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**Can Cause related brand be
perceived different from other
brands?**

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Can Cause related brand be perceived different from other brands?

1. Introduction

Gaining competitive advantages have become a vital challenge and marketing scholars and companies show strong interest in concepts and mechanisms that can ultimately lead to increasing the value of a company's brand portfolio (Kapferer, 2008). For making such competitive advantage, companies have discovered the strategic role of social association, especially in type of cause-related marketing (CRM) programs. CRM has become a popular form of promotion as a pro social marketing strategy to connect a company, brand, or product to a worthy cause for a mutually beneficial purpose. CRM create an opportunity to boost the corporate identity, differentiate a brand, and build the emotional connection between the consumer and brand (Hou et al., 2008). Also to enhance brand image, Cause-related marketing (CRM) is an advisable strategy for managers, studies show that CRM is both a tactical tool that firms employ to increase their sales and a strategic activity aimed at improving brand image (File & Prince, 1998; Müller et al., 2014). For enhancing brand image through CRM activities, strategists must take in to consideration that the CRM strategy will be more effective if they develop brand image through brand personality associated with emotional and social aspects. Since brand personality can help the marketers build and maintain brand image (Hoeffler & Keller, 2002). It is important to create a strong brand personality and image while consumers' selections are affected by the symbolic association which they perceive from the brand. As a result marketers have found out that building a clear brand personality and image can be an invaluable advantage among competitors. Also regarding CRM brands, recognizing the brand personality would be a good base for shaping consumer's perceptions. To evaluate how CRM brand is perceived by consumer may facilitate to recognize if CRM strategy has been worked successfully or not. Also, when the consumers are involved with the benefit that promotes a social cause, the impact of CRM on brand personality has not been addressed. Provided with the literature above, this study try to show, Can CRM strategy create a distinctive added value to consumer to perceive brand image as more favourable and allocate distinctive brand personality to the CRM brand? The summery of relationships is shown in Fig 1.

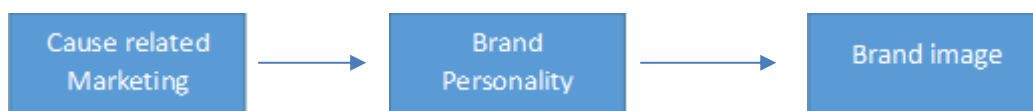


Fig1: study framework

The purpose of this paper, therefore, is to present evidence that CRM affect the brand image and brand personality. This manuscript is organized as follows. First, we provide a selective review of the Cause related marketing and branding literature to provide the necessary support for this research and describe relationships between variables. Finally, we discuss the CRM brand personality and brand image base on the literature in the argument part.

2. Cause Related Marketing

Some authors define Cause related marketing as “the process of formulating and implementing marketing activities that are characterized by an offer from the firm to contribute a specified amount to a designated cause when customers engage in revenue-providing exchanges that satisfy organizational and individual objectives”(Varadarajan & Menon, 1988). Others use broader terms: “the general alliance between businesses and non-profit causes that provide resources and funding to address social issues and business marketing objectives”(Cui et al., 2003), which might encompass even sponsorships, sales promotions, volunteering, or public relations (Gao, 2009). Although the range of definitions is quite extensive, the central element is that the relation between the profit-based company and the cause (or charity) should be beneficial to both parties(File & Prince, 1998). CRM campaigns differ from other corporate social initiatives as the total amount of contribution to a cause is directly linked to a consumer’s purchase (Kotler & Lee, 2005). The primary benefit for non-profit organizations is financial support, besides increasing awareness of its services in the public (Hou et al., 2008). In a competitive market, where product attributes such as price or quality are viewed similar to each other, companies make use of CRM to position and differentiate themselves from competitors (Gupta & Pirsch, 2006). For the company the potential benefits of increased sales may be moderated by the risks of negative publicity and perceived exploitation of the company by consumers (Varadarajan & Menon, 1988). But generally, attitudes toward firms participating in cause-related marketing are positive (Ross et al., 1991). Companies use CRM as its commitment to the society and it indicates cause as part of its brand communication with potentially target consumers (Gupta & Pirsch, 2006). In fact, cause-related marketing can be a win-win strategy designed to achieve business objectives through support of a cause or charity.

Three stakeholders are involved in CRM that have different motivations and interests to take part in and simultaneously benefit from CRM campaign including: companies, non-profit organizations (NPOs) and consumers. Strahilevitz & Myers indicated that consumers experienced an intrinsic benefit in form of feeling good about supporting a worthy cause (Strahilevitz & Myers, 1998). consumers feel that they have to give something back to the community in order to justify their purchases or compensate their guilt (Strahilevitz & Myers, 1998). In addition, CRM products can provide extrinsic value to consumers as the purchase can potentially be used to express to

others that she/he is socially conscious (Webb & Mohr, 1998). Cause-related marketing provide an added value to the normal purchase (Strahilevitz & Myers, 1998) by enabling the consumer to make a 'donation' to a specified cause (Kropp, Holden, & Lavack, 1998) and stimulating the emotional values. Some researchers have mentioned the additional value of CRM as a warm glow (Strahilevitz & Myers, 1998) . Since success or failure of CRM is determined by motivational attribution , it is the center of the CRM efficiency (Tsai, 2009) and this process determines consumers' perceptions of corporate motives for CRM engagement. Consumer perception about company is positive when they perceive altruistic motivation of company for supporting a cause, while negative perception occurs when the motivation of company is perceived egoistic (Gao, 2009). The variables of motivational attribution that effect perception's consumers are categorized to four main dimensions: Cause-related dimension, Company-related dimension, Campaign-related dimension, Consumer-related dimension (Hammad et al, 2014) which they affect the consumers perceptions toward brand. As a result strategist must manage the campaign elements in a way that guarantee consumers' perception of altruistic rather than egoistic motivations.

3. Brand

3.1 What Is a Brand?

Based on the American Marketing Association (2016), a brand is a "Name, term, design, symbol, or any other feature that identifies one seller's good or service as distinct from those of other sellers." A brand has been defined as:

[. . .] a name that symbolises a long-term engagement, crusade or commitment to a unique set of values, embedded into products, services and behaviours, which make the organisation, person or product stand apart and stand out (J. Kapferer, 2012).

There is a difference between a product and a brand, the value of a brand is more than a product. Products and brands are correlative, since products can be copied by competitors, brand has become the strength point of products because branded products can make a relationship whit their consumers and show their differences to them through advertisement. A product or a service needs to be characterized by a distinctive attribute in the mind of the consumer, in order to be a brand.

3.2 Brand Associations

Brand associations refer to the associations that consumers make with a brand and it is one of the most important aspect of brand equity (Kapferer, 2008). Brand associations consist of all brand-related thoughts, feelings, perceptions, images, experiences, beliefs, attitudes, and is anything linked in memory to a brand(D. Aaker, 1991). It is any type of contact or experience a consumer has with a brand and it can create, change, or reinforce certain favourable or unfavourable associations(Keller, 2003).

Keller classified brand associations into three categories including attributes, benefits, and attitudes and these associations can vary based on their favourability, strength, and uniqueness (Keller, 1993). Attributes are those descriptive features that characterize a product or service. Attributes can be recognized according to how directly they are related to product or service performance. Also attributes can be classified into product-related and non-product-related attributes. Benefits are the personal value and meaning that consumers attach to the product or service. Benefits can be further recognized by three categories according to the motivations behind the selection which can be functional benefits, experiential benefits and symbolic benefits. Brand attitudes are defined in terms of consumers' overall evaluations of a brand. Brand attitudes are the most important because they often form the basis for actions and behaviour that consumers take with the brand (e.g., brand choice) (Keller, 1993). Consumers' brand attitudes generally depend on specific considerations concerning the attributes and benefits of the brand. It is important to note the brand attitudes can be formed on the basis of benefits about product-related attributes and functional benefits and/or beliefs about non-product-related attributes and symbolic and experiential benefits (Keller, 1993). He asserts that a positive brand image could be established by connecting the strong, favourable, and unique associations with consumers' memories about the brand through marketing campaigns.

Brand associations are used by marketers to enhance differentiation, position, and extension for brands, resulting positive attitudes and feelings toward brands, and it is used by consumers to help evaluate brand's information in memory for making purchase decisions (D. Aaker, 1991). These brand associations are greatly influenced by the brand identity

3.3 Brand Identity

Brand identity is defined as: "a unique set of brand associations that the brand strategist aspires to create or maintain. These associations represent what the brand stands for and imply a promise to customers from organization members." (D. Aaker, 1996, p.68). According to Aaker, a brand identity provides purpose, direction and meaning for the brand. A brand identity is the factor determining the brand associations, which are the "heart and soul" of the brand and also one of the four principal dimensions of brand equity (D. Aaker, 2002). Brand identity means what the organization wants the brand to represent in the mind of the customer. The key to building strong brands is to develop and implement a brand identity. Brand identity is a means of differentiation that often stems from brand strategy where a company communicates its identity and value to its consumers (Kapferer, 2008) either through advertisements or through tangible attributes like marketing mix characteristics. Consequently, the marketing mix plays an important role in establishing a brand identity as it shapes the identity of the product in order to send a message to the consumer about various features of the brand.

Brand identity should help establish a relationship between the brand and the customer by generating a value involving functional, emotional or self-expressive benefits (D. Aaker, 2002).

- **Functional benefit:** it is based on a product attribute, providing functional utility to the user. Usually it is directly related to the functions performed by the product for the customer. Creating a functional benefit which will be remembered by the customers and can build a strong position towards competitors is important. Although functional benefits can be easy to copy, brand identity can overcome this limitation through making emotional and self-expressive benefits(D. Aaker, 2002).
- **Emotional Benefits:** When a customer feels positive when using or purchasing a brand, that brand is providing an emotional benefit. Usually the strongest brand identities include emotional benefits, such as the feeling of safety or feeling vibrant and energetic. When a customer experiences a different use experience with positive feelings involved, the outcome can be a stronger brand. The strongest brand identities usually include both functional and emotional benefits(D. Aaker, 2002).
- **Self-Expressive Benefits:** Brands and products can become symbols of a person's self-concept. A brand can provide a way to communicate a person's self-image and thus provide a self-expressive benefit. There can be a close connection between self-expressive and emotional benefits. Self-expressive benefits are mostly focusing on self, something which is linked to the personality of the user (D. Aaker, 2002).

A main element of brand identity is brand image and brand personality. Brand image and brand identity are often seen as the same thing(Sheena & Naresh, 2012). Terms of brand image and brand identity are often confused, while brand image and brand identity are different concepts, both feed into one another. Brand image relates to how the brand is perceived from the customer's point of view, while brand identity is meaning of the brand which company try to create in the customer's mind (Kapferer, 2008). In other word, it is the way a company wants to present its brand to its target groups. Academics typically conceptualize brand identity and image, there is several brand identity frameworks (Aaker, 2002; Keller, 2008; Kapferer, 2008), but most researchers share the opinion that brand identity is best understood from the sender-side and brand image from the receiver-side perspective (J. Kapferer, 2008).

It is important to recognize this distinctions between sender and receiver, and each of the comprising elements of brand identity. Since the way that consumers perceive the brand (brand image) may be different from the intended projection (brand identity). A brand image can provide useful and important information when a company is developing a brand identity(D. Aaker, 2002). A brand image is mostly passive and

reflects the past, whereas brand identity should be active and focus on the future and also reflect the associations that are aspired for the brand (D. Aaker, 2002).

3.4 Brand image

Term of brand image has been extensively defined and used, but the general agreement of the definition is that brand image is a consumer's overall impression of a specific brand through affecting the consumer's reasoned or emotional perceptions (D. Aaker, 2002). The definition emphasizes what the product means symbolically in the eyes of consumers (Haji, 2014). Hofstede et al. (2007) defines brand image as a set of beliefs held about a specific brand and subjective perceptions of associations. Keller (2003) defined brand image as perceptions about a brand as reflected by the brand associations held in consumer memory.

The definitions present a consumer-oriented approach by focusing on consumers' perceptions through direct or indirect experience with the brand (De Chernatony, 2010). It is generally agreed that brand image contains three main elements (D. Aaker, 1996, 2002): symbolism, meanings and personification.

- A symbol is defined as a thing which stands for or expresses something else (Levy, 1959). He argued that the consumer is not functionally oriented and recognition of goods by consumer is significantly affected by the symbols he/she face in the marketplace. Researchers have recognized that human need to simplify buying decisions by creating symbolic representations (Stem et al., 2001)
- Meaning is associated with the differences which consumers ascribe to the brand by relying on what the brand implies or means to them (Swartz, 1983). Result in distinguishing a brand from another brands based on the message communicated by the company. Symbolic meanings can guide purchase decisions, while products are often purchased or avoided not for their functional qualities, but because of how, as symbols, they impact the buyer-user's status and self-esteem (Biel, 1992; Levy, 1959).
- The third component is personification, which involves describing a brand as if it were a human being, suggesting that the brand has a distinct personality of its own. Aaker (1997 p. 347) provided a definition of brand personality, seeing it as "a set of human characteristics associated with a brand". Therefore brand personality is formed on the basis of a consumer's perceptions, which are influenced by either the direct or indirect contact the consumer has with a brand (Plummer, 1985). Thereby, consumers express and implicitly communicate their self-identity through brand associations (Belk, 1988; Biel, 1993). As a result, the consumer observes the congruity of their self-identity through brand personality to reflect their thoughts and emotions.

When brand image is favorable, it would have a positive influence on consumer behavior towards the brand in terms of increasing loyalty, commanding a price premium and generating positive word-of-mouth (Völckner et al., 2008). Studies show that brand image is an important factor affecting brand equity (Keller, 1993). It is the central field of the marketing, because it presents both for tactical marketing-mix issues, also for strategic strategy due to the ability of building long-term brand equity (Koubaa, 2008). Brand image can help customers to identify a product, give the product a personality and influence customers' perceptions (Popoli, 2011). As a result, recognizing the overall consumer's perception toward the brand image help company to use its distinctive brand image to promote its competitiveness.

One of the key objectives of firms that pursue a cause-related marketing strategy relates to enhancing brand image (File & Prince, 1998; Smith & Alcorn, 1991) as a strategic approach which can create a positive consumer attitude toward the brand (Müller et al., 2014). By linking the brand name with a worthy cause, the company hopes to enhance its brand identity in the minds of consumers, and thereby increase sales (Lavack & Kropp, 2003) via stimulating the consumer's emotions. Lynch & Chernatony (2004) suggest brands based on emotional values are perceived as more durable and less likely to suffer from competitive erosion by making an emotional bond between consumer and product. Linking a brand with ethical and social issues, the bond with the brand is reinforced (Berry, 2000; Rust et al., 2000). Consequently CRM can be considered an important source of sustainable competitive advantages as an emotional aspect of brand image. Brand image may influence consumer's intent to give money, time, or in-kind services (Venable et al., 2005). Consumers' perceptions of brand image can be negative or positive due to several factors which influence consumer to participate in CRM campaign (Fries, 2010).

Brand image construct has been used in different researches and a lot of them have measured and categorized the dimensions of brand image, there has not been an agreement on how to measure brand image and its dimensionality. Some researchers have focused on the role of one aspect of brand image in form of one dimensional concept (Kwun & Oh, 2007; Ryu et al., 2008), while other researchers propose a multidimensional structure of brand image. For example (Kwun & Oh, 2007) evaluate brand image as to be favorable/unfavorable or good/bad for customers overall perception as a one dimensional concept.

On the other hand, others researches have suggested multidimensional structure for example Hsieh (2002) assessed sensory, utilitarian, economic, and symbolic brand image dimensions within a product category in his study about cars. Many researchers propose functional and symbolic concepts of brand image (Chiu et al., 2011; Dobni & Zinkhan, 1990; Kennedy, 1977) and also Experiential image (Wu & Wang, 2014). Functional brand image is likely to be referred to product-related attributes that are the characteristics of the brand to perform its function. Functional brand image is

intended to satisfy customer's basic motivations and needs. On the other hand, symbolic brand image is likely to be referred to by non-product related attributes of the brand. It can be generally acquired from extrinsic characteristics of the brand to satisfy higher-level needs of customers such as social approval needs or personal expression that can maintain or increase their self-esteem (Keller, 1993). Experiential image refer to satisfaction of consumers' pursuance of diversity and stimulation as to provide them experiential pleasures (Keller, 1993). Martínez et al., (2014) in their study regarding the influence of CSR on hotel brand image and loyalty used Kennedy (1977) brand image dimensions, he suggests that brand image has two main components: the functional and the affective dimension. The functional dimension is related to tangible characteristics, while the emotional dimension is associated with a psychological dimension manifested through feelings and attitude. Also Müller et al. (2014) have modified Völckner et al (2008) scale to evaluate brand image in cause related marketing context, rating the CRM brand on Likert scales (bad /good, likeable /likeable, quality /high quality, not trustworthy /trustworthy, unpleasant /pleasant, unattractive /attractive). In another research Koubaa (2008) has found that brand image is multidimensional and the dimensions differ across country of production and across brands that included quality, style, durability and etc.

The current study considers brand image as a one dimensional construct rather than a multi-dimensional, because the purpose of this study is to provide an integrated result of the relationships between cause-related marketing and brand image rather than identifying brand image dimensionality.

3.5 Brand Personality

During the last two decades, both academia and marketing practitioners have shown an increasing interest in brand personality (Aaker, 1997; Geuens et al., 2009; Sirgy, 1982). Brand personality is sub-branch of brand image (D. Aaker, 1996; Batra et al., 1993; Biel, 1993; Keller, 1993; Plummer, 1985). Despite the similarities between brand image and brand personality, several contemporary studies conceived that brand image and brand personality as two separate constructs (D. Aaker, 1996; Batra et al., 1993; Biel, 1993; Keller, 1993). Brand image is rooted in tangible and intangible product attributes, where the former refers to physical and functional benefits and the latter to emotional attributes (Biel, 1992). According to Biel (1997), brand personality is based on these soft or intangible associations, taking the emotional side of brand image. Brand personality is defined as “the set of human personality traits that consumers attribute to or associate with a brand (J Aaker, 1997, p.347). Also Geuens et al, have defined brand personality as the set of human personality traits that are both applicable to and relevant for brands” (Geuens et al., 2009). Brand personality is the central part of brand associations, it is the human characteristic that consumers can allocate to a specific brand which they feel with all associations. It is all brand

associations that directly or indirectly, could generate the brand personality traits in consumer's mind.

Regarding personality, the definition is necessarily used in this study is brand personality on the basis of human personality traits and can be appropriately measured as psychological characteristics to reflect human experiences, actions and behaviours.

Studies show that a well-established brand personality impact consumer's perception positively such as increasing consumer preference and usage (Sirgy, 1982), evoking emotions in consumers (Bloom et al., 2006), perceiving higher quality (Ramaseshan & Tsao, 2007), increasing brand equity, and levels of trust and loyalty (J. Aaker et al., 2004). It enables firms to communicate effectively with the customers by advertising and other promotional efforts (Sheena & Naresh, 2012), and allows marketers to create a distinct and meaningful image in the minds of consumers (Liu et al., 2016). Personality could be an important variable for brand's selection of consumers. Studies showed that consumers are likely to build relationships with brands (Maehle & Shneur, 2010) and allocate them human personality characteristics (J. Kapferer, 2008) and as a result improving their interaction with objects (Geuens et al., 2009). By creating symbolic representations like brand as a human, consumers can develop their communication with the brand (J Aaker, 1997; Maehle & Shneur, 2010). Consumers choose brands based on the symbolic associations and meanings they give to brands (D. Aaker, 1996; Belk, 1988). Wu & Wang (2014) assert that consumers can communicate something about themselves by buying brand similar to their actual personality. They tend to use the brand and products that are matched with their own personality traits that is known as self-concept theory (Sirgy, 1982). Actual self refers to how a person perceives herself; ideal self refers to how a person would like to perceive herself; and social self refers to how a person presents herself to others (Sirgy, 1982). Brand personality is a useful variable in the consumer's choice, because it allows consumers to express his own self (J. L. Aaker, 1999) or his ideal self (Sirgy, 1982) and reinforce their self-image (Belk, 1988; Fournier, 1998; Sirgy, 1982). Brand personality also plays a major role in advertising and promotional efforts because it enables firms to communicate the brand more effectively to their customers (Batra et al., 1993). Thus, marketing practitioners have become increasingly aware of the importance of building a clear and distinctive Brand Personality.

Therefore, the measurement of brand personality is critical to marketing activity, offering the potential to serve as a good basis for understanding and shaping consumer preference (Maehle & Shneur, 2010; Sirgy, 1982). Because consumers' perceptions are often expressed through traits which drive the personality of the brand. Personality traits are a consequence of brand personification based on brand attributes that influence the emotional response. As a result, the perceived brand personality is likely to determine consumers' true emotions and feelings about the brand. Thus Since brand personality is often considered the soft and emotional side of brand image (Biel, 1993)

and CRM brand directly effects consumer's feelings, it would be necessary to study brand personality for CRM brand. It is likely to provide a more realistic account of consumers' expressions toward CRM brands.

3.5.1 Personality in human personality scales

Personality defines as the systematic description of traits (McCrae & Costa, 1987), where traits are relatively enduring styles of thinking, feeling, and acting (McCrae & Costa, 1997).

After decades of research, the field reach an agreement on a general classification of personality traits, the "Big Five" personality dimensions. These dimensions were derived from analyses of the natural-language that people use to describe themselves and others (John & Srivastava, 1999). The five-factor model of personality has five basic dimensions: Extraversion, Agreeableness, Conscientiousness, Neuroticism, and Openness to Experience.

- Extraversion or surgency: persons with this personality are considered as talkative, assertive, energetic (John & Srivastava, 1999). In other words, they can be described as outgoing/energetic vs. solitary/reserved. High extraversions often possess high group visibility, like to talk, and assert themselves. Low extraversion have lower social engagement and energy levels than extraverts. Their lack of social involvement should not be interpreted as shyness or depression; instead they are more independent of their social world than extraverts (Rothmann & Coetzer, 2003).
- Agreeableness: persons with this personality are considered as good-natured, cooperative, trustful (John & Srivastava, 1999). In other words, they can be described as friendly/compassionate vs analytical/detached. A tendency to be friendly and cooperative rather than suspicious and hostile towards others (Toegel & Barsoux, 2012). The agreeableness trait reflects individual differences in general concern for social harmony. They are generally considerate, kind, generous, trusting and trustworthy, helpful, and willing to compromise their interests with others (Rothmann & Coetzer, 2003), and they have an optimistic view of human nature. Agreeableness is associated with behaviours such as helping others and donating to charity. Individuals with low agreeableness personalities are often competitive or challenging people, which can be seen as argumentative or untrustworthy (Toegel & Barsoux, 2012), they usually place self-interest above getting along with others.
- Conscientiousness: persons with this personality are considered as orderly, responsible, dependable (John & Srivastava, 1999). In other words, they can

be described as efficient/organized vs. easy-going/careless. There is a tendency to be organized, to show self-discipline, to aim for achievement, and to prefer planned rather than spontaneous behaviour. High conscientiousness are often perceived as stubborn and obsessive. Low conscientiousness are flexible and spontaneous, but can be perceived as sloppy and unreliable (Toegel & Barsoux, 2012).

- **Neuroticism vs Emotional Stability:** Neuroticism have the tendency to experience unpleasant emotions, such as anger, anxiety, depression, and vulnerability (Toegel & Barsoux, 2012). Those who score high in neuroticism are emotionally reactive and vulnerable to stress. They are more likely to interpret ordinary situations as threatening, and minor frustrations as hopelessly difficult. Their negative emotional reactions tend to persist for unusually long periods of time, which means they are often in a bad mood. At the other end of the scale, individuals who score low in neuroticism are less easily upset and are less emotionally reactive. They tend to be calm, emotionally stable, and free from persistent negative feelings. Persons with emotional Stability personality are considered as calm, not neurotic, easily upset (John & Srivastava, 1999). In other words, they can be described as secure/confident vs sensitive/nervous.
- **Openness to Experience:** persons with this personality are considered as intellectual, imaginative, independent-minded (John & Srivastava, 1999). In other words, they can describe as inventive/curious vs consistent/cautious. People who are open to experience are intellectually curious, open to emotion, sensitive to beauty and willing to try new things. High openness can be perceived as unpredictability or lack of focus. Moreover, individuals with high openness are said to pursue self-actualization specifically by following experiences, such as skydiving, living abroad, gambling, etc. They are interested in learning and exploring new cultures. Conversely, those with low openness tend to have more conventional, traditional interests. They prefer the plain, straightforward, and obvious over the complex, ambiguous, and subtle and sometimes even perceived to be closed-minded (Toegel & Barsoux, 2012).

Researchers have tried to show that the five dimensions of human personality could be indicated by a small number of adjectives to reduce the length of questionnaires. These adjectives are named 'markers' of the Big Five (Saucier, 1994). This method enables a psychologist to form a quick evaluation of an individual which is presented in Table 1. With respect to products and brands, humans seem to like to anthropomorphize objects to improve their interactions with the nonmaterial aspect (Brown, 1991). Apparently consumers also can assign human characteristics to brands (Aaker, 1997) or building a relationship with brands (Fournier, 1998). Thus if brands, like individuals, can be

described with adjectives, the Big Five in psychology can be used and be relevant to the brand personality as perceived by consumers (Azoulay & Kapferer, 2003). Therefore, it is possible that the Big Five structure also extends to brand personality.

Table 1. Saucier's 40 mini markers of Human Personality (Saucier, 1994)

| | |
|--------------------------------------|---|
| Extraversion | Bold (+), extraverted (+), talkative (+), energetic (+) Bashful (-), quiet (-), shy (-), withdrawn (-) |
| Agreeableness | Kind (+), sympathetic (+), warm (+), cooperative (+) Cold (-), unsympathetic (-), harsh (-), rude (-) |
| Conscientiousness | Efficient (+), organized (+), systematic (+), practical (+) Disorganized (-), inefficient (-), sloppy (-), careless (-) |
| Neuroticism (vs Emotional Stability) | Unenvious (+), relaxed (+) Fretful (-), envious (-), jealous (-), moody (-), touchy (-), temperamental (-) |
| Openness to experience | Creative (+), imaginative (+), intellectual (+), philosophical (+), deep (+), complex (+) Uncreative (-), unintellectual (-) |

3.5.2 Brand Personality dimensions

Jennifer Aaker's (1997) study has attempted to make the concept clear and build a scale to measure brand personality. Aaker followed the steps of the US psychologists, Costa and McCrae and their personality inventory (NEO-PI-R) (Costa & McCrae, 1992) which is translated into several languages. The study is based on Aaker's definition of the concept of brand personality as 'the set of human characteristics associated to a brand'. Aaker explore brand personality framework based on big five dimensions to describe and measure the "personality" of a brand in five core dimensions, each divided into a set of facets. It is a model to evaluate the profile of a brand by using a comparison with a human being (Aaker, 1997). Aaker developed a 45-item Brand Personality Scale that encompasses five broad dimensions: Sincerity, Excitement, Competence, Sophistication, and Ruggedness (Figure 1). Starting with 204 traits derived from a series of scales that have been used for developing the big five human personality and 133 traits from personality scales used by academics and practitioners and also 295 traits from conducting free association-task to ensure the list is complete and familiar for people. Deleting the redundant traits, 309 traits were remained. Then reducing the traits to a more manageable number of traits and using exploratory research method to identify how consumers perceive the personality of brands. She explored brand personality on the basis of remained 114 traits across 37 brands that cover various product categories (Symbolic, Utilitarian, Symbolic-utilitarian), and then the names have determined to represent best the types of subsumed in each of the five dimensions.

Considering highest item to total correlation in each cluster, leaving 45 traits (3 traits for each 15 facets) in final brand personality. She has used primarily positive traits because the ultimate use of the scale is to determine the extent to which brand personality affects the probability that consumers will like the brands or products not to avoid (Aaker, 1997) which afterwards has increased criticisms about the scale.

- **Sincerity** is the moral quality of one who speaks and acts truly about his or her own feelings, beliefs, thoughts, and desires (“www.merriam-webster.com,” n.d.). Regarding Brand personality the sincerity dimension is determined via being down-to-earth, honest, wholesome and cheerful (J Aaker, 1997).
- **Down-to-earth** is being without pretensions and simple (“www.merriam-webster.com,” n.d.), determined through down-to-earth, family-oriented and small-town (J Aaker, 1997).
- **Honest** is to being good and truthful, not lying, stealing, or cheating (“www.merriam-webster.com,” n.d.). It is determined through honest, sincere and real (J Aaker, 1997).
- **Wholesome** is to being morally good (“www.merriam-webster.com,” n.d.), determined through wholesome and original (J Aaker, 1997).
- **Cheerful** is to feel or show happiness (“www.merriam-webster.com,” n.d.), determined through cheerful, sentimental and friendly (J Aaker, 1997).

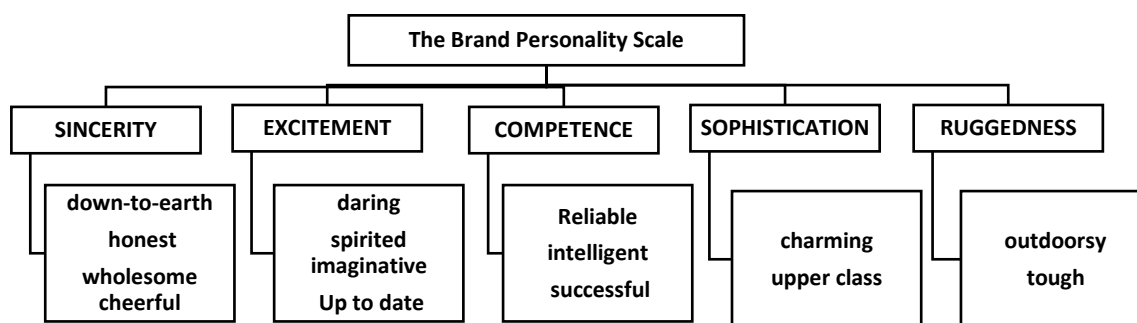


Figure 1. The brand personality scale proposed by Aaker (J Aaker, 1997).

- **Excitement** is the feeling of being eager enthusiasm and interest (“www.merriam-webster.com,” n.d.). Regarding Brand personality the excitement dimension is determined via being daring, spirited, imaginative and Up to date (J Aaker, 1997).
- **Daring** is willing to do dangerous or difficult things (“www.merriam-webster.com,” n.d.), determined through daring, trendy and exciting (J Aaker, 1997).

- **Spirited** is full of courage or energy (“www.merriam-webster.com,” n.d.), determined through spirited, cool and young (J Aaker, 1997).
 - **Imaginative** is the status of having or showing an ability to think of new and interesting ideas (“www.merriam-webster.com,” n.d.). It is determined through imaginative and unique (J Aaker, 1997).
 - **Up to date** is based on or using the newest information, methods, etc (“www.merriam-webster.com,” n.d.). It is determined through up-to-date, independent and contemporary (J Aaker, 1997).
- **Competence** is the ability to do something successfully or efficiently (“www.merriam-webster.com,” n.d.). Regarding Brand personality the competence dimension is determined via reliable, intelligent and successful (J Aaker, 1997).
 - **Reliable** is able to be believed, likely to be true or correct (“www.merriam-webster.com,” n.d.). It is determined through reliable, hardworking and secure (J Aaker, 1997).
 - **Intelligent** is the status of being able to learn and understand things (“www.merriam-webster.com,” n.d.). It is determined through intelligent, technical and corporate (J Aaker, 1997).
 - **Successful** is the status of having the correct or desired result (“www.merriam-webster.com,” n.d.). It is determined through successful, leader and confident (J Aaker, 1997).
- **Sophistication** is to having, revealing, or involving a great deal of worldly experience and knowledge of fashion and culture (“www.merriam-webster.com,” n.d.). It is the status of being be attractive, fashionable and highly developed and complex. Regarding Brand personality the Sophistication dimension is determined via being charming and upper class (J Aaker, 1997).
 - **Charming** is the status of being very pleasing or appealing (“www.merriam-webster.com,” n.d.), determined through charming, feminine and smooth (J Aaker, 1997).
 - **Upper class** is a social class that is above the middle class (“www.merriam-webster.com,” n.d.), determined through upper class, glamorous and good looking (J Aaker, 1997).
- **Ruggedness** is the state of being rough, strong and determined (“www.merriam-webster.com,” n.d.). Regarding Brand personality the ruggedness dimension is determined via being outdoorsy and tough (J Aaker, 1997).

- **Outdoorsy** is relating to characteristic of, or appropriate for the outdoors (“www.merriam-webster.com,” n.d.), determined through being outdoorsy, masculine and Western (J Aaker, 1997).
- **Tough** is to being strong and durable (“www.merriam-webster.com,” n.d.), determined through being tough and rugged (J Aaker, 1997).

It is interesting that Aaker argued that three of the five dimensions are based on human personality characteristics. Agreeableness and Sincerity both catch the idea of warmth and acceptance; Extraversion and Excitement both catch the sensation of sociability, energy and activity; conscientiousness and competence both catch responsibility, dependability and security (J Aaker, 1997). Sophistication and ruggedness differ from Big Five of human personality that represent that brand personality may operate in different ways. Since sincerity, excitement and competence are related to human personality, but sophistication and ruggedness show the dimension that individuals like to have (J Aaker, 1997).

3.5.3 Criticizing the Aaker’s scale

Aaker’s scale of brand personality represents the most prominent operationalization of brand personality; this scale (BPS) measures the extent to which a given brand possesses any of these personality traits. However, Aaker’s scale has recently received criticism on several grounds. Despite criticisms, Aaker’s model is widely used in scholarly research (Kaplan et al., 2010) including service area (Gordon et al., 2016).

First criticism is related to the definition of brand personality, which is too broad and encompasses elements of brand identity and image (Liu et al., 2016a). The definition also embraces several other characteristics (such as age (young), gender (feminine), etc.) besides personality (Azoulay & Kapferer, 2003), for example some adjectives like upper class is not related to brand personality and more related to user profile (Geuens et al., 2009).

Second, as we discussed before Aaker (1997) asserts that some adjectives that describe human personality traits are irrelevant to brands. Geuens et al (2009) argued that the framework does not fully reflect the dimensions of Openness and Neuroticism, only three of five-factor of this structure is related to Big Five dimensions including sincerity, excitement and competence. Sophistication and ruggedness are not relate to any of the Big Five dimensions.

Third, the model does not reflect the negative human traits, like unreliability or selfishness, these are rarely reflected in brand personalities and the ruggedness dimension of the original study cannot include negative traits, that it is more reflect a strong, outdoorsy, tough and masculine character (Aaker, 1997). She has focused on desirable brand personality factors (Haji, 2014), while to have a comprehensive personality scale to accommodate consumers’ expressions the scale should contain both

positive such as extraversion and negative such as neuroticism dimension especially regarding products and brands which try to make emotional relationship with consumers like cause-related marketing products.

Forth, testing the model in other countries shows that some dimensions are dependent on culture(Liu et al., 2016), for example researchers have found that only three of the five factors were valid in Spain (Sincerity, Excitement, and Sophistication) and for rest of them Peacefulness replaced Ruggedness and Passion replaced Competence. In Japan four of the five factors emerged, whereas Peacefulness again replaced Ruggedness (Aaker et al., 2001). This shortcoming led several researchers to construct a country-specific brand personality scale. (Table2)

Table 2: Brand personality measurements (Liu et al., 2016)

| Brand personality measurements. | | | | |
|---------------------------------|-----------------|-------------------|---|---|
| Author(s) | Country | Settings | Similar dimension | Different dimension |
| Aaker (1997) | United States | commercial brands | Sincerity Excitement Competence Sophistication Ruggedness | |
| Aaker et al. (2001) | Japan and Spain | commercial brands | Sincerity Excitement Sophistication Competence | Peacefulness (Japan) |
| | | | Sincerity Excitement Sophistication | Peacefulness Passion (Spain) |
| Kim,Han,and Park (2001) | Korea | commercial brands | Sincerity Excitement Competence Sophistication Ruggedness | |
| Caprara et al. (2001) | Italy | commercial brands | | Agreeableness Emotional Stability Extroversion Openness |
| Huang and Lu (2003) | China | commercial brands | | Benevolence Wisdom Courage Happiness Elegance |
| Smit et al. (2003) | Netherlands | commercial brands | Competence Excitement Ruggedness | Gentle Distinction Annoyance |

| | | | | |
|--|----------------------|--------------------------|---|--|
| Rojas-Méndez, Erenchun-Podlech, and Silva-Olave (2004) | Chile | automobile brands | Excitement Sincerity Competence Sophistication | |
| Sung and Tinkham (2005) | United States, Korea | commercial brands | Competence Ruggedness Sophistication | Likeableness Trendiness Traditionalism White collar Androgyny (United States) |
| | | | Competence Sophistication Ruggedness | Likeableness Trendiness Traditionalism Western Ascendancy (Korea) |
| Milas and Mlačić (2007) | Croatia | commercial brands | | Extraversion Agreeableness Conscientiousness Intellectual Emotional stability |
| Bosnjak, Bochmann and Hufschmidt (2007) | Germany | commercial brands | | Drive Conscientiousness Emotion Superficiality |
| Grohmann (2009) | – | commercial brands | | Masculine Feminine |
| Chu and Sung (2011) | China | commercial brands | Competence Excitement Sophistication | Traditionalism Joyfulness Trendiness |
| d'Astous and Lévesque (2003) | Canada | stores | | Enthusiasm Unpleasantness Genuineness Solidity |
| Helgeson and Supphellen (2004) | Sweden | retailers | | Modern Classic |
| Davis, Chun, da Silva, & Lowe (2004) | United States | corporate brands | Competence | Agreeableness Enterprise Ruthlessness Chic Informality Machismo |
| Venable et al. (2005) | United States | Non-profit organizations | Sophistication Ruggedness | Integrity Nurturance |

| | | | | |
|---|---|------------------------------|--|--|
| Kim et al.(2013) | Egypt, Italy, Korea, Japan, United States, Singapore, Sweden, China, Brazil | nation | Excitement Sophistication | Leadership Tradition Peacefulness |
| Ekinci and Hosany (2006) | Europe | Tourism destinations | Sincerity Excitement | Conviviality |
| Murphy et al. (2007) | Australia | Tourism destinations | Exciting | Upper class Honest Tough (Whitsundays) |
| | | | Sincere Sophisticated | Outdoorsy (Cairns) |
| Lee and Back (2010) | Southern region, United States | Upper-upscale business hotel | Competence Sophistication | |
| Apostolopoulou and Papadimitriou (2014) | Patras, Greece | Tourism destination | Excitement Sincerity | |
| Liu et al.(2016) | China | tourism real estate firms | excitement | humanity status enhancement professionalism wellness |
| Kaplan et al.(2010) | Turkey | Place brand | Excitement Competence ruggedness | Malignancy peacefulness conservatism |

3.5.4 Developing New Brand Personality scales

To address criticisms, studies have tried to develop new brand personality models. Geuens et al (2009) developed a new scale that has been found to be valid and reliable across brands, product categories, and cultures. They have tried to indicate the importance of investigating the ‘Emotional Stability’ factor of brand personality and include negative dimension of human personality (neuroticism) and develop a more generalizable scale for different research purposes and across countries. Considering their precise definition regard brand personality and by means of five studies, they have proved that the dimensions are reliable and valid and the scale can be used for studies of across multiple brands of different product categories, for studies across different competitors within a specific product category, for studies on an individual brand level, and for cross cultural studies. The work was based on 12,789 Belgian

respondents assessing 193 national and international brands. The factors identified are as follows: Responsibility, Activity, Aggressiveness, Simplicity and Emotionality (Figure 2).

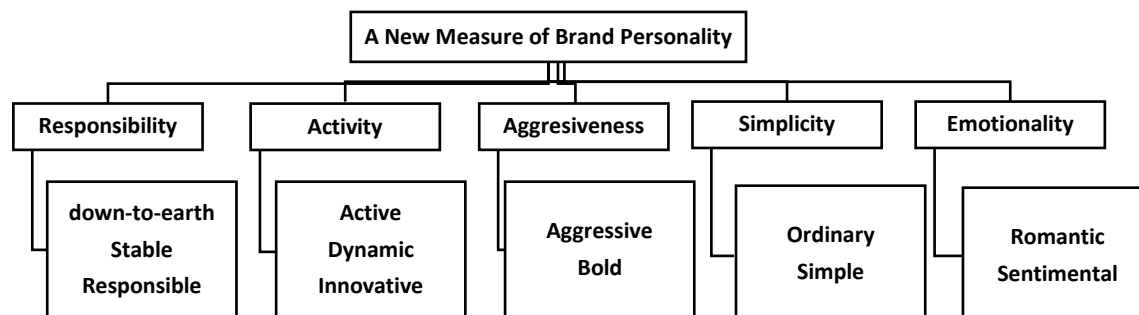


Figure 2. A New Measure of Brand Personality (Geuens et al., 2009)

The initial pool of items was based on two focus groups that brainstormed brand personality traits. The participants in the first focus group were junior researchers in the marketing domain, and the second focus group consisted of ten graduate students in general or marketing management (Geuens et al., 2009). 244 traits were identified by consumers, which were then shortlisted by deleting inappropriate traits by a panel consisting of 8 judges who were active in the marketing profession (either as a marketing professor at a business school or as a marketing manager in a company). They assert that the scale shows an affinity with the Big Five human personality dimensions (with responsibility relating to conscientiousness, activity to extraversion, emotionality to emotional stability/neuroticism, aggressiveness to agreeableness, and simplicity to openness) (Geuens et al., 2009), with the reduction of negative items of neuroticism dimension. Their five-factor solution comprising of 12 items was limited to personality traits as detailed in Figure 2. Responsibility captures some traits of the sincerity and competence dimension and activity captures some traits of excitement of Aaker's scale. The other three dimensions, emotionality, aggressiveness and simplicity are derived from human personality traits only (Geuens et al., 2009). Although they attempted to explore the Negative Brand Personality factor, they failed to provide a complete understanding of Negative Brand Personality traits that are reflective of consumer's anxious, tense or frustrated emotions (Haji, 2014) because in the judging procedure the traits like "envious, withdrawn, and fretful" deleted (Geuens et al., 2009), which correspond more to the Neuroticism factor of the Big Five human personality factor. The elimination was based on the inappropriateness for a brand to have negative traits (Geuens et al., 2009).

Haji (2014) assert that negative brand personality have been neglected. He defined negative brand personality as: a set of characteristics ascribed to a brand by the consumer which reflect emotions associated with tension, anxiety or frustration. As we discussed before scales of brand personality measure try to cover all big five personality

dimensions. Although the five dimensions of Geuens (2009) are relevant to brand personality, the model could not reflect consumers' negative emotions.

It was important that the items of Negative Brand Personality were not the direct antonyms of the positive traits established in Aaker's (1997) brand personality framework. It is clear that respondents express their emotional disconnection with a brand through traits other than the positive traits of Aaker's (1997) brand personality. The findings support the fact that Negative Brand Personality traits are manifested in respondents' expressions which reflect their tense or anxious emotions towards brands. The negative expressions are not indicative of the absence of positive traits, such as 'Undependable' or 'Unsuccessful' - they are, in fact, expressions that capture the importance of consumers' interpretations that are sensitive to being influenced by emotions of anxiety or frustration. The card sorting task conducted in this study to able consumers freely categorized traits. According to Rosenberg and Kim (1975), in a typical application of the sorting method, the respondent is asked to partition a set of inter-related objects or terms into different groups on the basis of their 'similarity, 'relatedness,' or 'co-occurrence' depending on the particular 'application'". Then three independent experts labelled the groups through considering an overall group name by summing up what consumers initially labelled each group. They found that there are five factors to indicate negative brand personality including Egotistical, Boring, Lacking Logic, Critical and Socially Irresponsible which, together, captured consumers' emotions that stimulate tension, anxiety or incongruity. (Table 4)

Table 4: Negative Brand Personality traits from the fixed Sorting Task. (Haji, 2014)

| Name of factor | Traits |
|------------------------|---|
| Egotistical | Pompous , Snobby , Brash , Vain , Arrogant , Pretentious , Flaunt, Stubborn |
| Boring | Boring , Monotonous , Dull, Lonely , Anti-Social, Cheap |
| Socially Irresponsible | Immoral , Unethical , Deceiving, Deviant, Fake , Manipulative |
| Critical | Confused, Mischievous, Rebellious, Selfish, Barbaric, Judgmental |
| Lacking Logic | Delusional , Weird , Unstable, Naive , Superficial |

The Egotistical factor takes the conflict related to the brand exposure through traits and is therefore defined as "a brand that is expressed to reflect the inflated importance of false pride." The Boring factor shows repetitive and tedious practices of the brand. The Socially Irresponsible factor indicates the conflict of consumers' moral values through traits that show the opposite side of good faith practices of the brand. The Lacking Logic factor reflects irrational or disapproved social norms of the brand. The Critical factor takes the respondents' disapproved judgment of the brand, which is

expressed to reflect disapproval through the belief of take the risk of the self-worth (Haji, 2014).

In another research Venable et al. (2005) try to apply brand personality dimension on non-profit organization by considering social exchange theory and trust as an important factors in consumers' decisions for donating money, time, or in type of goods or services to such organizations (Venable et al., 2005). They have found that brand personality and its dimensions for profit based company may not be consistent with non-profit organization. Since non-profit organization tends to be more social than economic in nature and social exchange theory can play an important role in explaining why donors are given (Venable et al., 2005). By conducting six multimethods Studies, they have found that people can differentiate between non-profit organizations on the basis of human personality traits and they develop brand personality scale for non-profit organization (NPO) and assert that brand personality for NPO is perceived as integrity, nurturance, sophistication, and ruggedness (Figure 3).

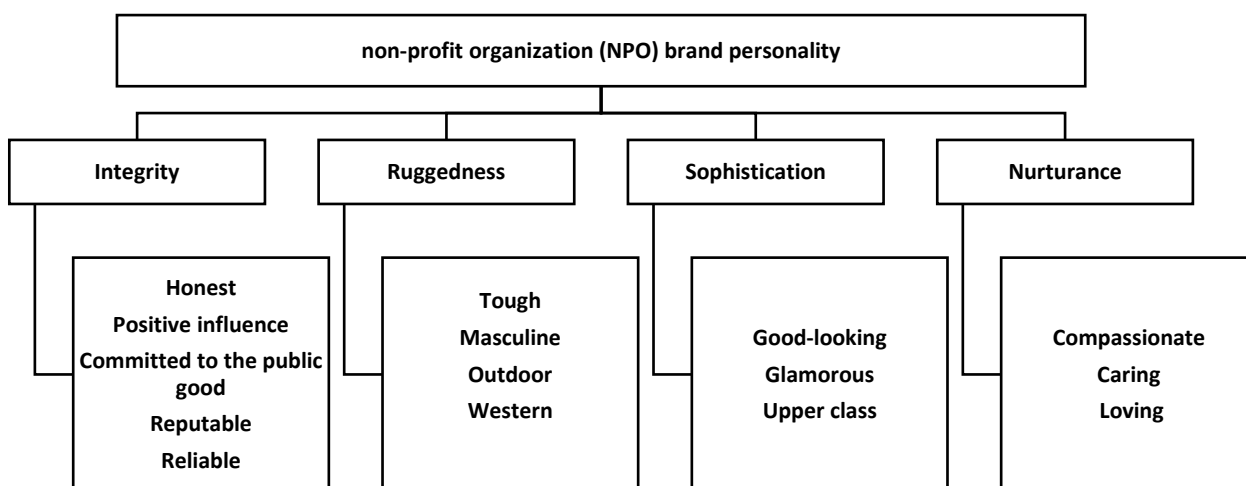


Figure3. Non-profit organization (NPO) brand personality (Venable et al., 2005)

Two of the four dimensions (sophistication and ruggedness) are similar to the Aaker's brand personality (1997) and the other two dimensions (integrity and nurturance) demonstrate the theoretical bases of social exchange and trust in the non-profit context.

The most important factor is integrity with the most high loadings in Confirmatory Factor Analysis test, it represent the importance of commitment, reliability and the positive influence of a non-profit organization on the society. Integrity focuses on the reputation, honesty, and reliability of the organization and it demonstrates the importance of trust and the efficient use of donations. Nurturance focused on the extent to which a non-profit organization was perceived to be loving, compassionate, and caring. It demonstrates the social benefits that people expect from non-profit organization.

The research indicate that there are also similarities between the brand personalities of non-profit organizations and consumer brands. Sophistication and ruggedness dimensions are similar to brand personality which was found by Jennifer Aaker (1997). In addition, sincerity dimension is included in integrity dimension which is a more general form of trust (Venable et al., 2005) or aspect of sincerity in non-profits context which both contain honesty as a trait.

4. Argument

Although the brand personality is the idea of researches that consumers can contribute to a brand, the literature shows that the majority of researches are related to consumer goods and services especially for commercial purposes. Therefore the current scales may not be extensible to all type of products, it may need to add or remove some dimensions to modify the scales for a special type of products. Cause related marketing in comparison of other products or strategies create an added value which can perceived as negative or positive that directly affect consumer's response. It tries to provide the emotional as well as the rational engagement for the consumers (Adkins, 1999). As a result, current brand personality scales (e.g., J Aaker, 1997; Geuens et al, 2009; Haji, 2014; Venable et al., 2005) could not be applicable for evaluating consumer's perception of CRM brands. While for example about the most reliable scale belong to Geuens et al (2009), although they claim that their scale is applicable to all type of products and in different cultures, the scale cannot be useable for CRM products. Because the scale fail to contain the negative brand personalities. Also about Venable et al, scale, although some dimensions like integrity, ruggedness and sophistication are related to usual brand, the scale could not be applicable for CRM brands while the nature of CRM brands are different from NPOs. Because Cause-related marketing usually creates an opportunity for non-profit organizations and for-profit corporation to benefit financially from a partnership, and it is considered as social marketing (Kropp et al., 1998). In addition, we could not use the Haji's negative brand personality scale, because cause related marketing brand can produce the negative or positive perception. Therefore there is a need to evaluate a more relevant brand personality scale in the context of cause-related marketing to recognize the special dimensions regarding CRM products in comparison of usual products. We are going to adopt more relevant personality characteristics from all current scales to show the different nature of the CRM products.

The difference of CRM brand from other brands is that the brand can be perceived altruistic-oriented (do something good for others) or egoistic-oriented (do something good only for self-interest). These two dimensions which are related to CRM products are the main focus of the brand personality in this study. Since positive attribution emerges in cases of altruistic perceptions about company's motives, whereas negative

attribution emerges in cases of egoistic perceptions (Gao, 2009), these aspects should be considered when consumers ascribing brand personality to the CRM brands. Therefore, we consider brand personality of CRM brand as two dimensional, including Egoistic and Altruism.

4.1 Egoistic

Egoistic orientation is a doctrine that individual self-interest is the actual motive of all conscious action. In this case consumers perceive brand as self-serving rather than helping the cause or issue. Regarding CRM products, researches have shown that CRM might raise consumer skepticism about the company's motivation because the donation is conditional on sales and ensures the company's own benefit (Barone et al., 2000). It is likely that brands, like people, may be perceived pretentious or deceiving (Haji, 2014). Also Varadarajan & Menon (1988) warned that firms making CRM offers could be perceived as primarily self-interested and experience negative outcomes. From in-depth interviews with consumers on their views of CRM, Webb & Mohr (1998) found a group who is highly skeptical of this marketing tactic. The negative attitudes stem from consumers' doubt of either the honesty or fairness of the amount (Ellen et al., 2000). As a result, skepticism about the CRM campaign is likely to decrease the positive beliefs through the negative attitudes and, consequently, characterize a brand with a negative brand personality trait (Haji, 2014), which has been omitted in most of studies (J Aaker, 1997; Geuens et al., 2009; Sung & Tinkham, 2005). Therefore there is a need to have a brand personality dimension which reflect egoistic orientation that can be perceived by consumers.

Egoistic is the synonym of egocentric. Egocentric is one the negative human personality which means caring too much about yourself and not about other people ("www.merriam-webster.com," n.d.). Egotists have a strong tendency to talk about themselves in a self-promoting way, and they may be arrogant and boastful and also with the sense of their own importance (Kowalski, 1997).

Although Haji's scale contain the exact egotistical dimension for negative brand personality, we do not use the entire dimension. Because not only all traits include in Egotistical dimension are not related to the CRM brand features but also other traits from other dimensions of Haji's scale can describe negative preception of consumers regarding CRM brands. Considering different traits in brand personality scales adopting from negative brand personality scale from Haji and the definition of egotist, we assume that the egoistical dimension of CRM brand can be characterized by following characteristics (Table 4) to show the possible negative perception of consumers.

Table 4: Egotism dimensions of CRM brand personality (definition of traits are adapted from Webster dictionary)

| | | |
|-----------------------|--------------|--|
| Definition of egotist | Snobby | the behaviour or attitude of people who think they are better than other people |
| | Arrogant | having or showing the insulting attitude of people who believe that they are better, smarter, or more important than other people |
| | Selfish | having or showing concern only for yourself and not for the needs or feelings of other people |
| | Pretentious | having or showing the unpleasant quality of people who want to be regarded as more impressive, successful, or important than they really are |
| | Deceiving | to make (someone) believe something that is not true |
| | Manipulative | to control or play upon by artful, unfair, or insidious means especially to one's own advantage |
| CRM feature | Judgmental | tending to judge people |
| CRM feature | Vain | not produce the desired result |

As we discussed CRM brand can be perceived as self-serving (Tsai, 2009). Self-serving is the condition of having or showing concern only about your own needs and interests (“www.merriam-webster.com,” n.d.). Self-serving personality can be shown by traits like snobby, arrogant, and selfish. This characteristics can be perceived by consumers since they may see the cause related marketing as a way to show the brand is better rather other brands just because of supporting a cause. Also consumers have doubt about the motivations behind the CRM brand and it is negatively associated with CRM responses (Hammad et al., 2014). Consumers may see the brand as deceiving, manipulative and pretentious which are the traits related to being boastful as an egotist. In addition researches have shown that consumers are worry about the effectiveness of CRM strategy and they may see it as useless or vain. The CRM brand might stimulate the sense of guilt in the consumers (Hammad et al, 2014; Tsai, 2009) when they don’t help the cause, as a result it can be seen as judgmental which separate consumers in caring or not caring.

4.2 Altruism

The second dimension is altruistic orientation, when the perception of altruism is higher, positive motivational attribution about the brand emerges; the consumer feels stronger moral pleasure for participating in the campaign (Tsai, 2009). Such process determines consumers’ perceptions of corporate motives for CRM engagement. For

positive attributions to emerge, this requires the existence of convincing elements in the CRM campaign that show company's motivation on supporting a cause support fairly (Cui et al., 2003). These factors accordingly act as antecedents for positive attribution (Tsai, 2009). The existence of positive attribution is the center of the CRM efficiency program, to be viewed by consumers as altruistic and create a positive tendency for consumers to contribute with the cause (Tsai, 2009). These characteristics that can show the altruistic orientation of campaign are relatively close to integrity dimension of Venable et al (2005) brand personality scale. As we discussed, integrity dimension has found to be the most important dimension of brand personality regarding NPOs. Although the nature of NPOs are different from CRM brands, the integrity dimension and its trait seems to be important for consumers who are concerned with the efficiency or effectiveness of the campaign and it is based on trust theory which is a crucial factor for consumer for participation (Venable et al., 2005). Also in several studies it has been shown that dispositional empathy and social responsibility are the core variables of the altruistic personality (Bierhoff & Rohmann, 2004). As a result, being responsible and emotional are the main characteristics of altruistic person. Considering different traits in brand personality scales which can reflect altruistic orientation of CRM campaign and the definition of altruistic, we assume that the altruistic dimension of CRM brand can be characterized by following characteristics (Table 6) to show the positive perception of consumers about the motivation of company.

Table 6: Altruism dimensions of CRM brand personality (definition of traits are adapted from Webster dictionary)

| | | |
|--------------------------|-------------|---|
| CRM feature | Honest | good and truthful : not lying, stealing, or cheating |
| | effective | producing a result that is wanted : having an intended effect of a law, rule, etc |
| definition of altruistic | emotional | likely to show or express emotion : easily upset, excited, etc |
| | Responsible | having the job or duty of dealing with or taking care of something or someone |

Being honest is one the most important characteristics which consumer should be perceived in CRM campaign. Webb & Mohr (1998) found that it was important for consumers to trust the campaigns which is honest. Honesty is a trait which is include in Beverly and Aaker scales. Since consumers are worry about the result of the CRM comparing, if they perceive it as effective or having positive influence on the society then they will see the brand as altruistic. This trait can also contain being reliable and successful traits which are included in previous scales. We divide integrity dimension of Venabel et al' scale to honest and effective. Also being responsible would be an important characteristics for CRM campaign, which is one the personality traits to be altruistic. It is also one the factor of Geuneus and Beverly scales. It can indicate that

the social issues and problems are altruistically important for the brand when consumers perceive the brand as a responsible one. Another important trait to be assumed as altruistic person is to be emotional. Since CRM brand make an emotional bond between consumers and brand, consumers may also recognize the brand as emotional.

5. Conclusion

Our study has attempted to integrate the existing knowledge of the brand personality in the CRM brand concept by considering the only difference of CRM brand and usual brands to identify the specific dimensions of brand personality regarding CRM. CRM product can create a value which can perceived by consumers as positive or negative according to the motivations which they perceive from the CRM campaign. We reviewed the existing brand personality scales and adopt and modify more relevant traits by considering the two opposite dimensions that CRM brand can produce. Our review resulted in a specific measure of CRM brand personality that consists of two dimensions which we labelled as egotism and altruism (Fig 4).

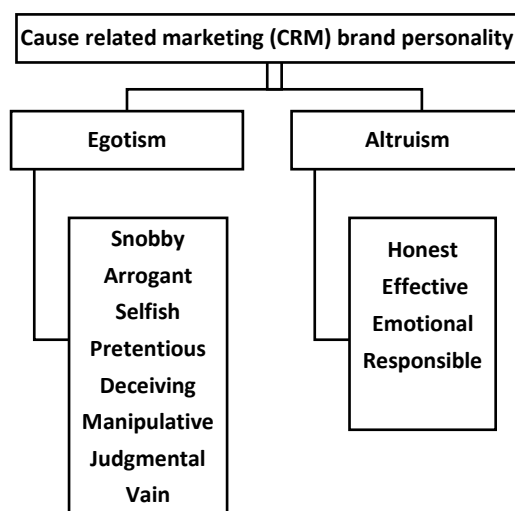


Figure4. Cause related marketing (CRM) brand personality

In addition consumer's perception toward CRM brand ultimately affect brand image, when they perceive brand as altruism , the image of the brand will improve and CRM makes the brand more favourable while if they perceive CRM brand as egotism, the image of brand will become less favourable and consequently it will have a negative effect on the brand image. As a result our framework has been proved that CRM can create a specific personality for CRM brands and this personality affect brand image. Although we do not extract the dimensions from statistical data, we extend brand personality scale for CRM brands. This study can help managers to better understanding of how their CRM brands are perceived by consumers and for companies which are using CRM strategy to strengthen their brands by emphasising on the

altruism traits (Honest, effective, emotional, Responsible) in their advertisement and activities and avoid egotism traits. This would help to more participation and ultimately more purchase by consumers, because according to the self-expressive theory consumers like to buy a product when they can express something about themselves. Regarding CRM brands, CRM brand can show consumers as an altruism and social consciousness person, as a result perceiving the brand as altruism brand playing a key role in the success of CRM strategy.

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