since it allows the interviewer to follow a pre-prepared outline while still asking additional questions (Smith et al., 2008). Semi-structured interview techniques are systematic and complete while being informal (Eriksson & Kovalainen, 2015). This is in contrast to structured interview which may restrict respondents from providing more information. As a result, semi-structured interviews are appropriate for this study.

The semi-structured interview for this study will take about 30 mins. A criterion purposive sampling technique will be applied to the qualitative approach to recruit a sample of 12 participants. Purposeful sampling is a technique widely used in qualitative research for the identification and selection of information-rich cases for the most effective use of limited resources (Patton, 2002). This may involve identifying and selecting individuals that are especially knowledgeable about or have

experienced a phenomenon of interest (Cresswell & Plano Clark, 2011). It is generally agreed that a small sample size is used in a qualitative approach (Saunders et al., 2015).

Table 4.23 Interview Questions: Relationship of hypothesis to the literature review and the key research questions.

Hypothesis	Qualitative Questions	Supporting literature
No hypothesis	Q1: Do you have a favourite CRM brand?	None
H1 CRM communications has a positive impact on sensory brand experience.	Q2: Does your favourite CRM brand's communication have an impact on you in terms of their narratives and images, and how does these impact your feelings, your thoughts, and your intention to participate?	Berry (2000), Brakus et al. (2009), Egan (2007), Keller (2009), Schmitt (1999), Schmitt (2009), Khan and Fatma (2016)
H2 CRM communications has a positive impact on emotional brand experience.		
H3 CRM communications has a positive impact on cognitive brand experience.		
H4 CRM communications has a positive impact on behavioural brand experience		
H5 Sensory brand experience has a direct influence on brand image.	Q3: Based on your experience, what kind of brand image do you have of your favourite CRM brand?	Kim and Chao (2019), Cleff et al. 2018) Cleff et al. (2014).
H6 Emotional brand experience has a direct influence on brand image.		
H7 Cognitive brand experience has a direct influence on brand image.		
H8 Behavioural brand experience has a direct influence on brand image		
H9 Brand image has a direct influence on brand credibility.	Q4: Based on this image, do you think your CRM brand is	(Wijaya, 2013).

	transparent in its actions, and do you trust that the brand is honest and trustworthy?	
H10 Consumer cause involvement moderates the relationship between brand experience and brand image such that when the consumer's cause involvement is high, consumer brand experience impact on brand image perception is higher.	Q5: Do you purchase CRM brand in order to support a particular cause or charity? If yes can you please explain? Does your experience with the CRM brand determine your intention to purchase CRM brand. Please explain.	Aggarwal and Singh (2019), Bester and Jere (2012), Hajjat (2003), Krishnamurthy and Kumar (2018) and Patel et al. (2015)

Table 4.24 Qualitative research questions and aims.

Question 1. What is your favourite CRM brand?		
Question 1 aims to explore if interviewee is familiar with charity brands and has experienced CRM initiatives	Further probing may occur depending on answers.	
Question 2. Do you have an impression of your favourite CRM brand in terms of image, trust, credibility, feelings? Please explain.		
Question 2. Aims to explore interviewee's emotional and affective dimension as it relates to CRM trust, brand image and brand credibility	Further probing may occur depending on answers.	
Question 3. Based on your experience, could you explain, how brand credibility relates to your favourite CRM brand? Please explain		
Research question 3 aims to dig deeper into interviewee's feelings and	Further probing may occur depending on answers.	

cognitive regarding his /her views on brand credibility on his/ her favourite CRM brand or CRM initiatives in general.

Question 4 (a). Do you always feel good in terms of your favourite CRM brand experience and how?

Question 4 (a) aims to explore interviewee's CRM experience in terms of good or negative experiences Further probing may occur depending on answers.

Question 4 (b). Do you believe that your favourite CRM brand would be honest and sincere in addressing your concerns regarding transparency? Please explain.

Question 4 (b) aims to dig deep into interviewee's feelings regarding scepticism, fear, honesty and explore held back feelings as regards CRM practises. Further probing may occur depending on answers.

Question 5. Do you purchase CRM brand to support a particular cause or charity? Please explain.

Question 10 aims to explore why interviewee supports CRM and, how, why and to what extent is interviewee involved in CRM. Further probing may occur depending on answers.

Qualitative data analysis

Thematic analysis is the process of identifying patterns or themes within qualitative data (Maguire & Delahunt, 2017). Its goal is to identify themes i.e., patterns in the data and use these themes to address the research questions. In this study, Braun & Clarke's (2006) 6-step framework will be adopted for qualitative data analysis.

Procedures for qualitative data analysis are as follows:

First stage: Data will be prepared for analysis by transcribing interviews.

Second stage: The researcher will read through all the data to get an overall background and sense of information.

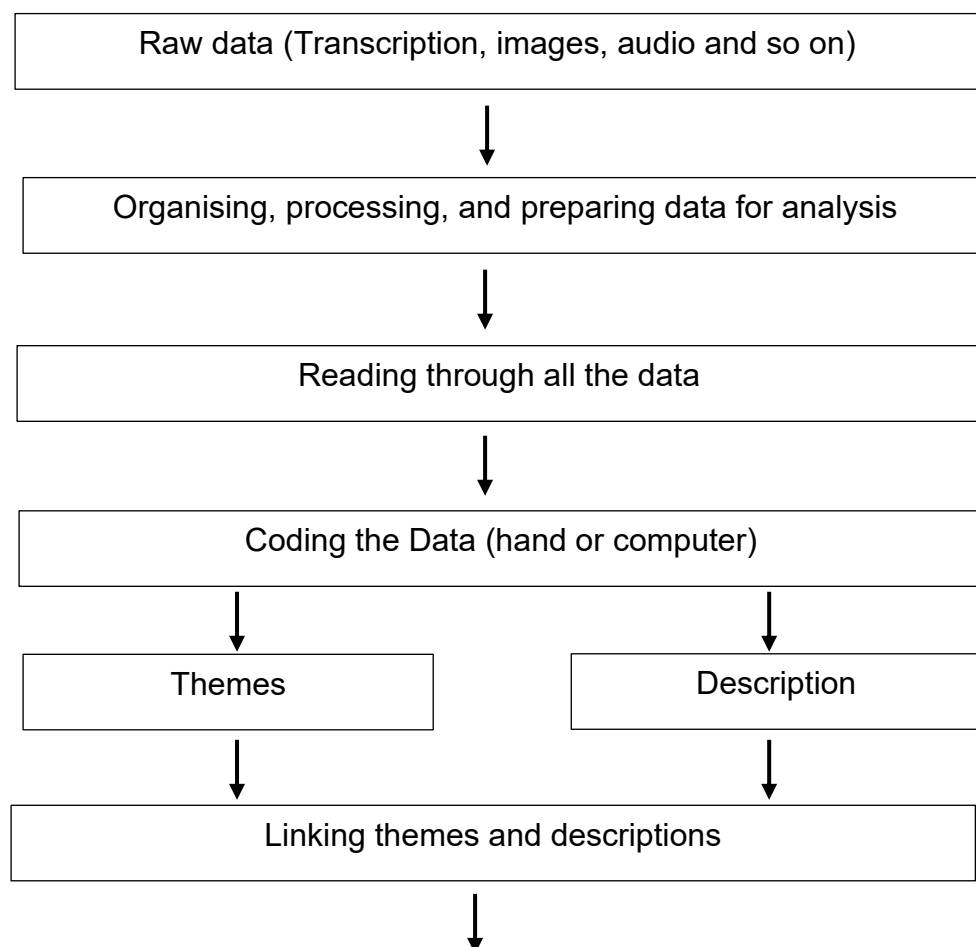
Third stage: Data will be analytically coded and carefully categorised.

Fourth stage: Development of initial themes from descriptive codes

Fifth stage: Development of final themes and overarching concept. Involves a themes discussion and interconnection. This stage may be called 'pattern-matching', it refers to a prediction of a pattern of outcomes based on existing theory to explain findings.

The last stage is an interpretation stage which compares the qualitative data analysis and findings from the literature, resulting in the conclusion.

Table 4.25 Qualitative Data Analysis Illustration



Interpret the meaning of themes and descriptions.

Source: Creswell (2013).

4.5 Ethical considerations

One of the most critical issues in research is ethical issues. When human subjects are involved in research, ethical considerations are often regarded as critical. The participant's right to be informed about the research purpose, the participant's right to privacy, the need for confidentiality and anonymity of data provided by respondents, and the participant's right to withdraw partially or completely from the research at any time are all examples of such issues (Saunders et al., 2015; Zikmund, Carr, & Griffin, 2013).

To begin with, the Research Ethics Committee at the University of Salford granted ethical permissions, recognising any potential ethical risk issues in the research effort. This ensured that the University's Code of Research Ethics as well as any professional or academic norms were followed during the study's execution. There was no need to obtain express participant consent because, the subjects were anonymized and could not be traced online according to the Code of Research Ethics.

The goal of the study and the time required to complete the questionnaire which also acts as a participant information sheet, were clearly explained in the introduction of the questionnaire, which also serves as a participant information sheet. Furthermore, it urged respondents to engage freely and voluntarily, and it made clear that they might reject to answer any question or quit at any time. It also emphasised the obtained data's secrecy and finally, in accordance with the Code of Research Ethics, a minimum age restriction of 18 years was imposed.

It has been highlighted that research that uses Videos and films may raise particular issues if people can be identified hence their anonymity is not maintained (Bell et al., 2018). However, the UK National centre for Research studies (2008) has published guidelines for ethical use of visual methods for researchers. The following has been recommended: UK law enables individuals to film or take photos of places or

individuals from or in a public place, including taking photos of private property (Wiles et al., 2008).

The video that would be featured for brand experience simulation in this research was obtained from the public domain (YouTube) and re-edited with credit given to the video's creators. Because the film is in the public domain and may be viewed anywhere in the globe, there are no concerns about anonymity because the persons in the video are not participants in the study. Participants who have accepted to participate in the present study will view a public-domain film and complete a questionnaire about their brand experiences. YouTube videos on the other hand, are deemed public information and thus not considered "human subject research"—even if researchers are examining the intricacies of their faces and voices. YouTube users own the copyright to their own videos. Therefore, researchers using clips could make the argument that their work qualifies as “fair use” of copyrighted materials, since the end result is “transformative” of the original work (Hu, 2019). Assistant professor of information science at the University of Colorado Boulder, Casey Fiesler, stated that she’s never seen a copyright holder challenge researcher who used their internet posts as data. There probably are no legal issues with it she concluded (Hu, 2019). Moreover,

Summary

This chapter provided the research aims and objectives. It also outlined the method used in testing the proposed conceptual model. A mixed method research was adopted for the study to capture both the objective and subjective definition of experience in the literature. Details of sample selection, questionnaire design and administration were also provided.

The Qualitative research approach was discussed and justified in this chapter and the interview questions were presented.

The ethical considerations were also presented in this chapter.

Chapter Five: The quantitative data collection, analysis and results.

5.1 Introduction

This chapter will delineate the process of the data collection and the results obtained from the data analysis of 400 self-administered questionnaires collected from 25/02/2022 to 28/02/2022 on the survey online portal – Prolific.co.

In this research, the Statistic Package for Social Science (SPSS 25.0) was employed to analyse the descriptive statistics whereas, Partial least square structural equation modelling (PLS-SEM 3.0) was employed for data analysis.

PLS is a variance-based approach which is recommended over covariance-based approach such as AMOS or LISREL (Hair, Ringle, & Sarstedt, 2012). PLS-SEM technique is suitable for analysing the complex structural equation model (Chin, 1998; Diamantopoulos, Riefler, & Roth, 2008; Hair et al., 2012), and Tsang (2002, p. 841) emphasized that it is “suitable for data analysis during the early stage of theory development”. Recent literature shows that studies adopt PLS technique for data analysis because of its required limited restriction on sample size, measurement scales and residual distributions (Chin, 1998; Hair, Risher, Sarstedt, & Ringle, 2019). PLS is a causal modelling technique established by Herman Wold in 1975 as NIPALS (nonlinear iterative partial least squares) to maximize the variance explained by the latent dependent components (Haenlein & Kaplan, 2004) and has been emphasized as a suitable strategy for research that seeks to apply and forecast structural links rather than confirm them (Hair, Ringle, & Sarstedt, 2011). Hair et al. (2019) stated that PLS is often appropriate in a limited sample size and can estimate very complicated models. Following Anderson and Gerbing (1988)’s two-step sequence approach: The measurement model and the structural model. The measurement model examines the reliability and validity of the constructs before the structural model is used to test the structural relationships among the latent constructs.

Hypothesis:

The conceptual model is depicted in figure 3.1 and outlines the relationship between five constructs (CRM communications, brand experience, brand image, brand credibility and consumer cause involvement). The relationship between these constructs are proposed in 10 hypotheses:

H1 CRM communications has a positive impact on sensory brand experience.

H2 CRM communications has a positive impact on emotional brand experience.

H3 CRM communications has a positive impact on cognitive brand experience.

H4 CRM communications has a positive impact on behavioural brand experience.

H5 Sensory brand experience has a direct influence on brand image.

H6 Emotional brand experience has a direct influence on brand image.

H7 Cognitive brand experience has a direct influence on brand image.

H8 Behavioural brand experience has a direct influence on brand image.

H9 Brand image has a direct influence on brand credibility.

H10 Consumer cause involvement moderates the relationship between brand experience and brand image, such that when consumer's cause involvement is high, consumer brand experience impact on brand image perception is higher.

5.2 Preliminary data analysis

Preliminary data analysis starts with a basic data analysis that screens the data and summarises the sample's demographics. The research population are online shoppers in the United Kingdom. This chapter will start by demonstrating the demographic characteristics amongst the sample.

Pallant (2013) emphasised the need of reporting information on the demographics of the sample such as gender, age, educational level, and any other relevant information when a study includes human participants. Saunders et al. (2015)

stated that descriptive statistics allow researchers to quantitatively characterise data sets.

400 completed questionnaires were received from the survey online portal – Prolific.co. Before analysing the data using SPSS 28.0, the data were coded and entered into the system.

Descriptive analysis

In a standard marketing research project, the descriptive analysis is the first step. According to Karine et al., (2016), it is necessary to investigate and describe the properties of a dataset. Preliminary insights provides the researcher with an early indication of data collection success and consequently, the data quality.

Table 41 reveals the descriptive statistics of the sample. 49.8% of the respondents consisted of females while 49.3% were male. Most of the respondents were aged 26-35 years (26.8%) followed by 36-45 years (24.3%), 46-55 years (13.3%), 56-65 years (12%) and 66 years and above (4.8%). 36.2% of the participants were undergraduates, 17.5% of them had secondary education and 16.8% were postgraduates. 46.6% of the participants were single while 34.8% were married. 36.3% of total sample shopped online weekly, 32.3% twice a month while 30.3% shopped once a month. Most of the participants (85%) have white ethnicity.

Table 5.1 Descriptive Statistics of Demographic Variables, Gender, and Age

Variables	Categories	N	Total	Percent
Gender	Female	199	400	49.8
	Male	197	400	49.3
	Other	4	400	1.0
Age	18-25 Years	76	400	19
	26-35 Years	107	400	26.8
	36-45 Years	97	400	24.3
	46-55 Years	53	400	13.3
	56-65 Years	48	400	12
	65+ Years	19	400	4.8
Education	Secondary Education	70	400	17.5
	Vocational Qualification	51	400	12.8
	Post-Secondary education	57	400	14.3
	Undergraduate	145	400	36.2
	Postgraduate	67	400	16.8
	Doctorate	10	400	2.5

Marital Status	Single	186	399	46.6
	Married	139	399	34.8
	Divorced	12	399	3.0
	Widowed	6	399	1.5
	Civil partnership	20	399	5.0
	Other	36	399	9.0
Ethnicity	Asian/Asian British	26	400	6.5
	Black/African/Caribbean/B	11	400	2.8
	Mixed/Multiple ethnic group	17	400	4.3
	White	340	400	85.0
	Other	6	400	1.5
How often do you shop online?	Once a month	121	399	30.64
	Twice a month	129	399	32.65
	Weekly	145	399	36.71

N=number

Measurement model

The measurement model displays the relationship between the construct and the indicator variables. Smart PLS 3.0 is used to assess the measurement and structural model (Ringle et al, 2015). This statistical software assesses the psychometric properties of the measurement model and estimates the parameters of the structural model.

As stated earlier in this chapter, the reliability and validity of the measurement model are evaluated by assessing 1) internal consistency reliability, 2) indicator reliability, 3) convergent validity and 4) discriminant validity. The following sections presents the results for all analysis to evaluate the validity and reliability of the measurement model.

Internal consistency Reliability

Reliability Analysis

According to Mark (1996 p.285), “Reliability is defined as the extent to which a measuring instrument is stable and consistent”. The essence of reliability is repeatability and consistency. If an instrument is administered repeatedly, will it yield

the same results? The two most used methods for establishing reliability include the Cronbach Alpha and Composite Reliability (CR). The result for both Cronbach Alpha and Composite Reliability are presented in table 3. The Cronbach alpha range from .821 to .935 whereas composite Reliability statistics range from .893 to .953. Both indicators of reliability have reliable statistics over the required threshold of .70 (Hair et al, 2011). A measurement model is said to have a satisfactory internal consistency reliability when the composite reliability (CR) of each construct exceeds the threshold value of 0.7. (Ringle et al., 2018) These results indicate that the items used to represent the constructs poses satisfactory internal consistency reliability. Hence construct reliability is established.

Table 5.2 Reliability Analysis

	Cronbach's Alpha	Composite Reliability
BEAE	0.902	0.939
BEBE	0.821	0.893
BC	0.925	0.947
BECE	0.895	0.935
BESE	0.914	0.946
BI	0.935	0.949
CI	0.934	0.953
MC	0.856	0.913

Table 5.3 Composite Reliability of the constructs

Constructs and Items	Items	Mean	Outer loading
Brand Credibility: CR = 0.947			
After seeing the ad, I think that the brand associated with the charity is sincere	BC1	5.655	0.911
After seeing the ad, I think that the brand associated with the charity is an expert	BC2	4.888	0.905

After seeing the ad, I think that the brand associated with the charity is honest	BC3	5.405	0.921
After seeing the ad, I think that the brand associated with the charity is experienced	BC4	5.258	0.876
Affective experience: CR = 0.939			
This brand induces my feelings and sentiments	BEAE1	5.735	0.942
This brand engages me emotionally	BEAE2	5.835	0.953
This brand is an emotional brand	BEAE3	5.558	0.847
Behavioural experience: CR = 0.893			
This brand engages me to take action for more information on the project	BEBE1	5.070	0.879
This brand results in bodily experiences	BEBE2	4.028	0.833
This brand is action oriented	BEBE3	5.415	0.859
Cognitive experience: CR = 0.935			
This brand makes me think	BECE1	5.833	0.913
This brand stimulates my curiosity	BECE2	5.428	0.927
This brand challenges my way of thinking	BECE3	5.028	0.888
Sensory experience: CR = 0.946			
This brand makes a strong impression on my visual senses or other senses	BESE1	5.723	0.906
I find this brand interesting in a sensory way	BESE2	5.338	0.933
This brand strongly appeals to my senses	BESE3	5.228	0.932
Brand image: CR = 0.949			
This brand is aware of societal matters	BI1	6.030	0.842
This brand fulfils its social responsibilities	BI2	5.580	0.898

This brand puts something back into society	BI3	5.913	0.885
I think that this brand acts with society's interest in mind	BI4	5.623	0.900
This brand acts in a socially responsible way	BI5	5.708	0.902
This brand integrates philanthropic contributions into its business activities.	BI6	5.633	0.782

Consumer cause involvement: CR = 0.953

I find the cause and the CRM campaign project very involving	CI1	5.598	0.906
I find the cause and the CRM campaign project very important	CI2	5.995	0.909
I find the cause and the CRM campaign project very interesting	CI3	5.688	0.912
I find the cause and the CRM campaign project very relevant	CI4	5.768	0.927

CRM Communication: CR = 0.913

CRM communication of this brand is meaningful	MC1	5.978	0.905
It is interesting to watch marketing communications of this brand	MC2	5.625	0.883
This brand communicates in an emotional way	MC3	6.170	0.855

Indicator Reliability (Factor loading)

The indicator reliability of the measurement model is measured by examining the items loading. A measurement model is said to have a satisfactory indicator reliability when each item's loading estimates is .5 (Hair et al, 2020). Based on the analysis, all items in the measurement exhibited loadings exceeding 0.5, ranging from .833 to .953. Table 2 shows the loading for each item hence, no items were further removed.

Table 5.4 Factor loading.

	BEBE	BC	BI	MC	BECE	CI	BEAE	BESE
BEBE1	.879							
BEBE2	.833							
BEBE3	.859							
BC1		.911						
BC2		.905						
BC3		.921						
BC4		.876						
BI1			.838					
BI2			.899					
BI3			.885					
BI4			.902					
BI5			.905					
BI6			.779					
MC1				.905				
MC2				.883				
MC3				.855				
BECE1					.912			
BECE2					.927			
BECE3					.888			
CI1						.907		
CI2						.909		
CI3						.912		
CI4						.926		
BEAE1							.942	
BEAE2							.953	
BEAE3							.847	
BESE1								.906
BESE2								.933
BESE3								.932

Indicator Multicollinearity

Variance Inflation factor (VIF) statistic is used to assess multicollinearity in the indicators (Fornell & Bookstein, 1982). There are many theories behind the threshold of VIF. In some books it is written as 10, in some, it is 5 and in some, it is 2. There is no exact measure of the VIF limit. A rough rule of thumb is that the VIFs greater than 10 give some cause for concern. According to Hair et al., (2016), multicollinearity is not a serious issue if the value for VIF is below 5. However, *James et al. (2013)* stated that a value between 5 and 10 indicates a moderate correlation, while VIF values larger than 10 are a sign for high not tolerable correlation of model predictors. Table 5.5 presents the VIF values for the indicators in the study and reveals that VIF for each of the indicators is below the recommended threshold.

Table 5.5 Multicollinearity statistics (VIF) for indicators

	VIF
BC1	3.570
BC2	3.575
BC3	3.850
BC4	3.018
BEAE1	5.217
BEAE2	5.700
BEAE3	1.990
BEBE1	1.900
BEBE2	1.859
BEBE3	1.768
BECE1	2.750
BECE2	3.265
BECE3	2.429
BESE1	2.647
BESE2	3.724
BESE3	3.686
BI1	2.558
BI2	3.864
BI3	3.244
BI4	3.939

BI5	4.312
BI6	1.994
CI1	3.204
CI2	3.415
CI3	3.489
CI4	3.991
MC1	2.524
MC2	2.186
MC3	1.939

Construct Validity

Statistically, using PLS-SEM` construct validity is established when there is convergent validity and discriminant validity.

Convergent Validity

“Convergent validity is the degree to which multiple attempts to measure the same concept are in agreement” (Lin, 2007, p. 372). The idea is that two or more measures of the same thing should covary highly if they are valid measures of the concept (Bagozzi et al, 1991, p. 425). When the AVE (Average Variance Extracted) value is greater than or equal to the recommended value of .50, items converge to measure the underlying construct and hence, convergent validity is established (Fornell & Larcker, 1981; Ringle et al., 2018). Convergent validity results based on the AVE statistics in the current study show that all the constructs are greater than .70. Hence the constructs possess convergent validity.

Table 5.6 Construct Convergent Validity (AVE)

	Average Variance Extracted (AVE)
BEAE	0.838
BEBE	0.735
BC	0.816
BECE	0.827

BESE	0.854
BI	0.756
CI	0.835
MC	0.777

Discriminant Validity

Discriminant validity is the degree to which measures of different concepts are distinct. The notion is that if two or more concepts are unique, then valid measures of each should not correlate too highly. Check Bagozzi et al, 1991, p. 425)

According to Fornell and Larcker (1981) criterion, discriminant validity is established when the square root of AVE for a construct is greater than its correlation with all other constructs in the study. In this study, square root of AVE (in Bold and Italics) for a construct was found greater than the correlations with other constructs (Table 5.7). Hence, providing support for the establishment of discriminant validity.

Table 5.7 Discriminant Validity - Fornell-Larcker criterion – Table

	BEAE	BESE	BEBE	CI	MC	BECE	BC	BI
BEAE	<i>0.915</i>							
BESE	0.810	<i>0.924</i>						
BEBE	0.770	0.731	<i>0.857</i>					
CI	0.797	0.732	0.735	<i>0.914</i>				
MC	0.845	0.791	0.725	0.797	<i>0.882</i>			
BECE	0.815	0.763	0.798	0.765	0.761	<i>0.909</i>		
BC	0.697	0.643	0.715	0.661	0.712	0.686	<i>0.903</i>	
BI	0.702	0.631	0.691	0.689	0.721	0.677	0.799	<i>0.869</i>

Notes: Diagonal and italicized are the square roots of the AVE. Below the diagonal elements are the correlations between the construct's values. Abbreviation: BEAE= Emotional brand experience, BESE=Sensory brand experience, BECE= cognitive brand experience,

BEBE=Behavioral brand experience, CI=Consumer cause involvement, MC=CRM communication, BI=Brand image, BC=Brand credibility.

Cross loadings

Cross loadings help assess if an item belonging to a particular construct loads strongly onto its own parent construct instead of other constructs in the study. The results (table 5.8) shows that factor loading of all the items is stronger on the underlying construct to which they are loading instead of the other construct in the study (Wasko & Faraj, 2005). Thus, based on the evaluation of cross-loadings, discriminant validity is attained.

Table 5.8 Discriminant Validity – Cross loading

Cross Loadings								
	BC	BEAE	BEBE	BECE	BESE	BI	CI	MC
BC1	0.911	0.691	0.667	0.651	0.604	0.786	0.649	0.717
BC2	0.905	0.581	0.631	0.592	0.570	0.667	0.563	0.582
BC3	0.921	0.608	0.637	0.620	0.554	0.771	0.586	0.639
BC4	0.876	0.633	0.649	0.614	0.599	0.646	0.583	0.625
BEAE1	0.649	0.942	0.727	0.766	0.790	0.659	0.784	0.820
BEAE2	0.664	0.953	0.739	0.794	0.774	0.679	0.789	0.815
BEAE3	0.599	0.847	0.645	0.672	0.651	0.587	0.603	0.677
BEBE1	0.636	0.717	0.879	0.779	0.674	0.643	0.727	0.687
BEBE2	0.549	0.580	0.833	0.619	0.607	0.466	0.554	0.525
BEBE3	0.642	0.668	0.859	0.640	0.596	0.643	0.591	0.632
BECE1	0.630	0.805	0.703	0.913	0.701	0.647	0.712	0.734
BECE2	0.612	0.739	0.743	0.927	0.712	0.604	0.708	0.693
BECE3	0.630	0.672	0.733	0.888	0.666	0.591	0.666	0.645
BESE1	0.567	0.745	0.651	0.687	0.906	0.580	0.662	0.745
BESE2	0.608	0.742	0.695	0.711	0.933	0.587	0.662	0.722
BESE3	0.608	0.757	0.681	0.717	0.932	0.582	0.707	0.725
BI1	0.634	0.675	0.615	0.636	0.597	0.842	0.653	0.668
BI2	0.742	0.609	0.610	0.597	0.561	0.898	0.600	0.634
BI3	0.713	0.643	0.617	0.594	0.555	0.885	0.633	0.664
BI4	0.750	0.598	0.633	0.592	0.537	0.900	0.596	0.625
BI5	0.763	0.584	0.591	0.575	0.517	0.902	0.580	0.597

BI6	0.552	0.544	0.534	0.528	0.520	0.782	0.524	0.567
CI1	0.654	0.729	0.720	0.689	0.676	0.646	0.906	0.742
CI2	0.554	0.706	0.593	0.635	0.617	0.615	0.909	0.723
CI3	0.589	0.735	0.690	0.745	0.699	0.617	0.912	0.707
CI4	0.614	0.743	0.679	0.726	0.684	0.640	0.927	0.740
MC1	0.667	0.744	0.656	0.692	0.696	0.675	0.745	0.905
MC2	0.623	0.732	0.668	0.712	0.729	0.627	0.726	0.883
MC3	0.592	0.762	0.590	0.607	0.665	0.606	0.633	0.855

Abbreviation: BEAE= Emotional brand experience, BESE=Sensory brand experience, BECE= cognitive brand experience, BEBE= Behavioural brand experience, CI=Consumer cause involvement, MC=CRM communication, BI=Brand image, BC=Brand credibility.

Heterotrait-Monotrait Ratio (HTMT)

HTMT is based on the estimations of the correlation between the constructs.

Discriminant validity is established based on the HTMT ratio. However, the threshold for HTMT has been debated in existing literature. Kline (2011) suggested a threshold of .85, Henseler et al., (2015) and Teo et al. (2008) recommended a liberal threshold of .90 or less. However, it has been stated in the literature that the HTMT ratio should be less than 1.00 for acceptable discriminant validity (Hair et al., 2012; Clark & Watson, 1995; Henseler et al., 2015; Kline, 2015). The HTMT results show that the HTMT ratio to which different concepts are distinct is less than the required threshold of 1.00 hence, discriminant validity is established.

Table 5.9 Discriminant validity – HTMT

	BEBE	BC	BI	MC	BECE	CI	BEAE	BESE
BEBA								
BC	0.815							
BI	0.776	0.852						
MC	0.853	0.796	0.805					
BECE	0.925	0.753	0.738	0.866				
CI	0.830	0.708	0.736	0.889	0.836			
BEAE	0.886	0.762	0.763	0.960	0.903	0.864		

BESE	0.842	0.700	0.683	0.893	0.843	0.792	0.889
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Abbreviation: BEAE= Affective brand experience, BESE=Sensory brand experience, BECE= cognitive brand experience, BEBE= Behavioural brand experience, CI=Consumer cause involvement, MC=CRM communication, BI=Brand image, BC=Brand credibility.

Validating higher order constructs (Reflective formative)

Brand experience is the higher order construct in the study based on four lower constructs namely BEAE (affective experience), BECE (cognitive experience), BESE (sensory experience), and BEBE (behavioural experience). The lower order constructs are reflective, whereas the higher order construct is formative. This is a type 11 Reflective –formative higher order construct. In order words, the lower order constructs (BEAE, BECE, BESE and BEBE) form the higher order constructs (BE). To establish the higher order construct validity, the outer weights, outer loadings, and VIF must be assessed (Hair et al, 2016). The outer weights were found significant. Furthermore, outer loadings were found greater than .05 for each of the lower order constructs (Sarstedt et al., 2019; Hair et al, 2016). Finally, VIF values were assessed to check collinearity. All VIF values are less than the recommended value of 5 (Hair et al, 2016). Since, all criteria are met, the HOC validity is established.

Table 5.10 Higher order construct.

Measurement Assessment of Higher-Order constructs.

HOC	LOCs	Outer weight	T statistics	P values	Outer loading	VIF
Brand experience	BEAE	0.291	48.479	0.05	0.932	1.184
	BEBE	0.265	44.88	0.007	0.900	1.598
	BECE	0.270	55.771	0.000	0.923	1.618
	BESE	0.268	47.164	0.000	0.903	1.355

Structural Model

In the structural assessment model, the proposed hypotheses were assessed by using bootstrapping procedure using 5000 subsamples (Chin 1998; Hair et al. 2012). The structural model includes the predictive power, stone-Geisser's Q², significance of path coefficient. The finding of this study reveals that out of 10 hypotheses, 9 were accepted which demonstrates a sound and solid theoretical justification of the proposed CRM brand experience model.

In order to ascertain the goodness of fit, the coefficient of determination (R^2), effect size (F^2) and the predictive relevance measure (Q^2) were assessed in the present study.

The coefficient of determination (R^2) is a number between 0 and 1 that measures how well a statistical model predicts an outcome. The R^2 tells us the percentage of variance in the outcome that is explained by the predictor variables (i.e., the information we do know). In other words, it is a measure of the model's explanatory power (Shmueli & Koppius, 2011) also referred to as in-sample predictive power (Rigdon, 2012). R^2 explains the variance in the endogenous variable explained by exogenous variable. A perfect R^2 of 1.00 means that our predictor variable explains 100% of the variance in the outcome we are trying to predict. When the value of R^2 exceeds 10% (0.1), explanatory power is confirmed (Falk & Miller, 1992). However, acceptable R^2 values in the literature are based on the research context for example, R^2 values for endogenous variables are assessed as follows: 0.26 (Substantial), 0.13 (moderate) and 0.02 (weak) (Cohen, 1988). Falk and Miller (1992) recommended that R^2 values greater than 0.10 is deemed satisfactory. Chin (1998) recommended R^2 values for endogenous variables as follows: 0.67 (substantial), 0.33 (moderate), and 0.19 (weak). Hair et al., (2011; 2013) recommended for scholarly research on marketing issues R^2 values of 0.75 (substantial), 0.50 (moderate), and 0.25 (weak).

In this study, 73.1% of variance in brand experience can be explained by CRM communications, and 54.4% of variance in brand image can be explained by brand experience, and 64.1% of variance in brand credibility can be explained by brand image. The results show in Table 5.11 that R^2 for all endogenous constructs is over 0.26 and this shows that the model explanatory power is substantial (Cohen, 1988)

In order to estimate the explanatory value of each exogenous variable in the model the change in R2 is estimated if a given exogenous variable is removed from the model.

F2 is the change in R2 when an exogenous variable is removed from the model. According to Cohen (1988), the impact of the predictor variable is high at the structural level if F2 effect size is (≥ 0.02 is small; ≥ 0.15 is medium; ≥ 0.35 is substantial). The models F2 effect size shows how much an exogenous latent variable contributes to an endogenous latent variable's R2 value. Therefore, effect size assesses the strength of relationship between the latent variables. The results in table 5.11 revealed that F2 effect size range from 1.193 (substantial) for BE on BI, and 2.720 (substantial) for MC on BE.

The predictive relevance of the endogenous constructs in this study were examined by using Stone-Geisser's Q^2 value. Q^2 is predictive relevance, measures whether a model has predictive relevance or not. Q^2 values above zero indicate that the values are well reconstructed and that the model has predictive relevance (Stone1974; Geisser,1975; Fornell and Cha, 1994; Chin, 2010). Blind folding process was applied for assessment of predictive relevance. All values are positive, and greater than 0 which shows the predictive relevance of the model (Fornell and Bookstein 1982; Hair et al. 2011) hence, predictive relevance is established.

Table 5.11 Explanatory Power

Predictors	Outcomes	R Square	Q square	F Square
MC	BE	0.731	0.730	2.720
BE	BI	0.544	0.508	1.193

BI	BC	0.641	0.462	1.785
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Hypothesis Testing

The hypotheses testing was carried out using a bootstrapping technique, with a resample of the number of 5,000 bootstraps. (Ringle, Wende, and Will 2005).

H1 CRM communications has a positive impact on sensory brand experience.

H1 evaluates whether MC has a significant impact on BESE. The results revealed that MC has a significant effect on BESE ($\beta = 0.791$, $t=34.303$, $p < .000$). As value of P is less than 0.05 so H1 accepted

H2 CRM communications has a positive impact on emotional brand experience.

H2 evaluates whether MC has a significant impact on BEAE. The results revealed that MC has a significant effect on BEAE ($\beta = 0.845$, $t=48.687$, $p < .000$). As value of P is less than 0.05 so H2 accepted

H3 CRM communications has a positive impact on cognitive brand experience.

H3 evaluates whether MC has a significant impact on BECE. The results revealed that MC has a significant effect on BECE ($\beta = 0.761$, $t=26.687$, $p < .000$). As value of P is less than 0.05 so H3 accepted

H4 CRM communications has a positive impact on behavioural brand experience.

H4 evaluates whether MC has a significant impact on BEBE. The results revealed that MC has a significant effect on BEBE ($\beta = 0.725$, $t=29.144$, $p < .000$). As value of P is less than 0.05 so H4 accepted

H5 Sensory brand experience has a direct influence on brand image.

H5 evaluates whether BESE has a significant impact on BI. The results revealed that BESE has no significant effect on BI ($\beta = 0.011$, $t=0.206$, $p < .837$). As value of P is greater than 0.05 so H5 is not supported

H6 Emotional brand experience has a direct influence on brand image.

H6 evaluates whether BEAE has a significant impact on BI. The results revealed that BEAE has a significant effect on BI ($\beta = 0.227$, $t=2.763$, $p < .006$). As value of P is less than 0.05 so H6 is accepted

H7 Behavioural brand experience has a direct influence on brand image.

H7 evaluates whether BEBE has a significant impact on BI. The results revealed that BEBE has a significant effect on BI ($\beta = 0.258$, $t=3.827$, $p < .000$). As value of P is less than 0.05 so H7 is accepted

H8 Cognitive brand experience has a direct influence on brand image.

H8 evaluates whether BECE has a significant impact on BI. The results revealed that BECE has a significant effect on BI ($\beta = 0.095$, $t=1.986$, $p < .005$). As value of P is less than 0.05 so H8 is accepted

H9 Brand image has a direct influence on brand credibility.

H9 evaluates whether BI has a significant impact on BC. The results revealed that BI has a significant effect on BC ($\beta = 0.801$, $t=34.689$, $p < .000$). As value of P is less than 0.05 so H9 is accepted.

Table 5.12 Summary of results of Structural Equation Model

Hypothesis Relationship	Path Coefficient	Standard Deviation	T Statistics	P Values	Supported
H1: CRM C_ -> BESE	0.791	0.022	34.303	0.000	YES
H2: CRM C_ -> BEAE	0.845	0.080	48.687	0.000	YES
H3: CRM C_ -> BECE	0.761	0.029	26.156	0.000	YES
H4: CRM C_ -> BEBE	0.725	0.025	29.144	0.000	YES
H5: BESE _ -> BI	0.011	0.055	0.206	0.837	NO
H6: BEAE _ -> BI	0.227	0.080	2.763	0.006	YES
H7: BECE _ -> BI	0.095	0.098	1.986	0.005	YES
H8: BEBE _ -> BI	0.258	0.066	3.827	0.000	YES
H9: BI _ -> BC	0.801	0.024	34.689	0.000	YES

Abbreviation: BEAE= Emotional brand experience, BESE=Sensory brand experience, BECE= cognitive brand experience, BEBE= Behavioural brand experience, CI=Consumer cause involvement, MC=CRM communication, BI=Brand image, BC=Brand credibility.

Moderation Analysis

H10 Consumer cause involvement moderates the relationship between brand experience and brand image, such that when consumer's cause involvement is high, consumer brand experience impact on brand image perception is higher.

The hypothesis sought to ascertain the moderating role of CI between BE and BI.

Without the inclusion of the moderating effect (BE*BI) the R-Sq value for BI was .544. This shows that 54.4% change in BI is accounted by BE. With the inclusion of the interactive term, the R-Sq increased to 57.1%. This shows an increase of 2.7% in variance explained in the dependant variable (BI).

Further significance of moderating effect was analysed, the results revealed a positive and significant moderating impact of CI (consumer cause involvement) on the relationship between BE and BI ($\beta = 0.071$, $t=2.074$, $p < .038$), supporting H10.

Table 5.13 Moderation Analysis

Relationship	Beta	SE	T Value	P Value
Brand Experience -> Brand Image	0.543	0.096	5.646	0.000
Consumer Cause Involvement -> Brand Image	0.310	0.100	3.102	0.002
MOD_CI -> Brand Image	0.071	0.034	2.074	0.038

Note. SE: Standard Error.

Further, slope analysis is presented to better understand the nature of the moderating effect. As shown in the figure 5.1

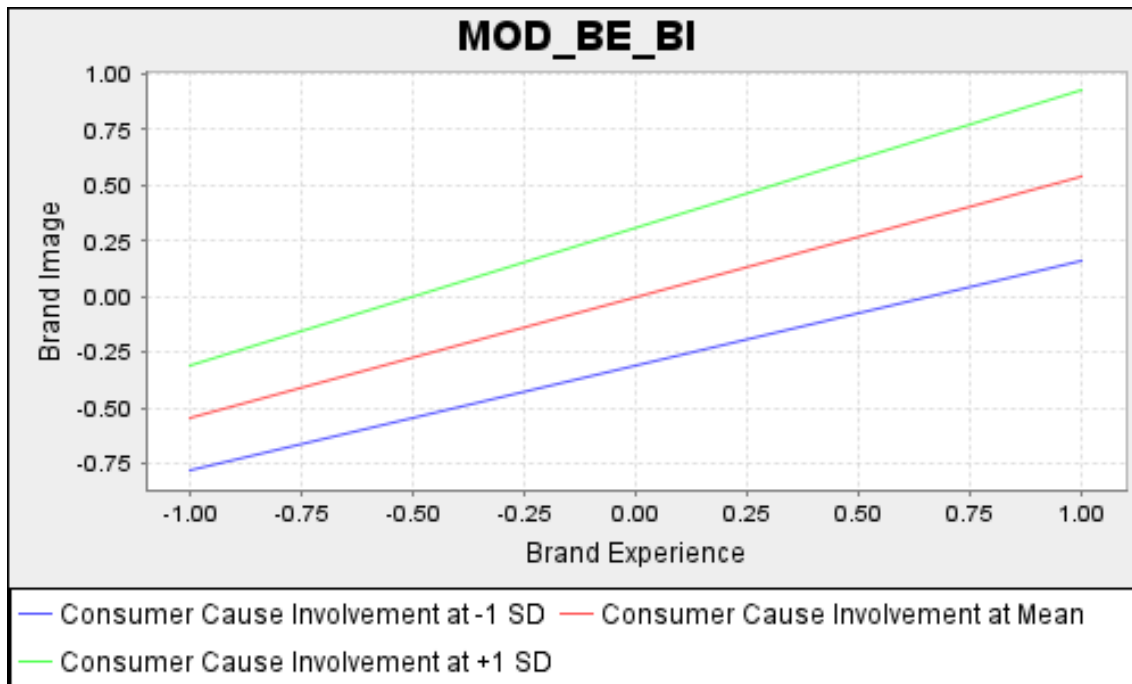


Figure 5.1 Slope Analysis

The two lines in figure 5.1 represents the relationship between brand experience and brand image for low and high levels of the moderator (consumer cause involvement). The blue line is the CCI standard deviation below the mean. The green line is the CCI standard deviation above the mean. The red line is the CCI at mean. Usually, a low level of CCI is one standard deviation below the mean, while a high level of CCI is one standard deviation above the mean. Due to the 0.27 relationship between the interaction term and the endogenous variable, the high moderation line's slope is steeper. That is to say, the relationship between brand experience and brand image becomes stronger with high levels of CCI. In other words, this relationship is strengthened or amplified by CCI. For low levels of CCI, the slope is much flatter as shown in figure 5.1. Thus, with low levels of the moderator construct CCI, the relationship between brand experience and brand image becomes weaker.

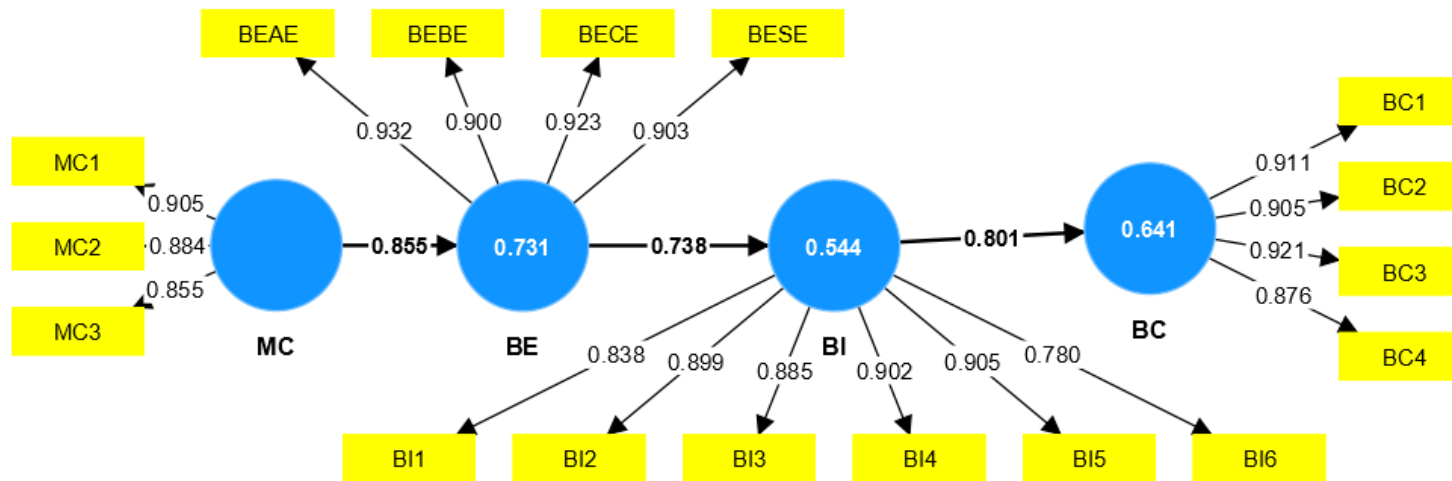


Figure 5. 2 Measurement Model CRM Brand experience

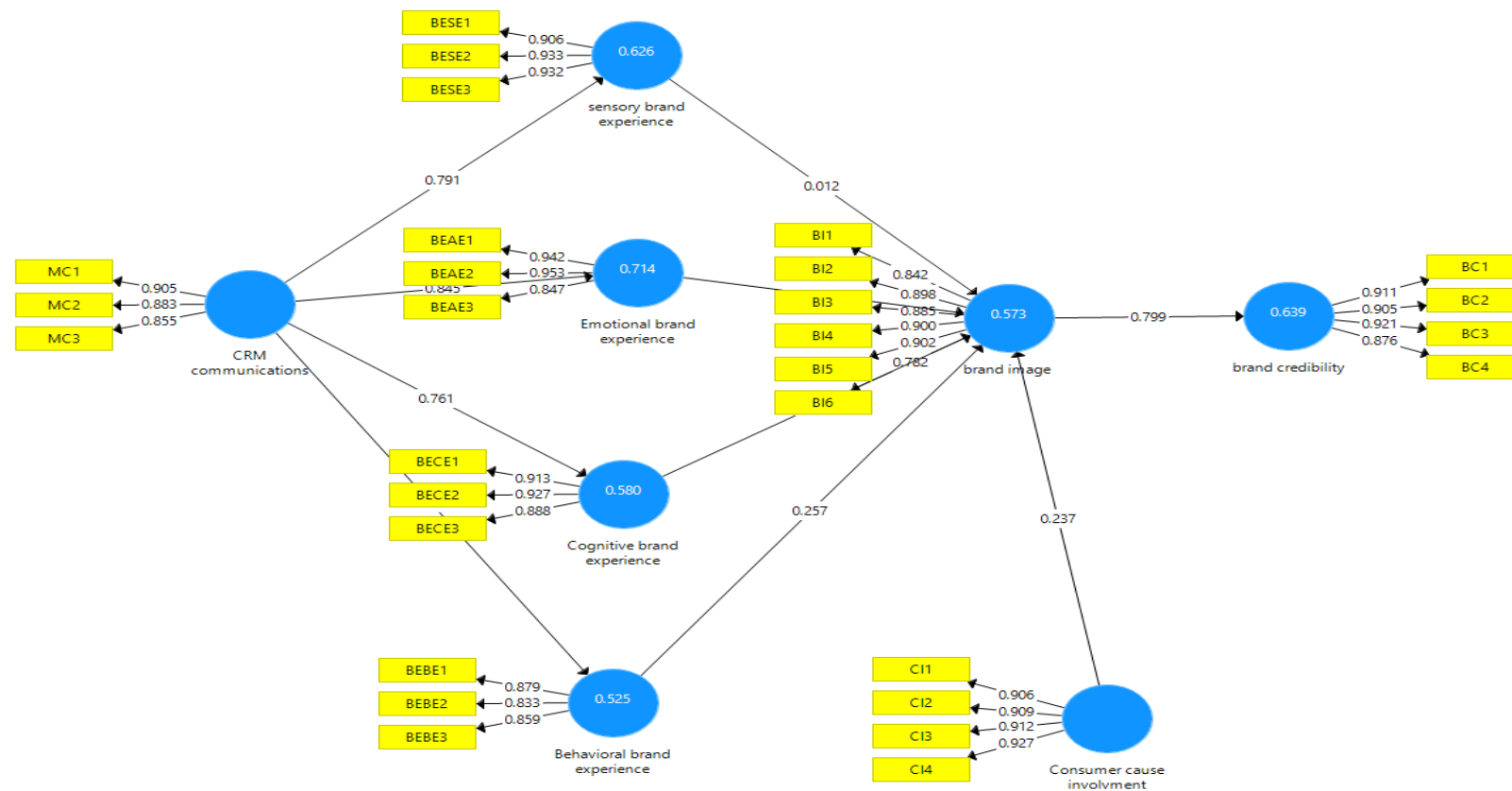


Figure 5.3 Measurement Model CRM brand experience dimensions

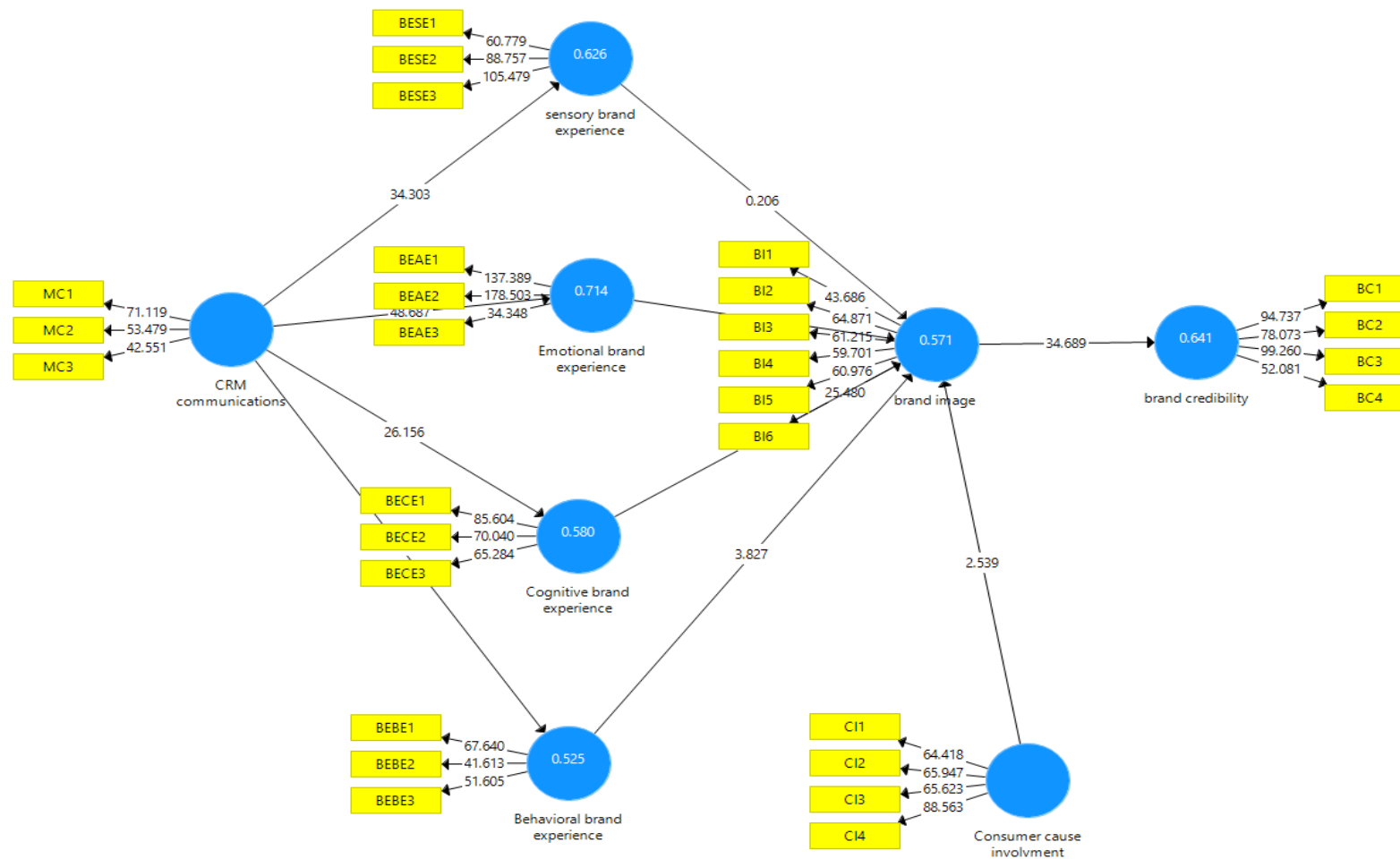


Figure 5.4 Structural Equation Model

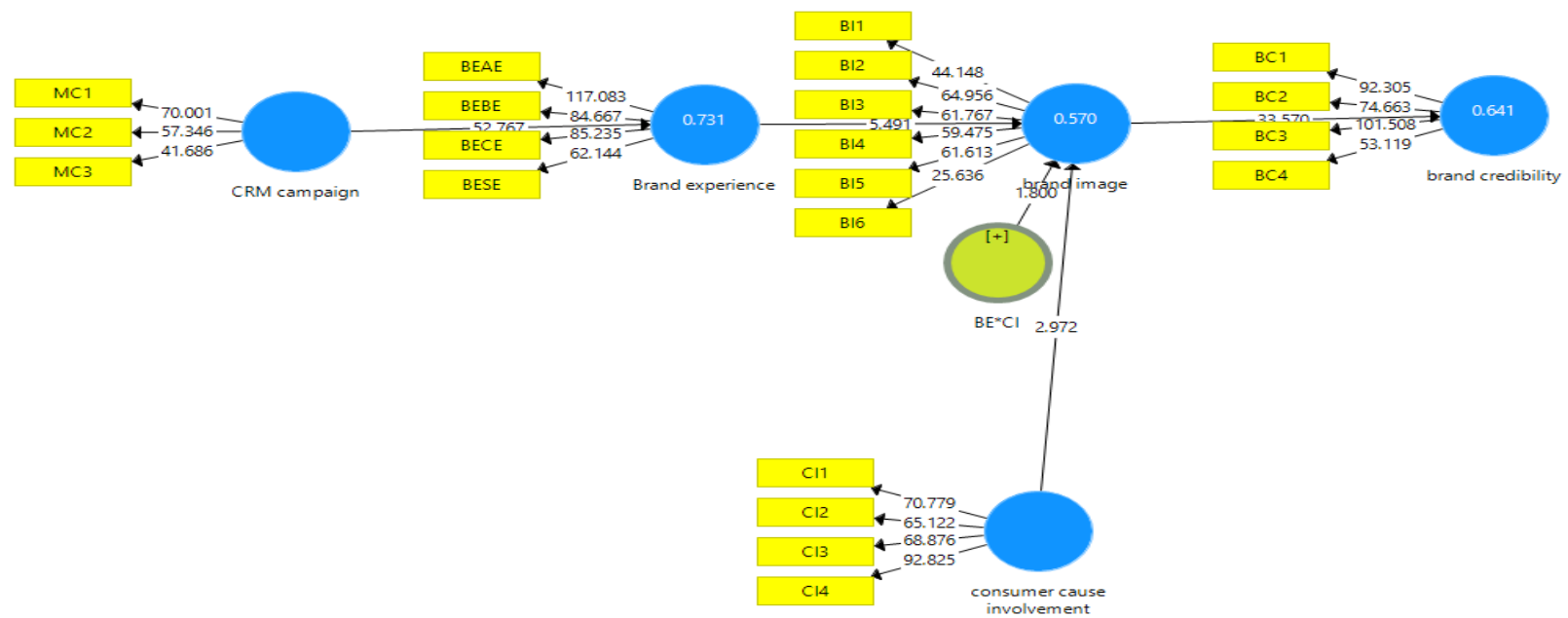


Figure 5.5 Structural Equation Model - Moderating Analysis

Summary

This chapter has detailed the relevant statistical analysis deployed to analyse the data that was collected. Data analysis consisted of two stages. In the first stage, measurement model was employed to examine the constructs' reliability and validity. In the second stage, the proposed hypotheses were evaluated by using structural model assessment. Empirical analysis supports the relationships proposed in the conceptual model. Amongst the 10 relationships hypothesised in the conceptual framework, 9 hypotheses were supported which indicates and demonstrate a sound and solid justification and statistically significant positive relationships.

Chapter Six. The Qualitative findings

6.1 Introduction

This chapter discusses the qualitative research that was conducted using 12 semi-structured interviews (Table 6.1). The objective of the qualitative study is to gather in-depth data, improve understanding of CRM brand experience, revise and support the findings of the quantitative study, and explain the relationships between the variables. In chapter six, the purpose of conducting qualitative research was covered. This chapter starts with the profile of the participants, the procedures followed when conducting a qualitative analysis, and collecting and analysing non-numerical data.

Recruitment of Interviewees and the sample size

There are hardly any guidelines in the literature for establishing qualitative sample size. Some authors in the literature who have set out to find specific guidelines for the ideal sample size in qualitative research have concluded that these are "virtually non-existent" (Guest, Bunce and Johnson, 2005: p. 59). A systematic inductive thematic analysis of 60 in-depth interviews was conducted by Guest et al. in 2006. 114 themes were identified in the entire dataset. Guest et al., (2006) findings revealed that 80 of these themes, which comprises 70% of the dataset turned up in the first six interviews, and 100 themes were identified within the first 12 interviews. These findings have led other researchers to confirm that 6 - 12 interviews are the ideal number of qualitative interviews needed to reach saturation. Data saturation is reached in interviews when the researcher starts to hear the same remarks repeatedly. At this point, it is time to stop gathering data and begin analysing what has already been gathered.

Mason's (2010) analysis of 560 PhD studies that adopted a qualitative interview as their main method revealed that the most common sample size in qualitative research is between 15 and 50 participants. Guest, Bunce and Johnson (2005) used data from their own study to conclude that 88% of the codes they developed when analysing the data from 60 qualitative interviews were created by the time 12

interviews had been conducted. Taking the above into consideration, the researcher has decided that the initial sample size will be 12. Given the detailed design of the study which includes triangulation of the data and methods, the researcher believes that this number will enable him to make valid judgements about the general trends emerging in the data. The researcher is also planning to recruit more participants, should the saturation not occur.

The participants (12 online shoppers) were initially contacted. These are a group of business students' studying at a University in Manchester. It was clearly communicated to the participants that this is a marketing research, and the researcher amongst other things is conducting this study to understand online shopper's views, attitudes, and their brand experiences with online CRM campaigns. One-on-one interview would take about 30 minutes, and it will take the form of a discussion on the participant's attitudes and experiences with online CRM campaigns. The conversation will then be led towards participant's involvement with CRM campaigns, their experiences, and their reasons for participating in CRM campaign initiatives.

The table below depicts the participants, years of experience participating in online CRM campaigns and the interview duration.

Table 6.1 Profiles of Interviewees

Interviewee	Favourite CRM Brand	Duration of Online CRM Engagement	Interview Duration
1		3 years	15
2	SBC skincare	3 years	20
3		3 years	15
4		4 years	20
5	Breast cancer – Pink Ribbons	3 years	20
6	Pampers and UNICEF	1 years	25

7		2 years	15
8	Amazon gives	5 years	15
9	Leukaemia Myeloma	3 years	20
10		3 years	20
11	Amazon gives	2 years	20
12		4 years	15

6.2 The Qualitative Analysis Procedure

According to Saunders et al (2012, p.490), "there is no standard procedure for analysing qualitative data". Similarly, Bryman and Bell (2007) are of the opinion that there are no acceptable and well-defined methods for analysing qualitative data. However, two approaches to qualitative data analysis are highlighted in the literature: inductive and deductive. Adopting an inductive approach suggest that a new theory will be built. On the other hand, a deductive approach seeks to use existing theory that will be validated by the qualitative study.

Template analysis, analytical induction, grounded theory, discourse theory, and narrative analysis are among the analytical techniques used in the inductive approach (Saunders et al, 2012). The deductive analysis follows the pattern matching and explanation-building steps from Yin's 2003 study. He recommended using the existing theory, the model that has been proposed, and theoretical proposition to explain the data patterns that matches expectations.

To analyse the data, qualitative thematic analysis is adopted. According to Braun and Clark (2021), thematic analysis is a method for identifying, analysing, and interpreting patterns of meaning ('themes') within qualitative data. One of the advantages of thematic analysis is that it is a method rather than a methodology (Braun & Clarke, 2006; Braun & Clarke, 2013). In other words, it is not tied to a particular epistemological or theoretical perspective and has flexibility in terms of research question, sample size and constitution, data collection method, and approaches to meaning generation. Finally, it can be used for deductive (theory-

driven) analyses, and to capture both manifest (explicit) and latent (underlying) meaning.

Braun and Clarke's (2006) highlighted a six-phased guide that provides a useful framework for conducting thematic analysis.

Table 6.2 Phases of thematic analysis

Phase	Description of the process
1. Become familiar with the data	Transcribing data, reading and re-reading the data while noting down initial ideas
2. Generate initial codes	Coding the data and collating data relevant to each code
3. Search for themes	Collating codes into themes.
4. Review themes	Generating a thematic map of the analysis
5. Define themes	Ongoing analysis and generating clear definitions and names for each theme.
6. Write-up report	Producing a scholarly report of the analysis.

Adapted from: Braun & Clarke's (2006) six-phase framework for thematic analysis.

The analysis in this research identifies themes at the semantic level: Semantic themes "...within the explicit or surface meanings of the data and the analyst is not looking for anything beyond what a participant has said or what has been written." (p.84).

Reliability and validity measures are adopted to check the quality outcomes from quantitative research whilst, the concept of trustworthiness is substituted for these checks in qualitative studies (Lincoln and Guba, 1985). Trustworthiness is achieved by credibility, authenticity, transferability, dependability, and confirmability in qualitative research. To operationalize these terms, long engagement in the field, and the triangulation of data sources, methods, and investigators to establish credibility are adopted. The use of recording devices and transcribing the digital files enhances the reliability of qualitative research (UOM, 2020). Moreover, the transcribed data was later presented to the interviewees (emailed the transcribed data to each interviewee for their consideration and confirmation), and they (the

interviewees) confirmed the accuracy of their words. Lather (1991) identified four types of validation (triangulation, construct validation, face validation, and catalytic validation) as a “reconceptualization of validation”. The present study applied triangulation through both quantitative and qualitative methods to ensure the reliability and trustworthiness of the results. Furthermore, an independent researcher familiar with the topic tested the reliability of the coding. Therefore, the reliability and validity were attained for the qualitative analysis.

The phases of the analytical procedures are captured below.

Phase 1: Reading and rereading the transcripts is always the initial step in any qualitative study. The researcher in this phase read the transcript and made notes, and wrote down early impressions. The researcher is of the opinion that it is important to get familiar with the data before proceeding to phase 2. Some of the early notes made on the extract by the researcher:

Online shoppers welcome organisational CRM activities however, their attention to these CRM communications are drawn by the narratives and the images in the communication via their experience with the brand, brand cues and brand communication. Although some of them process the CRM communication emotionally, others process this cognitively and are moved to action due to the sensations evoked through sensations and emotional reaction. CRM communications that have a personal relevance to the recipient are processed more elaborately with intention to participate. In the online environment, people are drawn to multimedia contents compared to generic communications that is one dimensional. These do not command consumers attention. The urge to react or the behavioural reaction is mostly dependant on the personal relevance to the cause, and the brand credibility perception of online shoppers.

Phase 2: In this phase, the researcher organised the data in a meaningful and systematic way. However, the researcher was concerned with addressing specific research questions and analysed the data with this in mind – so this was a theoretical thematic analysis rather than an inductive one. The researcher adopted the open coding techniques that developed and modified the codes through the coding process. With the initial notes generated in phase 1, the researcher worked

through the text that was relevant or specially addressed the study's research questions. New codes were generated, and sometimes existing ones were modified before moving on to the rest of the transcript.

Phase 3: In this phase, the codes have been organised into broader themes that seemed to capture something significant or say something specific about the research questions. A theme is characterised by its significance, and themes are predominately descriptive, i.e., they described patterns in the data relevant to the research questions that have been stated earlier in the study.

The researcher examined the codes which clearly fitted into a theme. For example, several codes were related to perceptions of brand image, and what online shoppers experienced and think of CRM campaigns.

Phase 4: During this phase the researcher modified and developed the preliminary themes that were identified in Step 3. At this point it was useful to gather together all the data that were relevant to each theme. The data associated with each theme was scrutinised, and considered whether the data really did support the theme.

Phase 5: According to Braun and Clarke (2006, p.92), the aim of this phase is to "identify the essence of what each theme is about". The researcher had to determine what aspect of the data each theme captures and what each theme is saying. Other questions that had assailed the researchers mind includes: What does this theme mean? What are the assumptions underpinning it and what are the implications of this theme.

Phase 6: Braun and Clarke (2006) advised that producing the report should entail an analytical narrative with arguments in relation to the research questions. The qualitative results of the study are explained in full below.

6.3 Qualitative Results:

Dimensions of CRM brand experience:

The dimensions of brand experience in the literature have been explored in the literature review and it is represented below as the following:

- Sensory brand experience: Appeals to the senses by sight, sound, touch, taste and smell (touch, taste and smell have been eliminated to fit in the context of this study.).
- Affective brand experience: Appeals to feelings and emotions.
- Intellectual/cognitive brand experience: Appeals to consumer's creative and analytical thinking.
- Behavioural brand experience: Relates to bodily experiences, lifestyles and interactions with the brand.

Sensory brand Experience:

In the online environment, sensory brand experience is evoked by marketing activities that are directed towards consumer's visual and auditory senses (Zarantonello and Schmitt, 2010; Nysveen et al., 2013). Marketers create sensory experiences into their marketing strategy as stated by Smith (1999) to engage consumers' senses, and "this impacts their perception, judgment, and behaviour" (Krishna, 2012, p. 332). Examples are marketing communications, visual and verbal identity, brand cues, people and stories (narratives). Findings from the qualitative study indicate that sensory brand experience (including stories, narratives and visuals) are important factors that directly influence consumers' interest in an online CRM campaign and their intention to participate in the campaign: "My favourite CRM brand captivates my attention because of its positive message of helping cancer patients". "The images of children in need catches my attention". Additional responses are listed below:

"I have a strong impression toward my favourite CRM brand in terms of their brand image and narratives. Moreover, the images and the story behind their initiatives makes me to purchase their CRM brand." (Breast cancer - Pink)

"Personally, brands that are visually socially responsible will always catch my eye. If I found out about a brand from their online CRM campaigns, I'd want to learn more about them and what they offer — and financially support the campaign." (Amazon gives)

“Yes, their narratives have an impact on my intention to participate. For example, if I listen to their campaign, then I can understand better why they are doing this.” (SBC skincare)

“I think the narratives and images are what are important to me to support the cause.” (Leukaemia Myeloma)

Affective Brand Experience:

The affective brand experience relates to the consumers' feelings, sentiments and emotions that are induced by the brand's communications (Brakus, Schmitt, & Zarantonello, 2009). Emotion is an essential quality of human beings, and it enhances and impacts our thoughts, motivations and behaviour (Desmet, 2008). Findings from the qualitative study indicate that consumers that are likely to participate in a CRM campaign are those that the brand's marketing communication appeals to their inner feelings and emotions. Participant's comments that emerged are listed below:

“The images of children in need have a big impact on my feelings. These images arouse my feelings and touch my heart”. (SBC Skincare)

“The image of the homeless or children who are neglected and things like that, if you have that image in your head, you actually feel sorry for these children and you are compassionate about what you are going to do to be a part of that to be able to help them.” (Courage)

“Sometimes I buy such CRM brand which are not necessary for me but do that only to support the cause. The stories and images are very emotional” (SBC Skincare)

“I personally support Pink Ribbons Foundation brand. I am so impressed and happy with the work they are doing to raise awareness for breast cancer and raise funds to relieve the needs of people who are suffering from breast cancer”. (Breast cancer - Pink Ribbons)

Intellectual / Cognitive brand experience:

The core of cognitive experience is to appeal to consumers creative thinking and curiosity about a brand. How the brand's messages, promises, value propositions and images are interpreted by consumers may depend on the brand's marketing communications strategy and design (Dahlén, Lange & Smith, 2009). Brakus et al. (2009), and Schmitt (1999) outlined that cognitive brand experience is one of the major brand experience components. CRM campaigns makes consumer think about supporting the cause and they see the brand in a new light (improved brand image). According to Schmitt (1999), one of the key principles to providing the right motivation to think combines surprise with intrigue. Findings from the qualitative study confirms that the intellectual / cognitive brand experience is an important dimension in CRM brand experience. Participant's comments are listed below:

"Upon learning about Pink Ribbon's dedication to breast cancer — something also important to me — I was more motivated than ever to support the brand. I know my money was going towards fighting breast cancer and caring for other people. I feel happy about it." (Breast cancer - Pink Ribbons)

"My thoughts about a brand changes, if I found out that it is involved in charitable organisations and causes. My thoughts about the brand becomes positive." (Amazon gives)

"I always research the brand and the nature of the alliance with the cause before I participate in their campaign. In this way, I participate wholeheartedly." (Brando)

"I think most brands do this to increase their revenue. I make sure I do some research by visiting the brand's website to make further research before I make up my mind about the campaign. If I am convinced, I support the campaign." (Adbin)

“I love to help the less fortunate members of society. However, I would engage in some searching to make sure the campaign is real, and not just making money off me.” (Pampers and UNICEF)

Behavioural Brand Experience:

Behavioural experience is a dimension of brand experience (Brakus et al., 2009; Schmitt, 1999). Behavioural brand experience refers to action and behaviour-related experiences provided by the brand, showing consumers alternative ways of doing things for example, alternative lifestyles and interactions with the brand (Brakus et al., 2009). Changes in lifestyle and behaviours are often more motivational, inspirational, and emotional in nature (Schmitt, 1999). Findings from the qualitative study reveals that the behavioural brand experience is important in consumer's response to CRM campaigns. Below are comments from the participants:

“The brand's communications and images increases my intention to participate because, black and white writings does not arouse the feelings. It is the images and narratives that stands out. Images of the branding. It is the images that catches your eye foremost and the narratives that moves you to action.” (Courage)

“I strongly recommend friends and close relatives to patronise cause relating marketing campaigns. It offers me the opportunity to contribute to worthy cause”. (Daniel)

“The more I purchase CRM brands, the more I am convinced that every brand should be involved in supporting to address societal problems via CRM campaigns.” (Pampers and UNICEF)

“I would choose to purchase brands that are involved with charitable organisations and those that supports a cause.” (Adbin)

Antecedent of CRM Brand Experience

The antecedent of CRM brand experience as revealed in this study are indicated below. Similarly, to the works of Lee and Jeong (2014), Morgan-Thomas and Veloutsou (2013), Ramaseshan and Stein (2014), and Khan and Fatma (2016), marketing communications has a direct impact on brand experience. Below are comments from the participants:

“It depends on how they are going to communicate because, to be honest, if they’re going to write an email or anything like that, I don’t think I will be excited. Brand communication is important, and advertising is important especially the narratives, images, and the campaign designs.” (Abdul).

“Brand communications in words, and how they portray what they are going to do is important in getting my attention”. (Adbin)

“I think they are helping the society. I usually buy SBC skincare for my face in summer, and I donate to Children in Africa because they show during their campaigns, the journey, before and with the help of that donated money, how it has helped the children.” (SBC Skincare)

Consequences of CRM brand experience

Two key behavioural outcomes of brand experience identified in the extant literature as discussed previously in this study are brand image and brand credibility (Schembri, 2009; Shamin & Butt, 2013; Khan and Rahman, 2015; Zarantonello & Schmitt, 2013; Fransen et al., 2013). The following section states the consequences of CRM brand experience as revealed in the qualitative study findings.

Brand Image:

Consistent with the study of Kim and Chao (2019), and Eslami (2020), brand experience has a positive effect on brand image. Since brand experience engages the customers’ senses and emotions, it can create an emotional connection to the brand leading to a positive or improved brand image and brand loyalty (Schmitt, 1999; Brakus et al., 2009; Cleff et al., 2014; Cleff et al., 2018). Previous research also suggest that brand experience improves the brand extension evaluation

(Swaminathan et al., 2001; Swaminathan, 2003), and avoids the risk of brand image dilution (Alexander and Colgate, 2005; Swaminathan, 2003).

Below are participants views on CRM brand image:

“I think 100 % that they are contributing to society because, they are aware that there’re people out there struggling and with the pandemic, everybody’s in financial crisis. So, this kind of initiatives contribute positively to the community whilst positively improving the brand’s image”. (Abdul)

“Yes, I think by helping people, organisations who practise social marketing are projecting a positive image across.” (Pampers and UNICEF)

“My view is that the image of the brand and the cause must be well supported by their narratives in order to get support from myself.” (Leukaemia Myeloma)

“Brands that are involve with helping community through donations and support for causes are considered to be less profit oriented and they attract customers who support their campaigns in order to be part of the good work”. (Abdul)

Credibility:

CRM brand image refers to consumer’s perception of the social responsibility of an organization (Curra’s-Pe’rez et al., 2009). The combination of positive and exciting experiences, and a positive brand image that conveys good meanings and positive feelings ultimately strengthens the position of the brand in the minds and hearts of consumers, so that the brand has good equity and is favoured by consumers.

According to Wijaya (2013), brand image plays an important role in the development of a brand because, it is associated with the reputation and credibility of a brand.

These perceptions later guides the consumers responses to a brands communication. Recent research showed that cause-brand fit, comprising of both functional and image fit, has a significant positive impact on brand credibility (Bigne et al.0, 2009). Below are the opinions of participants:

“Yes, I think they are transparent in their actions and are trustworthy in that they are clear in what they want to do, what they want to achieve, and where the money is been spent, and what the goals are.” (Amazon gives)

“I think these organisations are trustworthy because, if I want more information, I believe I can find everything step by step when I research online. Yes, they send the money to the cause, maybe not 100% of the money but, I think they put money in that cause.” (SBC Skincare)

“Big organisations like Amazon and Tesco’s CRM initiatives. I think they are transparent however, they might need some of the money for advertisement and providing the logistics for the initiative. They do not need to tell you how donated money is spent. The final goal is to help the community. I think they are trustworthy and transparent.” (Abdul)

The moderating role of Consumer cause involvement:

The works of Aggarwal and Singh (2019), Bester and Jere (2012), Hajjat (2003), and Patel et al. (2015) suggests that the effect of CRM campaigns on purchase intention of consumers is significantly moderated by consumers’ cause involvement. Similarly, Krishnamurthy and Kumar (2018) found out in their study that, perceptions of the brand image formed by exposure to brand communication under the moderating influence of consumer cause involvement results in highly involved consumers forming a better image of the brand. Below are comments from the participants:

“If I had a choice, I will be donating to what comes home to me for example, If I had choice of giving to the homeless or alcoholics, I think I’ll give to the homeless because, emotionally I feel more attached to people who are homeless and have more understanding to them, and I have experienced some people who have gone through this experience.” (Seyi)

“I support buying CRM brands that support mental health because, my mom goes to mental health therapy and thus, means a lot to me.” (Abdul)

“Brands need to direct their charitable efforts towards those who need health care and educational support because, I support these causes”, (Brando)

" It is preferable to support any cause that helps in satisfying a personal need such as feeding or sheltering needy people." (Amazon gives)

In summary, the findings of the qualitative study contributed to a better understanding of the research questions. The research conceptual framework had been developed from the literature reviews, and the qualitative study as discussed in this chapter has generally confirmed the hypotheses that were tested from the quantitative study.

Conclusion

Following a description of the qualitative data collection and analysis, this chapter discussed the qualitative phase and qualitative analysis. The qualitative findings as they pertained to each theme mentioned in the conceptual framework were presented, and some of the themes were developed further and included in the CRM brand experience marketing literature. The quantitative findings in Chapter 5 received support overall. A discussion of the results will be presented in the following chapter.

Chapter Seven: Discussion of Analysis

7.1 Introduction.

In chapter 5, the theoretical model proposed in this study to provide an understanding of how CRM brand experience impacts consumers brand credibility perceptions in a CRM campaign was empirically tested.

In chapter 6, the qualitative results obtained from the data analysis of 12 semi-structured interviews were presented.

The aim of this chapter is to give synthesis on the results of both the quantitative and qualitative results.

7.2 CRM Brand Experience

Despite the importance of brand experience in consumer behaviour, brand management, and marketing management literatures (Brakus et al., 2009; Schmitt, 1999; Chang & Chieng, 2006; Gentile et al., 2007), there is little investigation on the importance of brand experience in a CRM context.

Past studies were concerned with examining the impact of brand experience on brand attitude (Fransen et al., 2013; Grace and O'Cass, 2004; Shamim & Butt, 2013; Zarantonello & Schmitt, 2013), brand loyalty (Brakus et al, 2009; Biedenbach & Marell, 2010; Pullman & Gross, 2004), consumer satisfaction (Barnes et al., 2014; Brakus et al., 2009; Chen et al., 2014; Ha & Perks, 2005; Khan & Rahman, 2015; Klaus & Maklan, 2013; Lin, 2015; Morgan-Thomas & Veloutsou (2013), Nysveen et al. (2013), Nysveen & Pedersen (2014), brand credibility, (Schembri, 2009; Shamim & Butt, 2013; Khan & Rahman, 2015), brand trust, (Baumann et al., 2015; Ha & Perks, 2005; Khan & Rahman, 2015; Leo & Jeong, 2014;), and brand value (Tsai, 2005). However, this study is the first to postulate that CRM brand experience directly impact consumers perception of brand image and indirectly impacts brand credibility in a CRM context. As expected, the results confirmed that brand experience has a significant impact on brand image, and brand image directly impacts brand credibility.

The result provide evidence that brand experience reflecting consumer responses to online brand marketing communications can generate evaluations or judgements towards that brand. Furthermore, Carù and Cova, (2003) stated that researchers are of the opinion that experience is a key element for determining consumer behaviour, which becomes the basis for marketing and the future economy.

According to Cleff et al., (2018), brand experience engages consumer's senses and emotions leading to an emotional connection that improves brand image. Goode et al, (2010) explained that the responses derived during experiencing a brand are stored in consumer's memory providing an informational base for evaluating the brand.

This result is consistent with Imran and Mobin (2017) study on the important role of brand experience in marketing success. Their study also revealed that providing unique and memorable brand experience assist in shaping customers' attitude toward the brand and improving brand credibility.

Discussions on Hypothesis testing

Table 7.1 Summary of Hypothesis testing

Code	Hypothesis	Results
H1	CRM communications has a positive impact on sensory brand experience	Supported
H2	CRM communications has a positive impact on emotional brand experience	Supported
H3	CRM communications has a positive impact on cognitive brand experience	Supported
H4	CRM communications has a positive impact on behavioural brand experience	Supported
H5	Sensory brand experience has a direct influence on brand image	Not Supported
H6	Emotional brand experience has a direct influence on brand image	Supported
H7	Cognitive brand experience has a direct influence on brand image	Supported

H8	Behavioural brand experience has a direct influence on brand image	Supported
H9	Brand image has a direct influence on brand credibility	Supported
H10	Consumer cause involvement moderates the relationship between brand experience and brand image, such that when consumer's cause involvement is high, consumer brand experience impact on brand image perception is higher.	Supported

The findings revealed that CRM communication influences consumers' brand experience and similarly, consumer brand image perception is influenced by consumer's brand experience. In turn consumer brand image perception directly influences consumer brand credibility perceptions. The results also revealed the moderating influence of consumer cause involvement on brand image perceptions.

Antecedent of Brand Experience.

In the theoretical model proposed in this study, it was hypothesized that CRM communications have a direct impact on brand experience. This study has taken a step further by examining the impact of CRM communications on brand experience dimensions. Prior studies have examined the influence of marketing communications on brand experience (Berry, 2000; Brakus et al, 2009; Egan, 2007; Keller, 2009; Schmitt, 1999; Schmitt, 2009; Imran & Mobin, 2017), the influence of Brand clues on brand experience (Berry et al., 2002; Berry et al., 2006; Brakus et al., 2009; Schmitt, 1999, 2009; Srinivasan and Till, 2002; Imran & Mobin, 2017), and the influence of event marketing on brand experience (Akaoui, 2007; Crowther, 2010; Fransen et al., 2013; Schmitt, 1999; Schmitt, 2009; Vila-Lo'pez and Rodri'guez-Molina, 2013; Whelan and Wohlfeil, 2006; Wood, 2009; Zarantonello and Schmitt, 2013; Imran & Mobin, 2017). However, this study is the first to empirically research the direct impact of online CRM communications on brand experience and its dimensions in the retail context.

According to Bapat (2018) there is evidence in the brand experience literature which supports the role of brand-related stimuli in generating brand experience. Brakus et al, (2009) contend that brand experiences also occur when consumers are exposed to advertising and marketing communications including Web sites. According to Homburg et al., (2005), all brand communication, consumption experiences, and

customer contacts inevitably creates an experience in the customer's mind. Similarly, Ramaseshan and Stein (2014) stated that consumers' brand experience is influenced by several brand clues such as product design, identity, packaging, distribution locations and marketing communications. According to Schmitt (1999), consumers demand marketing communications that deliver an experience. Other authors contend that marketing communications can evoke brand experience (Lee and Jeong 2014; Morgan-Thomas and Veloutsou 2013).

From the extant literature, brand-related stimuli are identified as the important determinants for brand experience (Bapat, 2018). Similarly, the researcher identifies that marketing communications plays a significant role in evoking brand experience. Poulsson and Kale (2004) mentioned the role of experiences in creating value for consumers, suggesting that experience should include elements of learning, novelty, surprise and engagement, and be seen as personally relevant. Consumers seek experiences appealing to their emotions and dreams, and stories help to create such experiences (Fog et al, 2005, Silverstein & Fiske, 2003). In a CRM domain, the use of information technology to include these elements can be accomplished by narratives. For example, a short video narrative that includes the elements of learning, novelty, surprise and engagement. Stories are more easily remembered than facts and above all they fascinate people and can be used to create and reinforce positive brand associations (Liljander, 2013; Keller, 2003). Moreover, stories have the potential to influence consumers' brand experience, which consists of all the "sensations, feelings, cognitions, and behavioural responses evoked by brand-related stimuli that are part of brand's design and identity, packing, communications, and environment" (Brakus et al, 2009, p. 52).

The **construct reliability** of CRM communications was assessed using Cronbach alpha and Composite reliability. The results showed reliability values at the satisfactory level.

The results tend to agree with the findings of a similar study conducted by Khan and Rahman (2015) regarding the relationship between marketing communications and brand experience. Their findings revealed that marketing communications should be developed strategically and carefully due to its important role in forming brand experience. It supports and confirms the hypothesis that CRM brand

communications predictor has a significant impact and a positive relationship with brand experience with a path coefficient of 0.855.

Participants in the follow-up interviews also confirmed the statistical results, commenting that marketing communications do impact their CRM brand experience:

“Yes, their narratives have an impact on my intention to participate. For example, if I listen to their campaign, then I can understand better why they are doing this.” (Amazon gives)

“In my opinion, a CRM campaign that has a powerful message will always get attention from individuals who will be willing to engage and support the brands.” (Abdul)

The results from both the quantitative and qualitative shows a positive relationship between CRM communications and brand experience.

Impact on Brand experience Dimensions

CRM marketing communications impacts positively brand experience, and the dimensions of brand experience comprising the sensory, effective, cognitive, and behavioural dimensions. The study validated and measured dimensions of sensory, emotional, intellectual, and behavioural brand experience.

Sensory brand experience

In the conceptual framework, it was hypothesized that CRM brand communications have a significant impact on the sensory brand experience (H1). Cronbach's alpha reliability test was performed on all the items used for measurement. The findings indicate that all the measurement items exhibited a consistent and satisfactory level of reliability. The findings from the study confirmed and supported that CRM communications have a significant impact on sensory brand experience with a path coefficient of $\beta = 0.791$, $p < 0.000$. Elder and Krishna (2010) showed that brand communications can affect sensory perceptions. Thus, brand communications activates consumer's senses and develops consumer's engagement with the brand resulting in sensory brand experience. According to Schmitt (2012), sensory brand

experience creates powerful sensory experiences that differentiate brands, motivate consumers and convey value to them. A participant commented that:

“The campaign message is what draws my attention to engage with the CRM brand. If the message is inspiring, it instantly draws my attention” (Daniel)

Affective brand experience

In the conceptual framework, it was hypothesized that CRM brand communications have a significant impact on the affective brand experience (H2). Cronbach's alpha reliability test was performed on all the items used for measurement. The findings indicate that all the measurement items exhibited a consistent and satisfactory level of reliability. The findings from the study confirmed and supported that CRM communications have a significant impact on affective brand experience with a path coefficient of $\beta = 0.845$, $p < 0.000$.

Affective brand experience relates to customers' feelings, moods and emotions and is an important brand experience dimension (Nambison and Baron, 2007; Brakus et al., 2009; Schmitt, 1999). According to Schmitt (2012), feelings are most powerful when they occur during consumption. This feeling evoked during consumption as a result of the CRM communications may be the ultimate means of attachment. In other words, consumption situations occur where consumers experience affect and as a result, decides to take a certain action or not. Below is a comment from a participant:

“I strongly believe that a well-planned CRM campaign to help the community or the less fortunate members of the community will emotionally touch the hearts of those living in that community. I believe these sorts of activities are common, and people just support the campaign.” (Seyi)

Cognitive brand experience

In the conceptual framework, it was hypothesized that CRM brand communications have a significant impact on the cognitive brand experience (H3). Cronbach's alpha

reliability test was performed on all the items used for measurement. The findings indicate that all the measurement items exhibited a consistent and satisfactory level of reliability. The findings from the study confirmed and supported that CRM communications have a significant impact on cognitive brand experience with a path coefficient of $\beta = 0.761$, $p < 0.000$.

Holt (1995) contended that cognitive or intellectual brand experience is one of the major consumption experiences. Similarly, Schmitt (1999) explored cognitive brand experience and other dimensions, and its impact on consumer experience. Brakus et al., (2009) highlighted that cognitive brand experience is one of the brand experience dimensions. According to Bapat (2016), the cognitive dimension includes the aspect that makes consumers think or feel or curious. Therefore, when consumers are exposed to CRM brand communications, they engage in creative process which includes both divergent and convergent thinking. However, this requires an understanding of consumers knowledge structures and their attentional and concentrations resources (Schmitt, 2012). A participant noted that:

“I can think of one which I supported... it was something that really bothered me for a while. I don't know what the charity is, but I know they supported underprivileged children. The thoughts of children having to go through hardship kept me thinking. I had no other choice than to support the cause”
(SBC Skincare)

Behavioural brand experience

In the conceptual framework, it was hypothesized that CRM brand communications have a significant impact on behavioural brand experience (H4). Cronbach's alpha reliability test was performed on all the items used for measurement. The findings indicate that all the measurement items exhibited a consistent and satisfactory level of reliability. The findings from the study confirmed and supported that CRM communications have a significant impact on behavioural brand experience with a path coefficient of $\beta = 0.725$, $p < 0.000$.

Behavioural experience occurs when a brand evokes different types of behaviour such as physical actions through brand communications. It can also include changing behaviours, lifestyles, and habits of a consumer alternative (Schmitt, 1999). Furthermore, behavioural brand experience moves beyond the realm of affect, sensations and cognition, and are visible to others. (Smith, 2012). Consumers may use their actions to display their self-conceptions and values. A participant noted that:

“I support CRM campaigns especially with the less fortunate ones in the society. I believe it is the idea of changing this or that person’s future progress, making it lighter for them to move on with their life” (Leukaemia Myeloma)

The qualitative results supported the quantitative outcomes in that the statistic results demonstrated that CRM communications affects brand experience dimensions positively.

Consequences of CRM brand experience

The following section explains the consequences of brand experience in CRM context combining both quantitative and qualitative studies.

7.3 Brand Experience

Brand experience has been conceptualised to develop Brand image. A study by Cleft, I Chun and Walter (2014) found that brand experience influences both brand image and brand awareness.

In the conceptual framework of this study, brand experience was conceptualised as an independent predictor variable, whilst brand image is the dependent variable. The findings confirmed that brand experience has a significant positive relationship with brand image with a path coefficient of 0.738 This statistical finding demonstrates that brand experience has a positive influence on brand image. As will be expected, a positive brand image is formed when consumers find the brand experience positive, unique and memorable (Bapat, 2020). Goode et al, (2010) explained that the

responses garnered during experiencing the brand are stored in consumers' memory providing an informational base for evaluating the brand.

The study's result is also consistent with a study by Kim and Chao (2019) that brand experience positively influences brand image and brand attachment.

When consumers are exposed to CRM brand communications, the consumer's thoughts and feelings about the offering, the brand as well as other elements contribute to an image in the consumers' mind that is synonymous with the brand (Groenroos, 2008). According to Hoeffler and Keller, (2003) brand image is the perceptual beliefs about a brand's attribute, benefit, and attitude associations, which are frequently seen as the basis for an overall evaluation of, or attitude toward, the brand.

Additionally, the qualitative results fully support a positive relationship between CRM brand experience and brand image.

*"Yes, I think by helping people they are projecting a positive image across."
(Brando)*

Impact of Brand experience dimensions on Brand image

Sensory brand experience

In the conceptual framework, it was hypothesized that Sensory brand experience have a significant impact on brand image (H5). Cronbach's alpha reliability test was performed on all the items used for measurement. The findings indicate that all the measurement items exhibited a consistent and satisfactory level of reliability.

However, the findings from the study reveal that the relationship was not supported by the data: with a path coefficient of beta 0.011, $p < 0.840$. Interestingly, the extant literature theoretically supports this relationship and argues that Sensory brand experience allows brands through sensory expressions to differentiate and position a brand in the human mind as an image (Hultén, 2011; Schmitt, 2012; Brakus et al., 2009). A possible explanation for the insignificance of the hypothesis may be due to the failure of sensory brand elements in an online CRM domain to communicate the meanings and values they promote to the minds of consumers, or the failure to

identify and target the consumers who hold and appreciate CRM values or still, the lack of clarity in the promoted meanings. However, participants commented that:

“I have a strong impression toward my favourite CRM brand in terms of their brand image and narratives. Moreover, the images and the story behind their initiatives makes me to purchase their CRM brand.” (Pampers and UNICEF)

“I think the narratives and images are what are important to me to support the cause.” (Adbin)

Affective brand experience

In the conceptual framework, it was hypothesized that affective brand experience has a significant impact on brand image (H6). Cronbach's alpha reliability test was performed on all the items used for measurement. The findings indicate that all the measurement items exhibited a consistent and satisfactory level of reliability. The findings from the study confirmed and supports that Affective brand experience have a significant impact on brand image with a path coefficient of $\beta = 0.227$, $p < 0.006$. Participants perceived affective brand experience in CRM brand experience to be based on emotions and feelings. Similarly, it could be suggested that affective experience is an important dimension of online CRM brand experience (Brakus et al., 2009; Schmitt, 2012; Fornerino et al., 2006). Participants comments are listed below:

“The images of children in need have a big impact on my feelings. These images arouse my feelings and touch my heart.”(SBC Skincare)

“Sometimes I buy such CRM brand which are not necessary for me but do that only to support the cause. The stories and images are very emotional.”(Breast cancer – Pink Ribbons)

Cognitive brand experience

In the conceptual framework, it was hypothesized that cognitive brand experience has a significant impact on brand image (H7). Cronbach's alpha reliability test was performed on all the items used for measurement. The findings indicate that all the

measurement items exhibited a consistent and satisfactory level of reliability. The findings from the study confirmed and supported that cognitive brand experience have a significant impact on brand image with a path coefficient of $\beta = 0.095$, $p < 0.005$. In the literature, cognitive brand experience has been identified as one of the dimensions of brand experience (Brakus et al., 2009; Schmitt, 2012; Fornerino et al., 2006). Participants also agree that the concept of cognitive brand experience is one of the dimensions of brand experience. A participant commented below:

“My thoughts about a brand changes, if I found out that it is involved in charitable organisation and causes. My thoughts about the brand becomes positive” (Brando)

Behavioural brand experience

In the conceptual framework, it was hypothesized that behavioural brand experience have a significant impact on brand image (H8). Cronbach's alpha reliability test was performed on all the items used for measurement. The findings indicate that all the measurement items exhibited a consistent and satisfactory level of reliability. The findings from the study confirmed and supported that behavioural brand experience have a significant impact on brand image with a path coefficient of $\beta = 0.258$, $p < 0.000$. In terms of lifestyles and activities, the behavioural experience dimension contributes to the online CRM brand experience. Participants comments are listed below:

“It's leading a life that is actively disposed to helping others.” Abdul()

“The more I purchase CRM brands, the more I am convinced that every brand should be involved in supporting to address societal problems via CRM campaigns.” (Daniel)

7.4 Brand Image

In the conceptual framework, it was hypothesized that brand image has a significant impact on brand credibility (H9). Cronbach's alpha reliability test was performed on all the items used for measurement. The findings indicate that all the measurement items exhibited a consistent and satisfactory level of reliability. The findings from the

study confirmed and supports that brand image have a significant impact on brand credibility with a path coefficient of $\beta = 0.801$, $p < 0.000$.

Consistent with prior research on brand image, Wijaya (2013) highlighted that the combination of exciting experiences and positive brand image gives good meaning and special feelings that ultimately strengthens the position and credibility of the brand in the minds and hearts of the consumers. Additionally, the qualitative results fully support a positive relationship between brand image and brand credibility.

Below is a comment from a participant:

“I would believe in a brand that has a good image, and I will respond to their cause related marketing campaigns”. (Abdul)

7.5 Restatement of Research Questions:

In chapter one, three research questions were formulated. These research questions are:

Research question 1: What is the relationship between CRM communications, brand experience, brand image, brand credibility and consumer cause involvement in a CRM context?

Research question 2: What is the relationship between brand experience dimensions and consumer perceived brand credibility in a CRM campaign amongst online shoppers in the UK and, what are the important brand dimensions that influence brand image in a CRM context?

Research question 3: What is the impact of brand experience on the different levels of consumer cause involvement in the UK online CRM?

To address these questions, a conceptual framework was developed to illustrate the relationship between CRM communications, Brand experience and its dimensions, Brand image, Brand credibility, and the moderating influence of consumer cause involvement on brand image perceptions. Similarly, a mixed method approach was employed to draw on the strengths of each to answer the research questions. The first phase was a quantitative study in which the research hypotheses were tested.

The results of the hypotheses testing provided insights into consumers brand experience in an Online CRM campaign and the resulting overall impression stored in consumers mind as brand image. It also provided insights on the moderating influence of consumer cause involvement in improving brand image, and brand credibility perceptions as outcome variables of a CRM brand experience model.

In the ensuing stage of the investigation, the study applied a qualitative study. The results of the semi-structured interview were used to support the findings from the quantitative study and validate a sound theoretical model that explains the relationship between CRM brand experience and other variables. These insights provided by the mixed-method techniques were important in reaching optimal answers to the research questions.

First Research Question

The first research question seeks to know the relationship between CRM communications, brand experience, brand image and brand credibility.

The purpose of this research was to empirically test a conceptual model: a CRM brand experience model which was developed based on the extant literature. The role of CRM communications in evoking brand experience emerged as significant, and CRM communications have been found to have a direct impact on brand experience. The messages and mode of delivering these communications - using information technology (multi-media) to deliver brand communications significantly impacted consumer's brand experience. The R^2 value of 0.73 confirms that the antecedent integrated into the conceptual model have high explanatory power (Shmueli & Koppius, 2011). Consistent with prior research, this result supports CRM communications as an important variable in evoking brand experience (Iram & Khan, 2017; Brakus et al., 2009).

The role of brand experience in improving brand image also emerge as significant in the study and has been found to have direct impact on brand image. The R^2 value of 0.57 confirms that brand experience integrated into the conceptual model have high explanatory power but, there may be other important factors which have not been included in the present study. Consistent with prior research, the result supports that

CRM brand experience positively impacts brand image (Kim & Chao, 2019; Eslami, 2020; Yulianti & Tung, 2013).

The role of consumer's brand image in evaluating the credibility of a brand also emerged as significant. The findings confirmed that brand image has a direct impact on brand credibility. The R^2 value of 0.64 confirms that brand image integrated into the conceptual model have high explanatory power (Shmueli & Koppius, 2011).

Brand communications are important in a CRM campaign as they are translated into both emotional messages, relational messages, or a combination of both. These messages which embeds the 4 dimensions of brand experience are properly decoded by consumers during their experience. However, these messages need to be successfully conveyed to consumers both mentally (how they feel and think) and physically (through their senses and environment).

Second Research Question

The second research question seeks to know the relationship between brand experience dimensions and consumer perceived brand credibility in a CRM campaign amongst online shoppers in the UK, and what are the important brand experience dimensions that influence brand image in a CRM context?

The results empirically confirmed the indirect influence of brand experience on brand credibility via brand image. Shamin and Butt (2013) in their study "A critical model of brand experience consequences" stated that "A positive or negative evaluation of brand experience can influence consumer's perceptions about the credibility of a brand" (p.104). They later raised several questions pertaining to brand experience consequences and stated that "past research failed to provide sufficient empirical evidence how brand experiences influence consumer's perception related to brand credibility" (P. 104). According to the findings in this study, it has been empirically demonstrated that brand experience indirectly influences consumers brand credibility perceptions via brand image.

The second part of the question seeks to know the impact of brand experience dimensions on brand credibility, and the important brand experience dimensions that influence brand image.

The brand experience dimensions in this study have been identified as sensory, affective, cognitive and behavioural brand experience (Brakus et al., 2009). The findings in this study confirm that the brand experience dimensions that directly influence brand image in order of importance are behavioural brand experience ($\beta = 0.258$, $p = 0.000$), affective brand experience ($\beta = 0.227$, $p = 0.005$), cognitive brand experience ($\beta = 0.095$, $p = 0.005$), and sensory brand experience although this has no significant impact on brand image ($\beta = 0.011$, $p = 0.837$). The behavioural brand experience deals with behavioural responses triggered by brand related stimuli to create experiences related to longer-term patterns of behaviour and lifestyle. Today's consumers are bored of being barraged by intrusive adverts and messages that urge them to purchase brands that drown in a sea of noise. They seek brands that engage with them, that adds value to their lives, to give something back to society. Consumers aspire to lifestyles that their favourite brand portray for example in a CRM context, the brand portrays an image of doing good for the community. They want to be a part of that brand, it's values and what it is associated with. They are moved to action by remembering the unforgettable experience provided by the brand's experiential marketing.

The affective dimension appeals to consumers affective/emotional brand experience and creates emotional connections to the brand. This affective experience is likely to embed itself in their memories of the engaged consumer.

Consumers derive meaning of a CRM campaign primary from the intellectual or cognitive brand experience (Brakus, Schmitt and Zarantonello, 2015), and its objective is to engage the consumer's convergent and divergent thinking (Schmitt book). An effective Cognitive brand experience should contain elements of surprise, intrigue, learning and provocation (Manthiou, Kang, Sumarjan, & Tang, 2016; Sheeraz, Qadeer, Khan & Mahmood, 2020).

Sensory brand experience is the concept of adding multi-sensory elements (touch, taste, hear, smell and sight). Using a multisensory approach, sensory brand experience involves creating brands stimulus that give customers the best, most valuable, and motivating emotional experiences possible. The purpose of sensory marketing is to use all senses simultaneously to promote an optimal experience for

the consumers. To appeal to as many senses as possible in consumers and elicit the desired response and positive feelings from applied stimuli, an effective sensory marketing strategy is required. However, in an online environment, these elements are reduced to sound and sight. This may have impacted the elevated platforms that engage emotions through the senses in a CRM context. The researcher is of the opinion that although reduced in an online platform, it still creates an image stored in consumers' mind. What the consumer have heard and seen.

Third Research Question

The third research question seeks to know the impact of brand experience on the different levels of consumer cause involvement in the UK online CRM?

The findings reveal that the level of involvement a consumer have with the cause influences the intensity of brand experience which includes thoughts, feelings, perceptions, and reactions to the CRM marketing message from the brand which is associated with the cause. A high level of consumer cause involvement translates into intense brand experience which triggers the most, the behavioural brand experience dimension, and a higher likelihood to participate in the campaign.

Conclusion

In this chapter, the results of both the quantitative and qualitative study were discussed and presented. Nine of the ten hypotheses were supported. Statistically, behavioural brand dimension illustrated the most influential dimension on brand image. To the researcher's knowledge, this study is the first to empirically assess the relationship between CRM communications, brand experience and its dimensions, brand image, brand credibility and consumer cause involvement in a causal model. The findings reveal and validate by subsequent interviews that there is a statistically significant relationship. The statistical analysis also revealed that there is no significant impact of the sensory dimension within the brand experience dimensions on brand image.

Chapter Eight: Contributions, Implications and Limitations

8.1 Introduction

This chapter commences with a comprehensive overview of the study, delineating the research outcomes and establishing valuable theoretical insights through meaningful contributions.

Subsequently, it directs managerial focus towards potential strategies and ramifications in order to establish a competitive edge. After considering these implications, the study's originality will be examined, highlighting the noteworthy contributions that have been made as a result of this research. The final section of this chapter offers a comprehensive assessment of the research methods employed in this study alongside their inherent constraints, accompanied by valuable insights for potential future research endeavours related to the field of branding and marketing.

8.2 Research contributions

This section discusses the research contributions of this study. It begins with the theoretical contributions of this study and moves on to discuss the methodological contribution, and finally, the managerial contributions are discussed.

8.2.1 Theoretical contributions

This research identified several gaps in the marketing and branding literature. The following are the contributions of the study which bridged the gaps exposed in this study and extended the knowledge of marketing theory by providing a validated theoretical framework which explains the relationship between CRM brand experience, its dimensions, and its antecedent and consequences.

This study is the first to validate the positive influence of CRM brand communication on the affective, cognitive, and behavioural brand experience dimensions on brand image and indirectly on brand credibility in a CRM context.

The **first** contribution is that this research adds a new dimension to the theoretical knowledge in understanding consumers processing of marketing communications in a CRM context.

Processing-fluency theory predicts that easy-to-process stimuli are more positively evaluated through feeling-as-information model. Thus, consumers adopt the effortless and spontaneous judgement rendering processing in contrast to the lack of fluency whereby they experience difficulty in processing leading to systematic processing. A new perspective has been given to the processing fluency theory by identifying the link between consumers positive evaluation of a fluently processed stimulus as a result of the subjective ease of processing.

It suggest that people prefer information that is easy to process over information that is difficult to process. This finding is consistent with Processing fluency theory which states that a critical factor of processing fluency is the outcome of a more positive evaluation of a fluently processed stimulus as a result of the subjective ease of such processing. Thus, adding to the growing body of evidence on the importance of brand experience. This study also confirms the growing impact of brand communications on brand experience which has been examined in previous studies (Lee & Jeong 2014; Morgan-Thomas & Veloutsou 2013; Chen & Xie 2008; Schmitt 1999; Khan & Fatma, 2017)

The **second** contribution is that this study adds a new dimension to the theoretical knowledge in understanding brand experience in a CRM context.

The Elaboration Likelihood Model (ELM) explains how people process information and make decisions resulting in attitude change and subsequent behaviour. It suggests that people process information in two ways: central processing and peripheral processing. Central processing is when people think deeply about the information and make decisions based on the content of the message. Peripheral processing is when people make decisions based on cues that are not directly related to the content of the message to associate positivity with the message.

CRM communications are most effective when targeted to consumers that have the strongest connection to the cause. They feel emotionally connected, and highly involved consumers are the greatest supporters of CRM brands. Moreover, involved consumers often possess pre-existing knowledge about the CRM cause. While this knowledge may enhance consumers' elaboration, it could thus lead to central route processing and lasting persuasion. Therefore, involved consumers are best persuaded by CRM messages (Andreu et al., 2015; Bögel, 2015).

With the peripheral route, the focus is more on the context than on the CRM communication. The audience is not required to think deeply about the meaning of the message. This creates a short-lived attitude change. This means that the consumer is not scrutinizing the message for its effectiveness, they take shortcuts and jump to conclusions on the basis of limited information. Consumers look for cues to help them identify the brand's actual motives, visual cues regarding the relative visibility of the charity/cause and brand can serve as strong signals of sincerity. These signals have strong effects on purchase decisions, likely because they do not require a lot of elaboration (Pieters and Wedel 2004).

The **third** contribution of this research is the need for more research on the relation between brand experience dimensions and consumer behavioural outcomes, and also the need to articulate the relationship between the antecedents of brand experience and its possible consequences (Schmitt, 2009; Brakus et al, 2009; Iram and Khan, 2015). There is also the need to understand the strategic role of brand experience in developing effective marketing communication. This study contributes to the theory of brand experience by validating the positive influence of marketing communications on brand experience. The study also demonstrates the positive impact of brand experience in improving brand image. Past research failed to provide sufficient empirical evidence on how brand experience influences consumer brand credibility perceptions (Shamin and Butt, 2013). Therefore, this study provides a validated conceptual framework which confirms that brand experience influence consumer brand credibility perceptions indirectly via brand image.

The **fourth** evident contribution of this research is the examination of the brand experience construct in a CRM domain. This research provides a validated framework which explains the relationship between the construct of brand experience, its dimensions, its antecedents, and consequences in a CRM context. Although other studies have investigated the consequences of brand experience, very few studies have examined the antecedents of brand experience dimensions. The role of marketing communication using information technology and storytelling in providing brand experience also emerged as significant. The findings also contribute to how the messages and mode of delivering these marketing communications (multi-media) significantly improves brand experience dimensions.

The **fifth** contribution is concerned with addressing the brand experience construct. One gap identified in the literature is how the brand experience construct has been examined. The brand experience construct has been examined either as a one component construct or a multi-dimensional construct dealt with as a one component construct (Iglesias, Singh and Batista-Foguet, 2011; Zarantonello and Schmitt, 2010; Brakus et al, 2009). Therefore, there is need for more research not only on the influence and relationship of brand experience in the aggregate form but also, in the individual dimension and its relationship with specific outcome variables as emphasised by Schmitt (2011). The current study has demonstrated the influence of the brand experience dimensions namely, the sensory, affective, cognitive, and behavioural dimensions on CRM brand image. The findings revealed that amongst the brand experience dimensions, the behavioural brand experience is the best predictor of brand image. The second greatest contributor is the affective brand experience while the third predictor is the cognitive brand experience. However, the sensory brand experience has an insignificant impact on brand image. This extends the knowledge on the significance of each brand experience dimension in a CRM context.

The **sixth** theoretical contribution relates to the moderating role of consumer involvement. The findings of the study provide insights into the importance of consumer involvement in improving consumer brand experience and in building a positive brand image. The result of this study will assist CRM managers at

igniting and growing consumer's involvement with social causes through delivering a positive brand experience to consumers in order to improve brand image and subsequently, brand credibility perceptions.

8.2.2 Methodological Implications

This study's **first** methodological contribution is related to the novelty of the context of study. The research on online CRM brand experience is scarce in terms of the conceptualisation of CRM brand experience. This study on online CRM brand experience shows a well-established understanding of the multidimensionality of the CRM brand experience. This is the first study to examine brand experience and brand experience dimensions in the context of online CRM brand experience in the UK context.

The **second** methodological contribution of this study is related to the use of quantitative methods. The research measurement taken from valid measurement scales in the literature were refined and tested for validity and reliability. The test of convergent and discriminant validity showed a satisfactory level of above 0.5. The measurement items adapted for this study showed a satisfactory reliability test (Cronbach's alpha). Thus, the methodological contribution made by this study to the literature is providing modified scales for use in future research.

The **third** methodological contribution of this study is that the present research adopted a mixed methods approach. Semi-structured interviews were employed to enable the researcher to gain a better understanding of the CRM brand experience and its dimensions, and to endorse the result from the quantitative results. The interviews were conducted after the self-administered questionnaires had been analysed through Partial least square (PLS) which is an approach of Structural equation modelling. As far as the researcher is aware, this combination has not been employed in this area of research. Therefore, the methodology process in this study provides a new benchmark for future study.

The **fourth** methodological contribution of this study is related to the data collection. A majority of data collections in previous research are limited to student population

(Bergkvist & Zhou, 2019). This study collected data from the wider UK online consumers reflecting the current online shopping population living in the UK. This approach should be considered as a contribution to CRM body of knowledge.

8.2.3 Managerial Implication

The **first** managerial implication is that this study investigated CRM communications/campaign as an antecedent to CRM brand experience. This has numerous implications for marketing practitioners. It emphasises the importance of various communication messages, mode of presentation and also the importance of storytelling (Lundqvist, Liljander, Gummerus, & van Riel, 2013) and the use of information technology (Schmitt, 1999b) in forming unique and memorable experiences with the brand resulting in a positive brand image. The study also revealed that a positive brand image is the basics for the evaluation of brand credibility perceptions hence, understanding what kind of marketing outcomes that can be generated through brand experiences is equally important. Marketing managers should seek to leverage their brand to promote social responsibility while also creating a positive brand experience. One key factor to successful CRM campaigns is the importance of a positive brand experience as deduced from this study.

The **second** managerial implications is related to the fact that CRM managers devise marketing strategies to enhance marketing outcomes in the form of improved brand image and a positive attitude towards the brand. This of course leads to an increase in sales, more revenue and growth for the brand. This study emphasizes that CRM strategies should not be limited to functional features and benefits but should also be viewed from the experiential perspective. CRM communications and campaigns display emotional images with messages to inform the viewer of a promise to donate a portion of their sales proceeds to a social cause or a charity. This strategy is view by most consumers as a ploy for more sales. This study has revealed that the employment of information technology to engage the consumers by narrating a short story which contains why they are supporting a particular cause or

charity, the benefit for all concerned and the changes that would occur due to consumers' engagement with the campaign as illustrated in this study's Video. In the study's video, the problem and situation was presented to the consumers. The solution was also presented (participation in the CRM campaign). Consumers were informed that the outcome of consumers' participation would make possible the dream of building water pipes in the villages and consumers could see the joy and delightful smiles on the faces of the benefactors after the water pipes were built. These scenes affects most consumers along the four dimensions of brand experience. Therefore, it is important for CRM managers to provide the right kind of CRM communications from start to finish to evoke positive brand experience and consumers engagement.

Furthermore, the findings of this study shows that if consumers find a marketing communication (campaign) interesting and appealing, they are more likely to give attention to the campaign to gain new experience. This highlights the need for CRM manager to design marketing campaigns that are interesting, emotionally appealing, and intellectually stimulating. This suggests that marketing effort should be directed at igniting and growing consumer involvement with social causes in order to maximise impact of the campaign success.

8.3 Limitation and further research directions

The aim of this study was to explore CRM brand experience, to identify the dimensions of CRM brand experience, and to explore what the consequences are of this experience, and how this experience impacts consumer's brand credibility perceptions in the UK retail context. It is acknowledged that research projects have limitations and this study also have research limitations. The limitations of this study and further research directions are discussed in this section.

The first limitation of this study is related to the research context. This study is focused on CRM brand experience therefore, the results are limited to CRM practises. Investigating consumers behaviour in a CRM brand experience may be significantly different compared to other non-CRM practises. For this reason, the

CRM brand experience may limit generalisability as this particular context could have impacted the survey results. Moreover, the results are limited to the UK context. Data collection was limited to the UK population. Hence the researcher suggest that this study should be replicated and extended to other different contexts. However, the study contributes to the understanding of CRM brand experience and consumer behavioural outcomes in a western cultural context.

The second limitation of this study is the contextual impact on the responses of the online respondents as the study employed a self-administered survey. There is the possibility that the respondents may not have critically considered their answers when answering the survey questions and the environment in which they answered the questions was unknown. Therefore, it is possible that amongst other things, the respondents may have been affected or distracted by their environment or quickly completed the survey in order to move on to other things.

The third limitation is the study adopted a mixed method approach – quantitative and qualitative. This approach as earlier stated was adopted to help reduce the constraints of each method. The most likely problem in the qualitative method is the possibility of the interviewees experiencing feelings of discomfort which may impact the responses although, careful planning and proper organisation was considered to help minimise the considered limitation as far as possible.

8.4 Future Research

The relevance of the brand experience model is limited to the sample considered in the study and the specific research objective chosen. The proposed brand experience model should be replicated with other samples and in different contexts to generalize and validate the results. Hence, other possible antecedents and consequences could be included in the proposed model to examine their relationship with CRM brand experience in different contexts.

The goal of this study is to present a conceptual framework focusing on CRM brand experience. It may be possible that other variables such as age, gender, and income

may moderate or mediate the proposed relationship. The applicability of the proposed framework may also be replicated for developing Countries.

While the study focused on CRM campaigns / brand communications, future studies can consider additional brand related stimuli that can have an impact on CRM brand experience dimensions. This study hypothesised relationship using a cross sectional study. Future studies could employ longitudinal studies to validate patterns which can occur for specific variables.

The fact that CRM brand experience can be negative is crucial in studying the CRM brand experience. It would have been significant to study how the negative responses can affect the findings of the present study. Future studies could incorporate the negative responses while studying the CRM brand experience concept.

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Appendix 1: Participant Information Sheet

Participant Information Sheet

Online Cause Related Marketing: The Impact of Brand Experience on consumer's brand credibility perceptions, and the Moderating Influence of Consumer Cause Involvement in the UK retail sector.

Dear Participants,

My name is John Garrick, and I am a PhD student at the University of Salford, Manchester, United Kingdom.

I would like to invite you to take part in a research study titled above. Before you decide, you need to understand why the research is being done and what it would involve for you. Please take time to read the following information carefully.

What is the project's purpose?

This research project aims to examine the relationship between brand experience, brand image and brand credibility in a Cause Related Marketing (CRM) context. It also intends to examine the influence of consumer cause involvement on consumer's perceptions of brand image and brand credibility in a CRM context.

Why have I been chosen?

You have been chosen because, you fulfil the criteria for eligible participants, and it is the researcher's opinion that you can best inform the research questions and enhance understanding of the phenomenon under study.

Do I have to take part?

It is voluntary. It is up to you to decide whether to take part. If you do decide to take part, you will be given this information sheet to keep (and be asked to sign a consent form – if applicable). You can withdraw at any time. You do not have to give a reason.

What will happen to me if I take part?

You will be asked to a face-to-face interview which we estimate will take you about 20 mins.

What are the possible benefits of taking part?

There are no immediate benefits for those people participating in the research project. However, it is hoped that this work will have a beneficial impact on how Cause related marketing campaigns are managed in the current experiential marketing environment.

Will my taking part in this project be kept confidential?

All the information that we collect about you during the course of the research will be kept strictly confidential. You will not be able to be identified or identifiable in any report or publications. Your institution will also not be identified or identifiable. Any data collected about you during **the face-to-face interview** will be stored in a device protected by passwords and other relevant security processes and technologies.

Will I be recorded, and how will the recorded media be used?

An audio recording will be beneficial for this qualitative research. The recordings would entail your input to the questions. The recorded media would be used to sought answers to the research questions.

What type of information will be sought from me and why is the collection of this information relevant for achieving the research project's objectives?

The face-to-face interview will entail asking you about your opinions and current practices in relation to CRM brand experience. Your views and experience are just what the project is interested in exploring.

What will happen to the results of the research project?

Results of the research will be published. You will not be identified in any report or publication. Your institution will not be identified in any report or publication. If you wish to be given a copy of any reports resulting from the research, please ask us to put you on our research-circulation list.

Who has ethically reviewed the project?

This project has been ethically approved by the Business School's ethics review procedure and subsequently endorsed by the ethics procedures of the University of Salford. The University of Salford's Research Ethics Committee monitors the application and delivery of the University's Ethics Review Procedure across the University.

Contacts for further information:

j.garrick@edu.salford.ac.uk

Appendix 2: CRM Brand experience questionnaire

Questionnaire

Online Cause Related Marketing: The Impact of Brand Experience on consumer's brand credibility perceptions and, the Moderating Influence of Consumer Cause Involvement in the UK retail sector.

Thank you for your interest in completing this survey.

- This study is focused on how brand experience impact online consumers attitudinal responses to cause related marketing (CRM), and the moderating influence of consumer cause involvement on these perceptions.
- Your opinion is very important to this study.
- This will take approximately 8 -12 minutes to complete.

Your participation is voluntary, and you can withdraw at any time during the study.

Your privacy will be protected, and any information obtained through your participation will be used only for the purpose of this study, and none of your identifiable information will be included.

If you have questions about this study, please contact **John Garrick** at **j.garrick@edu.salford.ac.uk**

ALL COMPLETED QUESTIONNAIRES WILL BE ENTERED TO A PRIZE DRAW OF £30.00!!!

Please click to watch the CRM brand experience video which will take approximately 90 secs. After watching the video, you will be taken to the survey questionnaire to answer questions about your experience of watching the video.

Think about your experience watching the video and based on it, please tick the appropriate box for the following statements.

PARTICIPANTS WATCH a Video (later redirected to the survey questionnaire)

Video Web address: <https://youtu.be/RdgaekLLKk>

Please indicate your agreement for each statement as regards your brand experience.

Section 1. Brand Experience

	Strongly disagree	Disagree	Somewhat disagree	Neutral	Somewhat agree	Agree	Strongly agree
Sensory experience							
Vivid brand brand makes a strong impression on my visual senses or other senses	1	2	3	4	5	6	7
I find vivid brand interesting in a sensory way	1	2	3	4	5	6	7
Vivid brand strongly appeals to my senses	1	2	3	4	5	6	7
Behavioural experience	Strongly disagree	Disagree	Somewhat disagree	Neutral	Somewhat agree	Agree	Strongly agree
Vivid brand engages me in physical actions and behaviours (it makes me want to click the link to get more information on the alliance and how I can help)	1	2	3	4	5	6	7

Vivid brand results in bodily experiences	1	2	3	4	5	6	7
Vivid brand is action oriented	1	2	3	4	5	6	7
Affective Experience	Strongly disagree	Disagree	Somewhat disagree	Neutral	Somewhat agree	Agree	Strongly agree
Vivid brand induces my feelings and sentiments	1	2	3	4	5	6	7
Vivid brand is an emotional brand	1	2	3	4	5	6	7
I do not have strong emotions for vivid brand	1	2	3	4	5	6	7
Cognitive experience	Strongly disagree	Disagree	Somewhat disagree	Neutral	Somewhat agree	Agree	Strongly agree
Vivid brand intrigues me	1	2	3	4	5	6	7
Vivid brand stimulates my curiosity	1	2	3	4	5	6	7
Vivid brand challenges my way of thinking	1	2	3	4	5	6	7

Section 2. Brand Image

Please indicate your agreement for each statement as regards the brand image.

Brand Image	Strongly disagree	Disagree	Somewhat disagree	Neutral	Somewhat agree	Agree	Strongly agree
Vivid brand is aware of societal matters	1	2	3	4	5	6	7
Vivid brand fulfils its social responsibilities	1	2	3	4	5	6	7
Vivid brand puts something back into society	1	2	3	4	5	6	7

Section 3. Brand Credibility

Please indicate your agreement for each of the statement as regards brand credibility

Brand Credibility	Strongly disagree	Disagree	Somewhat disagree	Neutral	Somewhat agree	Agree	Strongly agree
After watching the CRM campaign, I think that Vivid brand association with Ward charity is sincere	1	2	3	4	5	6	7
After watching the CRM campaign, I think that Vivid brand associated with the charity is an expert	1	2	3	4	5	6	7
After watching the CRM campaign, I think that Vivid brand	1	2	3	4	5	6	7

associated with Ward charity is honest							
After watching the CRM campaign, I think that Vivid brand associated with Ward charity is experienced	1	2	3	4	5	6	7

Section 4. Cause Involvement

Please indicate your agreement for each of the statement as regards consumer cause involvement

Cause involvement	Strongly disagree	Disagree	Somewhat disagree	Neutral	Somewhat agree	Agree	Strongly agree
I find Ward charity and the CRM campaign project very involving	1	2	3	4	5	6	7
I find Ward charity and the CRM campaign project very important	1	2	3	4	5	6	7
The Ward charity and the CRM campaign project are very interesting to me	1	2	3	4	5	6	7
I find Ward charity and the CRM campaign project very relevant to me	1	2	3	4	5	6	7

Part 2

Demographics:

1. What is your gender?

☐ Female ☐ Male ☐ Other

2. What is your age?

3. What is the highest level of education you have completed?

Secondary education	Vocational qualification	Post – secondary education	Undergraduate	Post-graduate	Doctorate
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

4. What is your current marital status?

Single	Married	Divorced	Widowed	Civil Partnership	Other
<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

5. Have you participated or engaged in a brand's CRM campaigns?

☐ OptionButton5 ☐ OptionButton6 ☐ OptionButton7

6. Do you believe that brands should give back to their community?

☐ OptionButton8 ☐ OptionButton9 ☐ OptionButton10

7. Which of the following best represents your ethnic heritage?

White	English/Welsh/Scottish/Northern Irish/British	<input type="radio"/>
	Irish	<input type="radio"/>
	Gypsy or Irish traveller	<input type="radio"/>
	Other white	<input type="radio"/>
Mixed/Multiple Ethnic Groups	White and Black Caribbean	<input type="radio"/>
	White and Black African	<input type="radio"/>
	White and Asian	<input type="radio"/>
	Other mixed	<input type="radio"/>
Asian/Asian British	Indian	<input type="radio"/>
	Pakistan	<input type="radio"/>
	Bangladeshi	<input type="radio"/>
	Chinese	<input type="radio"/>
	Other Asian	<input type="radio"/>
Black/African/Caribbean/Black British	African	<input type="radio"/>
	Caribbean	<input type="radio"/>
	Other Black	<input type="radio"/>
Other Ethnic Groups	Arab	<input type="radio"/>
	Any other Ethnic group	<input type="radio"/>

8. If you wish to participate in the prize draw of £ 30.00, please, indicate below your email address in order to be contacted in case of winning.

Thank you for your time, and for completing the survey questionnaire.