“Cause-Related Marketing, Win-Win-Win?”

- A Qualitative Study of the Pink Ribbon in Swedish Partner Companies’ CRM Campaign

Authors: Jonas Berggren
Caroline Stark

Supervisor: Per Nilsson

Student
Umeå School of Business
Fall semester 2010
Master thesis, 15 hp
Acknowledgement

Per Nilsson, our excellent supervisor
Inger Granberg and Susanne Nilsson, our ever so helpful administrators
The respondents, who made the study possible
Thank you!
Abstract

Today, people have become more aware about problems in the society and profit making companies are taking more and more responsibility for their actions. Corporate Social Responsibility (CSR) is something that they more commonly incorporate in their business strategy. Philanthropic actions are not always required from the society, however it is expected. Cause-Related Marketing (CRM) is one way for companies to implement and show responsibility. The concept is regarded as a process were the company, through marketing activities, contribute an amount to a non-profit organization or a cause. The Pink Ribbon campaign enhances the breast cancer as a cause and several companies are engaged in this particular campaign.

We have conducted a qualitative study through semi-structured interviews with five companies: Lindex, ICA, Apoteket, ClasOhlson and EuroFlorist. The first three companies are senior partners and the two latter are pink partners. Our research question is as follows:

- How do Swedish partner companies employ the Pink Ribbon in their Cause-Related Marketing campaigns, and does it create a win-win-win situation?

The purpose is to how the Swedish companies incorporate the Pink Ribbon in to their marketing campaigns, and therefore we also examine how CRM-theories work in practice. Hence, our aim was also to investigate if the company’s engagement is strategic or tactical. The purpose is also to find some explanations to why the companies have chosen to support the Pink Ribbon.

As social constructionists we argue that the reality is determined by people rather than objective and external factors. By having theories as our starting-point we have approached the study in a deductive way. From the literature review we found that the cause, the campaign and the products are important cornerstones within Cause-Related Marketing and based on these variables we have developed our study.

From our empirical findings and analysis we have concluded that three companies have a strategic approach. One company is in a developing stage towards strategic, and one company has a more tactical approach. Furthermore, the category of products included varies among the companies. The last conclusion is that, in long-term, the marketing campaign in relation to the Pink Ribbon creates a win-win-win situation.

Keywords: Business Ethics, Corporate Social Responsibility (CSR), Cause-Related Marketing (CRM), and the Pink Ribbon
Table of Contents

1. Introduction .............................................................................................................................. 1
   1.1 Choice of Subject.................................................................................................................. 1
   1.2 Problem Background.......................................................................................................... 2
   1.3 Problem Formulation.......................................................................................................... 4
   1.4 Purpose ................................................................................................................................ 4
   1.5 Limitations .......................................................................................................................... 4

2. Theoretical Method .................................................................................................................... 5
   2.1 Preconceptions .................................................................................................................. 5
   2.2 Approaching the Problem................................................................................................... 6
   2.3 Viewing the Problem.......................................................................................................... 7
   2.4 Secondary Sources .......................................................................................................... 8
   2.5 Criticism of Secondary Sources ...................................................................................... 9

3. Theoretical Background ............................................................................................................. 10
   3.1 Business Ethics ................................................................................................................. 10
   3.2 CSR ................................................................................................................................... 12
      3.2.1 Reasons for CSR Involvement ................................................................................. 12
      3.2.2 A CSR Model ............................................................................................................ 13
   3.3 What is CRM? ................................................................................................................... 14
      3.3.1 Different Types of CRM .......................................................................................... 15
   3.4 CRM and the Campaign .................................................................................................... 16
      3.4.1 Development of the Campaign .............................................................................. 16
      3.4.2 Time Frame .............................................................................................................. 17
      3.4.3 The Strategic and Tactical Approach ...................................................................... 17
      3.4.4 Four Principles ........................................................................................................ 18
   3.5 CRM and the Cause .......................................................................................................... 20
      3.5.1 Company-Cause-Customer Fit ............................................................................... 20
      3.5.2 Portfolio, Geography and Visibility ......................................................................... 21
   3.6 CRM and the Product ........................................................................................................ 22
      3.6.1 Pleasure-oriented and Goal-oriented Products ......................................................... 22
      3.6.2 Low Involvement ..................................................................................................... 22
      3.6.3 Quality ..................................................................................................................... 23
   3.7 Win-Win-Win ..................................................................................................................... 24
      3.7.1 Company Benefits .................................................................................................... 24
3.7.2 Charity Organization Benefits
3.7.3 Consumer Benefits
3.7.4 Issues with CRM
3.8 Summary

4. Practical Method
4.1 The Companies
4.2 Interview Method
4.3 Ethical Considerations
4.4 Interview Questions
4.5 Description of the Interviews
4.6 Criticism of Primary Sources

5. Empirical Findings
5.1 Lindex
5.1.1 Lindex and the Cause
5.1.2 Lindex and the Campaign
5.1.3 Lindex and the Products
5.1.4 Benefits According to Lindex
5.2 ICA
5.2.1 ICA and the Cause
5.2.2 ICA and the Campaign
5.2.3 ICA and the Products
5.2.4 Benefits According to ICA
5.3 Apoteket
5.3.1 Apoteket and the Cause
5.3.2 Apoteket and the Campaign
5.3.3 Apoteket and the Products
5.3.4 Benefits According to Apoteket
5.4 ClasOhlson
5.4.1 ClasOhlson and the Cause
5.4.2 ClasOhlson and the Campaign
5.4.3 ClasOhlson and the Products
5.4.4 Benefits According to ClasOhlson
5.5 EuroFlorist
5.5.1 EuroFlorist and the Cause
5.5.2 EuroFlorist and the Campaign
5.5.3 EuroFlorist and the Products
5.5.4 Benefits According to EuroFlorist
6. Analysis and Conclusion ..............................................................................................46
   6.1 Analysis .......................................................................................................................46
      6.1.1 Analysis of the Approach ..................................................................................46
      6.1.2 Analysis of the Products ....................................................................................50
      6.1.3 Analysis of the Benefits ....................................................................................52
   6.2 Conclusion ....................................................................................................................54
   6.3 Contributions and Future Research ........................................................................55

7. Evaluation of the Study ................................................................................................56
   7.1 Research Criteria .........................................................................................................56
      7.1.1 Validity ................................................................................................................56
      7.1.2 Reliability .............................................................................................................56
      7.1.3 Generalization ....................................................................................................57

8. List of References ..........................................................................................................58

Appendices

Appendix 1 – Interview questions in English
Appendix 2 – Interview questions in Swedish

List of Figures

Figure 1 Induction and Deduction ..................................................................................6
Figure 2 Carroll’s Four-Part Model of CSR .....................................................................13
Figure 3 Cause-Related Marketing Interaction ................................................................14
Figure 4 Tactical and Strategic Cause-Related Marketing ...............................................18
Figure 5 Model for The Campaign ..................................................................................19
Figure 6 Model for The Cause ........................................................................................19
Figure 7 Model for The Product .......................................................................................23
Figure 8 Model Summary for CRM .................................................................................26

List of Tables

Table 1 Swedish Sponsor Companies – The Pink Ribbon .................................................3
Table 2 Major Normative Theories in Business Ethics ......................................................11
Table 3 Summary of Company Approach .......................................................................49
1. Introduction

In the introduction we are focusing on the background to our problem, and the intention is to provide the reader with the basic reasoning behind our chosen subject. We will give an introduction to the concept around which we build the study. The problem concerning breast cancer as well as the charity organisation behind the Pink Ribbon will be presented. From the problem background we will derive our research question and the purpose with the study.

1.1 Choice of Subject

WWF, Unicef, Blue Ribbon, Amnesty, the Pink Ribbon and Greenpeace. This is a sample of some of the numerous organisations with the aim to create a better world. Some of them want to make us more environmentally friendly, while others concentrate on children’s rights. Furthermore, there are several organisations raising money to research about diseases that have not yet been defeated. No matter what the specific cause is, we know that their intention is to make the world a better place for us. Through voluntary work and an endless commitment they contribute to extend the life of the earth as well as for us humans. In our opinion, the number of charity organisations has increased and there seems to be no end to what causes we can support. Along with this development we have also seen that people are more willing to make an effort and especially companies have begun to increase their interest about these organisations.

The development discussed above is the basis for our study. We have chosen to examine five Swedish companies that are supporting charity organisations and specifically the Pink Ribbon. In our opinion breast cancer is the cause we see most extensively in Sweden today. In the last couple of years a lot of people have contributed to this cause and many people is supporting the pink ribbon. In addition to this, pink products and campaigns can be seen in all stores. Furthermore, the campaign has returned year after year and therefore we consider the Pink Ribbon to be a successful campaign. We also argue that how the companies execute the campaign may be one reason to this success. It is interesting to see if they follow the principles derived from the theory or if they have found other ways to succeed. These are the reasons to why we have chosen to focus on this specific organization. To explore the companies reasoning behind their Pink Ribbon support and their related marketing is our main focus.
1.2 Problem Background

Adkins (2004) means that protests against capitalism and against companies have become part of today’s landscape. Consumers have become more anti-globalization and consumer rights protests have become increasingly more common. These activities have focused media, government and consumer attention on the wider issues of business ethics. (Adkins, 2004:50-51) This has in turn caused companies to move away from profit maximization goals towards building customer loyalty and increase brand reputation. Today it is more or less a requirement to run your business in a sustainable way if you want to be successful. The increased awareness has made the concept of Corporate Social Responsibility (CSR) to have a more central role within the companies. The idea is that the companies should take responsibility for all of their actors and work in their interests. Many companies use CSR as a marketing tool to differentiate themselves from their competitors and gain a competitive advantage on the market, however consumers of today are more skeptical about the company’s intentions with CSR campaigns. The whole concept should be a part of the company’s basic values. It should be noted that social as well as environmental concerns are included in the concept. (Bronn and Vrioni, 2001:207-208)

Furthermore, Adkins (2004) claims that governments are now investigating the role of companies from a social and responsibility perspective, boardrooms are focused on it and consumers expect it. The implication is that companies have to consider their Corporate Social Responsibility and review their business and marketing strategies. The concept has become both an opportunity and a threat. Consumers have been given more power to protest against companies’ actions, but at the same time a greater power to support their actions. (Adkins, 2004:51) The question is how this can be done in practice; how can companies make sure that the consumers understand their CSR principles and how do they build trust? Adkins (2004) means that in order to achieve credibility, CSR has to be made visible to the consumers through application and demonstration. Cause-Related Marketing (CRM) has been proven to be one part of the portfolio that can help companies to become successful with their CSR. (Adkins, 2004:51)

The marketing strategy, Cause-Related Marketing, is a part of CSR with the aim to develop the consumers’ purchasing behavior so that they can contribute to a better world. This strategy is said to translate a company’s CSR policy, the words and promises, in to practice. The concept is becoming more common and the basic idea is that profit making companies cooperate with charity organizations in a win-win-win situation. CRM creates brand value for the company, it helps the charity organization to raise funds and the consumer feels good about contributing to a good cause. (Adkins, 1999:10-11) In 1988, Varadarjan and Menon defined the concept:

“Cause-related marketing is 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” (Varadarjan and Menon, 1988:60).

This has been accepted as the initial definition, however in later studies it has been somewhat modified. In Chapter 3, Theoretical Framework, we will discuss the concepts of Business ethics, CSR and CRM further. Breast cancer and the Pink Ribbon is one cause that we can see extensively in Sweden and companies are also engaged in the campaign. A background of the Pink Ribbon will now be presented.
“Every year around 7 000 new cases of breast cancer are diagnosed in Sweden. This means that between 15 and 20 women fall ill every day; about 80 per cent of them are cured. Breast cancer accounts for around 30 per cent of all cancer in women, and is therefore the commonest form of cancer among women.” (www.cancerfonden.se)

It should be noted that these numbers are representing only Sweden. It is important to understand that breast cancer is a disease that kills women all over the world and it has therefore also become a worldwide concern. The problem is breast cancer and the Pink Ribbon is the symbol for the fight against it. (www.cancerfonden.se)

The Pink Ribbon is an international organization with origins in the USA. In 1991, Evelyn Lauder from the cosmetic company Estée Lauder founded the Pink Ribbon and this was the starting point of what has become an international movement. In Sweden, the Swedish Cancer Society is responsible and they will, in 2010, run the Pink Ribbon campaign for the eighth time. The intention is to combat the breast cancer by increasing awareness of the disease and collecting funds for continued research. It is possible to raise funds and support the organization by purchasing and wearing the Pink Ribbon, making a donation, starting a web collection at cancerfonden.se and by visiting the Pink Ribbon Gala. (www.cancerfonden.se)

Throughout the world the campaign is running during the month of October and it is the extensive period for the campaign that makes it so strong. Companies, organizations, mentors and private persons that want to engage in the combat of breast cancer are making Sweden pink during the whole month. For five years shopping malls have been running the Pink Saturday in favor for the Pink Ribbon campaign. This is only one example of the society’s engagement. One central part in order to raise money is the to sell a ribbon, which all of the partners do in their stores, through this 25 SEK goes directly to the cause. As previously mentioned the campaign has been running seven years and in total it has raised 265 million SEK. (www.cancerfonden.se) All of the actors involved in the campaign are important however the companies will be given a central role in our study and the ones supporting the Pink Ribbon are presented in the table below.

<table>
<thead>
<tr>
<th>Main Partners</th>
<th>Pink Partners</th>
<th>Pink Companies</th>
</tr>
</thead>
<tbody>
<tr>
<td>ICA</td>
<td>Champion</td>
<td>Mio</td>
</tr>
<tr>
<td>Lindex</td>
<td>Clas Ohlson</td>
<td>Chartis</td>
</tr>
<tr>
<td>Apoteket</td>
<td>Euroflorist</td>
<td>Scorett</td>
</tr>
<tr>
<td></td>
<td>Garnier</td>
<td>Tena</td>
</tr>
<tr>
<td></td>
<td>Kelloggs</td>
<td>Tilden Anders</td>
</tr>
<tr>
<td></td>
<td>Max Factor</td>
<td>Kontanten</td>
</tr>
<tr>
<td></td>
<td>Metro</td>
<td>Lambi</td>
</tr>
<tr>
<td></td>
<td>ResursBank</td>
<td>Lypsyl</td>
</tr>
<tr>
<td></td>
<td>SEB</td>
<td>Mavala</td>
</tr>
</tbody>
</table>

Table 1 Swedish Sponsor Companies – The Pink Ribbon
(www.cancerfonden.se, as of august 2010)
From Table 1 we can see that a lot of companies are supporting the Pink Ribbon campaign and their willingness to show responsibility can be seen as one reason to why they are engaging in this campaign. The Pink Ribbon can be found in their marketing campaigns indicating that they are combining a cause to their marketing strategy. We have not been able to find any extensive studies of CRM and the Pink Ribbon within the Swedish market, however there are some theses written within the CRM field. Their work has focused on how companies work with CRM in general and on consumer’s general perception of CRM. One study focuses on consumer’s perception of the Pink Ribbon, but we have not found a study using a company perspective, hence a gap exists. Based on this fact and with the cause, breast cancer, and the central concepts of Corporate Social Responsibility and Cause-Related Marketing we have derived our research question.

1.3 Problem Formulation

- How do Swedish partner companies employ the Pink Ribbon in their Cause-Related Marketing campaigns, and can it create a win-win-win situation?

1.4 Purpose

The purpose is to study how Swedish companies, that are partners with the Pink Ribbon, incorporate the Pink Ribbon in to their CRM campaigns. Since we have not found any studies in this field, our intent is to fill a research gap. Our starting point will be in the existing theories with the intention to study how the theories work in practice for companies engaged in a successful campaign. Hence, our aim is to study if their engagement is strategic or tactical. In relation to the approach, we want to examine what category of products the companies have chosen and why. We want to find some explanations to why the companies have chosen to support the Pink Ribbon, where the purpose is to analyze who benefits the most, thus if the companies believe that their engagement creates a win-win-win situation.

1.5 Limitations

A study usually has to be limited in different ways and our study is no exception. First of all as we previously stated there are a lot of causes which can be supported. Since, in our opinion, breast cancer is the cause most extensively seen in Swedish marketing campaigns we have limited our study to focus on this cause in particular. Furthermore, we consider the Pink Ribbon campaign to be successful, and by using this cause we claim that we can narrow the research more and get a more specific result. We know that the Pink Ribbon campaign is worldwide, but to include different countries in to this particular research has not been possible. Our time and financing is too limited in order to be able to add this interesting scope.

Hence, our decision was to include only Swedish companies that are supporting the Swedish Pink Ribbon campaign. More specifically we have chosen to limit the study to the companies that are considered to be senior partners and pink partners. This means that the pink companies are excluded. In total, five companies have been included. (see more in chapter 4).
2. Theoretical Method

The purpose with this chapter is to reflect upon our preconceptions about the subject chosen for the thesis. The theoretical as well as the general preconceptions will be discussed. We will also state how we have approached, viewed and studied the problem. In the last section the collection of secondary sources will be presented and they will also be criticized using four principles.

2.1 Preconceptions

Johanson Lindfors (1993:76) means that a researcher’s background can influence the whole study. Preconceptions can be defined as knowledge that has been collected from personal experience, education and prejudices. (Johansson Lindfors, 1993:76) Tebelius and Patel, argue that without an understanding of the preconceptions it is impossible to analyze any kind of material (Tebelius and Patel, 1987:34) and therefore we claim that it is important to reflect upon our initial standpoints in order to approach the study. When designing the study we have to be aware of our own as well as each other’s preconceptions, this will facilitate the criticism of our decisions. We will state our theoretical and general preconceptions concerning the marketing field in general and Cause-Related Marketing.

The theoretical preconceptions are mostly based on knowledge gathered from education. The authors of this thesis have been studying business administration for four years at Umeå School of Business (USBE) and abroad. Throughout the years we have taken numerous courses within the business field such as finance, entrepreneurship, management and marketing. For example the marketing courses has enhanced, the basic principles of marketing, integrated marketing communication and marketing ethics. Our education has helped us to develop a basic knowledge and understanding for the particular subject. Corporate Social Responsibility as well as Cause-Related Marketing has been discussed and brought attention to the concepts.

The general preconceptions concern our values regarding Cause-Related Marketing. As consumers we have purchased products included in the Pink Ribbon campaign and therefore we have been a part of the whole process. Their message is that the company contributes to a good cause, breast cancer, and that they enable our donation. We are two individuals and even if we have a similar education and have been part of the process we view CRM differently. One of us sees it as a profit making action for the companies whereas the other argues that the concept may be beneficial for all of the parties. Our different view of CRM has been a strength for us when conducting the study. The diversified perspectives have enabled us to avoid focusing on one track and instead we have been able to enhance several aspects of the problem. Additionally, our education has given us the tools to understand the concepts behind the strategy, and critical questions have been developed as a consequence. The knowledge from our education together with our social experience has helped us to develop the subject as well as the problem formulation for the thesis.
2.2 Approaching the Problem

Social constructionism or hermeneutic compared to positivism, enhances the idea that the reality is determined by people rather than objective and external factors. The researcher should not gather facts and measure patterns but instead subjectively appreciate the construction and meaning that people place on an experience. (Eaterby-Smith, Lowe and Thorpe, 2002:30) In our study we view the reality as socially constructed, Cause-Related Marketing is not a natural concept instead it is something that the society has created. To connect a cause to a marketing campaign has been created by researchers together with other actors in the society and social responsibility has become part of what is expected. Companies’ actions may affect their surrounding environment however the expectations that they should care about their influence has emerged from social constructionism. The nature of our research question enhances our interpretative position of the reality which is in line with the social constructionism’s point of view (Johansson Lindfors, 1993:44).

Furthermore, in our study we as observers will, through the interviews, be a part of what is being observed. Our interests are the main drivers behind the research since we are deciding how we will study the reality through the interview questions. The stakeholders’ perspectives will be incorporated, as they are able to elaborate on certain questions. These elements are used in order to create a general understanding of the CRM situation among the companies. Easterby-Smith et. al. (2002) argues, based on several authors’ opinions, that these features are important parts of the social constructionism. (Easterby-Smith, 2002:30).

In the literature there is one feature that is discussed as being part of the social constructionism, however we are not fully implementing this aspect. The idea is that followers of the social constructionism should gather rich data and from that data induce new ideas (Easterby-Smith, 2002:30 and Johanson Lindfors, 1993:55). However, we have decided to concretize our problem by presenting the underlying theories that has evolved from previous studies. The concept of Cause-Related Marketing will be the starting point from which we continue to study the chosen companies. This procedure is known as the deductive approach and is more commonly implemented when having a positivistic point of view. (Easterby-Smith, 2002:30 and Johanson Lindfors, 1993:55) Figure 1 depicts these processes.

![Diagram of Induction and Deduction](Ekelund, 2002:12)
Even though we follow the social constructionism we still argue that it is possible to implement a deductive approach. Bryman and Bell (2005) also means that the hermeneutic point of view is in fact possible to combine with this more classical positivistic approach (Bryman and Bell, 2005:25) Deduction is our initial standpoint however we are open towards an inductive procedure if it is demanded in order to answer our research question. Johansson Lindfors (1993) supports this idea and claims that this is a suitable position to have when the formulation of the problem is explorative, since it may contribute to a model construction (Johansson Lindfors, 1993:60). In our case, it may be so that our findings can in fact develop the existing model construction and therefore we see the importance of being open to the inductive procedure as well. To summarize, our approach is social constructionism where we implement a deductive procedure in order to be able to answer our research question.

2.3 Viewing the Problem

“*What you see is dependent on which perspective you have*” (Tebelius and Patel, 1987:25).

This means that how we will interpret a problem is dependent on the perspective we have when studying the problem. It should be noted that it is possible to alternate between different perspectives in order to create a better understanding of the reality. (Tebelius and Patel, 1987:25-26) Our purpose is to study how and why Swedish companies employ the Pink Ribbon in their CRM campaigns. The word study enhances the fact that we, as researchers, aim to study the problem from an investigating point of view. We regard this as a research perspective since we are trying to understand the companies’ reasoning behind their implementation of Cause-Related Marketing.

Furthermore, Halvorsen (1992) means that how we chose our perspective will affect the reality that we will discover (Halvorsen, 1992:38). There are three stakeholders in this process; the company, the charity organization and the consumers, therefore it is possible to study the problem from three different perspectives. We have decided to focus on the companies and as a natural consequence we are having a company perspective. The questions and the primary data obtained will be influenced by this point of view and hence the reality i.e. the results will be affected by this chosen perspective. For example, it will not be possible for us to draw any general conclusions about the consumers from a consumer perspective. The research perspective together with the company perspective and the way we construct the interview questions are in line with the social constructionism previously discussed.

2.4 Studying the Problem

In the methodological literature it can be found that the social constructionism is often connected to a qualitative research design. For example, Easterby-Smith et. al. (2002) describe that having a small number of cases chosen for specific reasons is part of the social constructionism (Easterby-Smith et. al., 2002:30). In our study we will examine five companies that are cooperating with the Pink Ribbon, the sample is relatively small, however the companies are carefully selected (see more chapter 4) for the specific purpose. This is in line with social constructionism, however, more importantly, this method suits our research question. In order to study the concept of Cause-Related Marketing we argue that a small quantity will give us a more qualitative result. The gathering of data will be done by conducting semi-structured interviews (see more chapter 4), which is a common qualitative method (Johansson Lindfors, 1993:72). In our opinion, the obtained information will be beneficial when trying to analyze the, so called, construction.
2.5 Secondary Sources

In order to develop the theoretical framework, the theoretical method as well as the practical method we had to gather information from secondary sources. The sources that we have utilized can be divided into three categories depending on what we regard as least to most scientific. We perceive websites as least scientific which are followed by course books. Articles are perceived as most scientific. Below, the secondary sources will be presented in this order. There are several keywords that are representative both for our literature search as well as for our thesis: Business Ethics, Corporate Social Responsibility (CSR), Cause-Related Marketing (CRM), and the Pink Ribbon. We will continue to describe our literature search.

The websites have mainly been utilized with the purpose to gather basic information. Since there is no requirements on what can be published on websites we do not consider that this type of source always contains reliable information. The search on websites has therefore been very limited. Even though we do not consider this source to be perfectly reliable it has been helpful in those cases when general information was needed. Cancerfonden.se, Apoteket.se, ICA.se, Lindex.se, Clasohlson.se and Euroflorist.se are the main websites that we have been using. These websites belong to large companies and since they can control their information we consider these sources to be trustworthy and sufficient for our purpose.

The books referred to in this thesis are primarily course literature that we have worked with at Umeå School of Business, which means that we are familiar with the material. Since it is course literature we assume that the books have been carefully selected and therefore the reliability is somewhat more enhanced compared to if we randomly selected books. The main books referred to, in the theoretical framework, are Business Ethics by Crane and Matten and Brand Spirit by Pringle and Thompson. The books illustrate relevant information for our theoretical understanding and therefore we claim that they have a purpose. In the theoretical as well as the practical method we have gathered information from numerous methodological books both in Swedish and English and in our opinion the reliability of these sources are sufficient for a thesis on this level.

Articles published in scientific journals have been our primary source in order to gather information, the library at Umeå University has provided access to the journals. Initially, we utilized Business Source Premier (EBSCO). By starting with one keyword several articles were found. When reading one article it is possible to find references to another and whenever this has been the case we have searched for the original source. Some articles have been found through Google Scholar. In this search engine you can find how many times the article has been cited. The articles dignity has also been tested by using Web of Science. By entering the author and title in the database a citation map is created which shows the article most cited, and by whom the article has been cited. This information has been one way to measure the dignity of an article and it has also helped us to find more articles. The three tools mentioned have made an extensive literature search possible. One article that has been cited the most according to web of science is Varadarajan and Menon (1988) this has also been apparent when reading other articles. Since we have tried to trace the information back to the original source this article is cited numerous times in our thesis. Furthermore, in our methodological parts we have also tried to utilize articles when possible however this kind information has been more difficult to obtain through article search.
2.6 Criticism of Secondary Sources

The trustworthiness of the sources discussed above has to be evaluated. The criticism of our sources will be based on four criteria stated by Ejvegård (2003). He means that a source can be evaluated on how authentic, independent, recent and contemporary it is. (Ejvegård, 2003:62-66) Each criterion will be discussed separately.

By using the **authentic criterion** we will evaluate whether the sources we have used are real (Ejvegård, 2003:62). When we described the gathering of sources we mentioned that we have decided to utilize course literature and scientific articles to a great extent. One reason to this decision is that these sources’ quality has been tested. As mentioned, we assume that the course literature has been carefully selected and thus the authors of the books are viewed as respected. We claim that the risk of distortion for this kind of source is limited. Furthermore, the scientific articles have to be approved before they are published and this measurement of quality makes the articles reliable. For example, Varadarjan and Menon (1988) is one article that we have referred to several times. Their article has been published in the *Journal of Consumer Marketing*, and has also been cited several times, something that we consider as an indication of authenticity. Regarding websites, the limited use and the careful selection of sites published by companies controlling the information, we argue that the material is reliable.

In the description of how we have gathered the secondary sources we mentioned that we have tried to trace the information back to the original sources. When reading one article that refers to their or someone else’s previous work we have searched for that study and read that article in order to understand the whole picture. Sometimes the original information has been found by searching through several articles. We claim that this process helps us keeping the sources independent, meaning that we avoid taking the information out of its original context (Ejvegård, 2003:63).

The concept of Cause-Related Marketing is a relatively new concept and the studies that we have referred to can be found within a time span of twenty years. Sources that are published more recently are often preferable since they usually contain more information and new findings (Ejvegård, 2003:64). Since a lot of the CRM concept has evolved during the aforementioned time span it is no surprise that we have references relatively far back in time. The fact that we have not always used the most recent articles may be regarded as a drawback, however where possible we have tried to strengthen the older information with more recent sources in order to show that there is still support for their findings. This process is supported by Ejvegård (2003), he claims that it is expected from a serious researcher to understand what has been done before and to find newer information without forgetting former facts.

An accumulated process of studies has developed the concept of CRM and to state if the books and articles are written close in time to an occurrence meaning that they are contemporary (Ejvegård, 2003:64) is difficult. The concept does not concern a specific point in time, this can for instance be compared to a war which has a more clear date assigned. However what we can measure is that the articles are written in relation to when the studies were conducted and therefore the information should be considered as adequate and contemporary. We also assume that the contemporary criterion has been considered before publication.
3. Theoretical Background

This chapter is intended to give the study a scientific ground and an understanding of the factors that influence Cause-Related Marketing. We will begin the chapter by presenting some underlying theories within business ethics. The ethics are seen as a starting-point from which the human has developed concepts in order to deal with ethical issues. The concept of Corporate Social Responsibility will be discussed and lead the chapter forward to the description of CRM.

3.1 Business Ethics

Traditional ethical theories usually engage with a specific principle or rule that could be applied with any given situations. These theories can be divided into two groups’ consequentialist theories; egoism and utilitarianism and non-consequentialist theories; ethics of duty and ethics of right and justice. The consequentialist theories are based upon the intended outcome or goals of a specific action whereas the non-consequentialist theories are based on reasoning concerning the right and duties to act in a given situation regardless of the consequences. (Crane and Matten 2007:90-91)

Egoism is among the oldest philosophies known to humans it was well known and frequently discussed by the ancient Greeks. In modern economics, egoism has been substantially influential particularly in relation to Adam Smith. According to the theory of egoism, an action is morally justified if the decision maker entirely decides to increase his short time desire or the long term interest. Adam Smith argued that if everyone acts for their own good to maximize self-interest within a market the “invisible hand” will create a morally desirable outcome for the whole society, this morally society will be established throughout free competition and good information. This leads us into the enlightened egoism in which enterprises frequently invest in the social environment to improve the satisfaction level and social awareness among its workforce and customers. This phenomenon is widely discussed in business ethics weather such investments are morally justified. (Crane and Matten 2007:93-94)

Utilitarianism is one of the most widely spread ethical theories linked to the British philosophers and economists, Jeremy Bentham and John Stuart. Utilitarianism has had a great influence on modern economics in general. According to utilitarianism, an action can be morally justified if the outcome of the action creates the greatest amount of good for the greatest amount of people influenced by the action. This is the ultimate consequentialist principle with a focus entirely concentrated on the consequences of an action. Unlike egoism, utilitarianism focuses on the collective welfare that is created by a decision and not on the interests of each individual involved. (Crane and Matten 2007:94-95)
**Ethics of duty** has shifted the focus from acts towards rules of engagement. Morality and decisions concerning right or wrong cannot be dependent on specific situations or on the consequences. Within ethics of duty three rules have been developed. The first rule controls if an action could be used by everyone, an action is only right if everyone could follow the same basic principles. Rule number two focuses on human dignity and that people should be respected as independent rational actors. The last rule reviews the aspects of universality, if one’s action would be supported by others it could be morally justified. An action has to fulfill all these rules in order to be accepted as moral. (Crane and Matten 2007:97-98)

**Ethics of rights and justice** can be viewed as natural rights or moral claims that all humans within a society should respect and protect. Considering ethical theory these rights only function when others respect the duty of them, since the act of duty of one person will result in the corresponding right of another person. Ethics of right and justice is often supported by religious views or union agreements. Human right treaties could be viewed as a modern form of ethics of right and justice. These are based on a certain consensus on how to treat each other within the society, an example of such rights include the right to live, justice and freedom. (Crane and Matten 2007:100)

<table>
<thead>
<tr>
<th>Focus</th>
<th>Egoism</th>
<th>Utilitarianism</th>
<th>Ethics of duty</th>
<th>Rights and justice</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rules</td>
<td>Maximization of desire/self interest</td>
<td>Act/rule utilitarianism</td>
<td>Duties</td>
<td>Rights</td>
</tr>
<tr>
<td>Concept of human beings</td>
<td>Man as an actor with limited knowledge and objectives</td>
<td>Man is controlled by avoidance of pain and gain of pleasure</td>
<td>Man is a rational moral actor</td>
<td>Man is a being that is distinguished by dignity</td>
</tr>
<tr>
<td>Types</td>
<td>Consequentialist</td>
<td>Consequentialist</td>
<td>Non-consequentialist</td>
<td>Non-consequentialist</td>
</tr>
</tbody>
</table>

**Table 2 Major Normative Theories in Business Ethics**
(Crane and Matten 2007:91)

From the discussion above we can see that ethics are a part of today’s society. Consumers have become more aware and media, government and consumer attention focuses on the wider issues of business ethics (Adkins, 2004:0-51). As a part of the society, we as authors have experienced this development and ethical consideration are important to us. We argue that the increased awareness among the general public has made companies to enhance Corporate Social Responsibility. According to us, this development is natural, the companies cannot avoid considering the whole society instead of just profit maximization. The concept of CSR will be further discussed in the next section.
3.2 CSR

Corporate Social Responsibility or (CSR), as it is more often referred to, has been practiced since the 1800s. The concept of today’s CSR was primarily developed in the mid 1960's in the USA, with the background that companies have a responsibility towards the society that goes beyond their economic and legal responsibilities. (Bronn and Vrioni, 2001:208-209) In the beginning of the development of CSR huge amounts of controversy questions were raised. One of them was whether companies should undertake a social responsibility or not. However, today it has been accepted that companies do indeed have these responsibilities.

In the development of CSR two extreme schools of thought has been created: the free market concept (Friedman 1970) and the socially-oriented approach (Freeman 1984). Friedman is not arguing against CSR but instead the validity of such action when it is carried out only for self-interest reasons. These actions should not be considered as CSR but as profit-maximization. He further argues that a corporate executive of a company could only be responsible for the interest of the shareholders and not the interest for the society. (Friedman 1970:1-2) Freeman argues that, within the business world, CSR usually is seen as something that is added if the company can afford it. Instead, he means that it should be seen as a profit-spending or social responsible notion. (Freeman 1984:40)

3.2.1 Reasons for CSR Involvement

The most common and obvious reason for companies to be involved in CSR is to increase the reputation and popularity aspect of the company. Fombrun and Shanley (1990) argue that increased reputation and popularity may enable companies to charge higher prices, increase their access to capital markets and attract more favorable investors (Fombrun and Shanley, 1990:223). Empirical evidence, in their article, suggests that with a greater contribution from the company towards social welfare will be followed by an increase in reputation. They also suggest that a well-reputed company will have a competitive advantage over companies with a less good reputation within the same industry (Fombrun and Shanley, 1990:235-239) Furthermore, in today’s competitive society stakeholders and customers constantly watch over companies to critically judge their behaviors and evaluate the reasons behind donations: are companies donating to increase goodwill or are they honestly interested in a particular social concern. (Bronn and Vrioni, 2001:210)
3.2.2 A CSR Model

Corporate Social Responsibility has been explained by several different models throughout the years but the most established and accepted model of CSR is the four-part model developed by Archie Carroll. CSR can be regarded as a multi-layer concept, which is divided into four stages that are inter-related to each other. These stages are: economic responsibility, legal responsibility, ethical responsibility and philanthropic responsibility. True social responsibility could only be met by a company when all these stages are successively fulfilled. (Carroll 1991:42) Corporate Social Responsibility surrounds these variables within an organization placed by the society at a given time. (Crane and Matten 2007:49)

![Carroll's Four-Part Model of CSR](image)

*Figure 2 Carroll’s Four-Part Model of CSR*
*(Carroll, 1991:42-43)*

The economical responsibilities for a company consists of providing a reasonable return on investments for shareholders, provide safe and fairly paid jobs for the employees, and satisfy customer demand with good quality products. The first stage is the basis for all the following demands for CSR. Within legal responsibilities companies have to follow the laws and the rules of the game. Laws can be viewed as the moral views of the society and to follow these in a successful way is required by all companies seeking to be socially responsible. Ethical responsibilities means that companies have to do what is fair and right, even if it is not obligated by the society’s legal framework. The ethical responsibilities generally consist of what the society expects apart from the economic and legal requirements. The last stage of the pyramid is the philanthropic stage. This stage includes charity donations or other forms of support. These responsibilities are desired but are not seen as expected or required from the society. (Carroll, 1991:42-43)

However, in their article Dementriou, Papasolomou and Vrontis (2010) found that a majority of the consumers do expect companies to be actively involved in CSR activities, one of which is Cause-Related Marketing. (Demetriou et al. 2010:266) CRM has been proven to help companies to become successful with the CSR (Adkins, 2004:51) and we will now focus on this concept.
3.3 What is CRM?

The connection between the consumer’s behavior and the size of the company’s donation to the cause was evident when American Express in 1983 pledged to donate a penny to the restoration of the Statue of Liberty for every transaction made by its cardholders. The campaign became a success and the company became strongly connected with Cause-Related Marketing (CRM). (www.causesmarketingforum.com) Cause-Related Marketing (CRM) is not a new phenomenon. Throughout the history companies have donated money to charity in order to help the society. However, in the academic world the phenomenon is relatively new and there is still research to be done within this field. We will begin with the definition of CRM since it is important in order to get a basic understanding for the concept we will then continue with the three cornerstones of this marketing strategy.

“Cause-related marketing is 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” (Varadarjan and Menon, 1988:60).

This has been seen as the initial definition and has been varied in several ways after it was written. One example is how Andreasen in 1996 defined CRM. He means that a corporation that donates a specific amount of cash, food or equipment in direct proportion to sales revenue, to some limit, to a charity organization is engaging in CRM. (Andreasen, 1996:49)

Even though many definitions follow in the footsteps of Varadarjan and Menon their initial definition has been criticized and developed further. Critics mean that Varadarjan and Menon tended to see CRM as something that could only be measured financially, however this is not necessarily the case. For example Adkins (1999) means that CRM is an activity by which business and charity organizations form a partnership with each other to market an image, product or service for mutual benefit (Adkins, 1999:11). Furthermore, Westberg (2004) defines CRM as a marketing strategy whereby the company makes a contribution, financial or otherwise, to a charity organization upon the consumer engaging in a revenue-providing exchange that satisfies the business and individual objectives. The strategy may include additional elements such as sponsorship, sales promotion, co-branding and employee involvement (Westberg, 2004: 40). This Cause-Related marketing interaction is illustrated in Figure 3.

[Figure 3 Cause-Related Marketing Interaction (Westberg 2004:41)]
The two latter definitions differ from the initial ones since they manage to enhance the company’s image and brand. We can conclude that CRM can be defined in several ways and Adkins (1999) means that each definition describes a commercial relationship between a business and a charity or a cause with the consumer as a link and where each partner has something to gain from the relationship. (Adkins, 1999:10) Based on the different definitions our conclusive view is that Cause-Related Marketing as a partnership between a profit-making company and a non-profit organization. By incorporating the cause to the business and vice versa, the parties raise money and enhance thier objectives. The consumer has to take part in this process in order to create a synergy effect.

3.3.1 Different Types of CRM

The overall definition has been presented and we will continue the discussion about different ways a business can work with CRM, which is also one aspect that we want to analyze from our empirical findings. According to Stole (2006), CRM can be arranged in several different ways;

- **Advertising** – the business communicates a specific cause’s message
- **Public relations** – business calls public attention to the partnership between itself and a non-profit organization
- **Sponsorship** – the business funds a specific event
- **Licensing** – the business pays to use a charity logo on its products or services
- **Direct marketing** – both the business and the non-profit organization raise funds and promote brand awareness
- **Facilitated giving** – the business supports the customers donations to the charity organization
- **Purchase-triggering donation** – the business donates a percentage or a set amount of products price to the charity organization

(Stole, 2006)

*The campaign, the cause and the product* are three important cornerstones within Cause-Related Marketing. Jönsson and Sterner (2009) developed a model built on these parts. This model has been our starting point and where possible it has been developed further. The purpose of chapter 3.4 – 3.6 is to give a framework of what is important to consider when engaging in CRM. In chapter 3.7 we will present the potential benefits for the company, charity organization and the customers. We argue that all of these parts are cornerstones for the whole concept of CRM, even more importantly we argue that they are the cornerstones for this study. The different aspects presented in the following sections will be important for us when designing the interview question and hence for the whole analysis.
3.4 CRM and the Campaign

Marketing is often connected to a campaign and Cause-Related Marketing is no exception. In order to be successful with the cooperation between a company and a charity organization, a well-designed campaign is of importance. In the following sections we will present what is important to consider when developing a campaign. Even though the companies that we will interview have already developed a campaign we argue that it is important to discuss the background. This is done in order to provide the reader with the whole process, which is crucial for the understanding of the concept. We will also incorporate parts of the development of the campaign into our interviews.

3.4.1 Development of the Campaign

Pringle and Thompson (1999) claim that the development of a CRM campaign consists of three parts; commitment, due diligence and contract negotiation, when these three stages are fulfilled the development of the full campaign can begin. (Pringle and Thompson 1999:146). Similar to the three stages are Kalligeros (2005) three C’s; commitment, connection and communication.

Commitment is referred to the management’s and the employee’s willingness to enter and commit to a CRM campaign, this has to be the case at both the company and the charity organization. The whole company must feel committed and be aware of the advantages as well as the disadvantages. It is preferable to state a timeframe for the relationship so that everyone understands that it will not last forever. (Pringle and Thompson 1999:146-147) According to Pringle and Thompson (1998) in an ideal world, the period for the relationship should run for at least two years and preferably three (Pringle and Thomson 1998:153 Kalligeros (2005) describe commitment by saying that all parties must truly believe in the cause, the contract and the cooperation. Employees should feel pride in being associated with each other. (Kalligeros, 2005:18)

It is important to carefully select what cause to support. Pringle and Thompson (1999) name this stage of the process as due diligence. The essence is to identify a company or brand and a charity and cause which share a common ground. Both parties must share all relevant information, which builds on honesty and trust. (Pringle and Thompson 1999:147-152) Kalligeros (2005) name this stage connection, meaning that the parties must connect when it comes to the brand, image, mission and values (Kalligeros, 2005:18). This stage will be further discussed in chapter 3.5.1.

The third stage in the development of a CRM campaign is the contract negotiation, where the parties sign an agreement stipulating the commitments and obligations of both parties (Pringle and Thompson 1999:152-153). Kalligeros call this stage, the third C, communication. She states that funding and expectations must be clear, and the parties have to be aware of the investment of resources. (Kalligeros, 2005:18) Furthermore, Pringle and Thompson (1999) mention two concerns that should be stipulated in the contract. One of the concerns is that the agreement should state the financial contribution. Even if it is not possible to give the exact numbers, the company should give guarantees of minimum spends. The second concern is the dimension of time. The authors mean that the time period must be clearly stated. (Pringle and Thompson 1999:152-153) For how long should the campaign last? The length of the campaign has been discussed, by several authors, their findings will be presented as an answer to this question.
3.4.2 Time Frame

In their article, Varadarjan and Menon (1988) mention three different timeframes for a CRM campaign: short-term, medium-term and long-term. The most common practice is to focus on the campaign for a shorter period of time, however the authors claim that the characteristics of CRM suggest a medium- or long-term focus. Programs lasting for a short period of time, such as one day, can be successful in terms of raising money. However, if the aim is to build a public relation a longer period of time is preferable. (Varadarjan and Menon 1988:63) Barnes and Fitzgibbon (1991) support this theory and describe the time frame as one-shot or ongoing. They claim that it can be beneficial to use the one-shot strategy (short-term) for companies who seek to test CRM as a corporate strategy with a low risk method. These campaigns run from one day to seasonal which provides the company an opportunity to cooperate with a charity on a limited basis. Even though the one-shot is done at relatively low risk there may well be a lack of effect. If the cause is new, they mean that the benefits are minimal. As previously mentioned, the long-term and medium-term or ongoing cooperation is preferable. If a company aligns itself with a cause the customers start to associate the company with the cause, and its products and services are seen as opportunities for them to contribute through their purchase or use. (Barnes and Fitzgibbon, 1991:22)

In 1999, Fellman confirmed that companies started to shift from short-term CRM towards a longer term in order to tie the cause association much deeper (Fellman, 1999:4) The deeper association has also been demonstrated by Till and Nowak (2000), they argue that the company should strive to use the cause in every part of the marketing mix. By using the relationship in the price, product, promotion, public relations and sales events the more exposure the consumer has to the brand in relation to the cause, which in turn prevents the risk of an extinction of the message. (Till and Nowak, 2000:479)

3.4.3 The Strategic and Tactical Approach

Based on the variables previously discussed, Van den Brink, Odekerken-Schroder and Pauwels (2006) mean that CRM can be divided in two approaches; tactical and strategic. The difference between these two approaches can be described by using the same four dimensions:

1. The congruence between the cause and a company’s core competency (due diligence/connection/company-cause-customer fit)
2. The degree of senior management- and employee involvement (commitment)
3. The amount of invested resources (contract negotiation/communication)
4. The duration of a campaign (timeframe)

In tactical CRM the four dimensions have low values. This means that it is characterized by; a bad consistency between the cause and the company’s core competency, the campaign lasts for a short period of time, the investment in the campaign is a relatively small and the employee involvement is low. Strategic CRM is characterized by; a beneficial fit between the cause and the company’s competency, a long-term commitment of the firm or, a substantial amount of invested resources and a high senior management involvement. (Van den Brink et. al, 2006:16-17)
Figure 4 illustrates how these two approaches differ on the four dimensions.

![Diagram showing Tactical and Strategic Cause-Related Marketing](image)

**Figure 4 Tactical and Strategic Cause-Related Marketing**  
(Van den Brink et al., 2006:16-17)

As explained above, CRM campaigns can be rated on a high-low on each of these dimensions. The low endpoints correspond to purely tactical CRM and high endpoints with purely strategic CRM. In chapter 3.4.1–3.4.3 the research suggests that high values on the four dimensions are preferable in order to be successful with the campaign. Adkins (1999) means that the tactical approach is more promotional and has a faster impact on sales and profit. The strategic approach builds a stronger brand in the long-run and will therefore create brand equity. (Adkins, 1999:10) It should also be noted that a CRM campaign can have both tactical and strategic characteristics and do not necessarily have to be classified as one or the other. As we can see, the development of the campaign and the time frame are included in the strategic and tactical approaches and from our purpose it can be understood that this is one of the most important aspects in our analysis.

### 3.4.4 Four Principles

In 2003, Business in the Community conducted a research where they explored the impact of CRM on brand affinity, loyalty and actual buying behavior. By talking to over 6000 consumers, 4000 in the U.K and 2000 in the U.S, they found that CRM campaigns do work. The study reveals four key principles to consider in a campaign. The first and third have been discussed before, but the two other add scope in to the research. In our opinion, the list below makes it even more clear what has to be considered.

1. **Ensure the link fits:** the link between the company and the cause must be clear otherwise the campaign may raise suspicion.
2. **Demonstrate the impact:** the campaign must show that it benefits the cause, people like visual evidence.
3. **Long-term relationship:** an ongoing commitment across the whole company is necessary. Consumers see short-term campaigns as a mean to only increase sales.
4. **Make it easy:** it should be easy for the customers to participate, they do not want to change their everyday behavior in order to make the support possible.

(Business in the Community, 2003:9)
The importance of the second and fourth principle has been supported in another study “When Profit Equals Price: Consumer Confusion about Donation Amounts in Related Marketing” made by Olsen, Pracejus and Brown in 2003. First of all the campaign must show that it actually supports a cause and how. In order to make the participation and the attitude towards the campaign comprehensive the author stresses the importance of a clear and easy measurement of the donation. When the amount donated is measured in profit the company is creating a bias. Customers are rarely given any information about profit and therefore the price is often used instead. When dealing with purchase-triggered donation, the authors suggest that the donation should be stated as a percentage of price, making it more comprehensive for the customers. He also claims that feedback to the consumers about the amount donated is important. (Olsen et. al., 2003:180)

Figure 5 summarizes the most important parts to consider when developing a CRM campaign.

![Figure 5 Model for The Campaign](image)

**Figure 5 Model for The Campaign**
Developed from Jönsson and Sterner (2009) and Business in the Community (2003)

From the model it can be concluded that we have found several important aspects that, according to the theory, has to be considered when developing a CRM campaign. We consider this part to be relevant to our study since part of our purpose is to analyze the strategic and tactical dimensions of CRM.
3.5 CRM and the Cause

As mentioned in the previous chapter, within Cause-Related Marketing *the cause* is of great importance and the company has to consider this choice carefully. Hou Du and Li (2008) mean that there are a number of causes to consider before entering a partnership. Health, human services, environment and animal protection are some examples that they mention and the critical issue is to find the best fit. (Hou et. al. 2008:364) Varadarjan and Menon (1988), describe how a company, through a strategic approach, can choose which cause(s) to support. The first step is to study different types of causes and find which customers that are appealed by the cause. If *the cause* and *the company* match with *the customers* appealed, it may be beneficial for the company to cooperate with the cause. (Varadarjan and Menon 1988:65) Pracejus and Olsen (2003) measured these benefits and found that donations to a cause that matches the company can result in 5 to 10 times the value of a donation to a cause that does not match the company. (Pracejus and Olsen 2003:381)

3.5.1 Company-Cause-Customer Fit

In a study based on two surveys Gupta and Pirsch (2006) group the three variables previously mentioned and named it the *company-cause-customer fit*. They mean that these variables are of great importance in order to succeed with a CRM campaign. In their study they found that CRM works best when the *company-cause* fit is high. The company should support a cause with an image and aim similar to its own, and the targeted market segment must approve the association. This will increase the attitude towards the company-cause cooperation and hence increase the purchase intent. (Gupta and Pirsch, 2006:325-326) In turn, a bad fit might make the customer questioning the company’s true intention behind the cooperation (Lafferty Goldsmith and Hult 2004:525). Furthermore, Gupta and Pirsch (2006) also studied how the degree of *customer-company* and *customer-cause* could increase purchase intent, however the two surveys revealed conflicting results and no concrete conclusion could be made. Even though the studies revealed different results the authors suggest that if the customer connects to the company’s brand and is willing to support the cause it is more likely that the purchase intent will increase. Meaning that both variables will enhance the effect of a company-cause fit. (Gupta and Pirsch 2006:325-326)

The importance of company-cause-customer fit is supported by several authors (Adkins 1999, Pringle and Thompson 1999, Polonsky and Wood 2001, Hoeffler and Keller 2002, Gourville and Rangan 2004, Hamlin and Wilson 2004, Kalligeros, 2005, Westberg 2005, Van den Brink, 2006). The company-cause-customer fit was already discussed in the previous section and it could be concluded that it is one important part of the strategic and tactical approaches. Based on the theories we argue that this is one of the more crucial parts that the companies have to consider and therefore we argue that it is interesting for us to study, hence it will be incorporated in the interviews. This is also true for the following section concerning: portfolio, geography and visibility.
3.5.2 Portfolio, Geography and Visibility

Varadarjan and Menon (1988) state other factors that might influence a company’s choice of which cause(s) to support:

1. The characteristics of its product offerings
2. Brand image and positioning
3. Characteristics of its served market

Depending on these factors they mean that a company can choose to cooperate with one single charity organization or to create a portfolio of causes to support. If a company’s product offerings are targeted to different market segments it may be more beneficial for the company to have a portfolio of causes rather than a single cause. The reason is that different segments may be appealed by different causes. Another example is companies with complex product lines, a portfolio can help them to find a better fit between the products offered and the supported cause. Furthermore, by supporting numerous causes the firm might be able to appeal to small sub segments that share an intense commitment to one of the causes. If different sub segments are appealed by different causes the portfolio will be beneficial for the company. The seasonal pattern of different charity organizations’ campaigns is also something that can encourage a portfolio. (Varadarjan and Menon, 1988:65)

According to Varadarjan and Menon (1988) the geographical scope of the cause is of importance. When a company targets a national market it can be beneficial to support a cause with national visibility. Based on the same reasoning firms engaging in a local or regional CRM-campaign may reach greater results by cooperating with causes that appeal to the local market segments. It should be noted that by supporting a worldwide cause it can still be possible to gain local market focus. (Varadarjan and Menon, 1988:65)

Usually larger causes have attracted the support of many companies. These causes generally afford greater media visibility and positive publicity than causes that are smaller and appeal to fewer. Varadarjan and Menon (1988) means that with an increased number of high visibility causes it is important to evaluate these causes. Companies should consider to cooperate with less visible causes, avoid cooperating on and exclusive basis or initiating causes on its own, this in order to avoid being lost in the crowd. (Varadarjan and Menon 1988:65)

In Figure 6 we have summarized the most important parts that has to be considered when choosing which cause to support.

![Figure 6 Model for The Cause](Developed from Jönsson and Sterner (2009:16))
3.6 CRM and the Product

The development of a campaign and to choose the right cause to support are two important cornerstones of Cause-Related Marketing. In order to make a marketing campaign a product or service is needed. We argue that the product is the link between the company and the cause and it is the product that helps the customers to engage in the campaign. We want to understand the companies reasoning when deciding which products to include and in order to do so we ought to understand what previous studies have found. It should be noted that we focus on products instead of services since products are more studied in the literature.

3.6.1 Pleasure-oriented and Goal-oriented Products

In 1998, Strahilevitz and Myers found that the nature of the product marketed can influence the success of the CRM campaign. With two lab studies and one field study they compared the effectiveness of donations to a charity organization through two different types of products. The first type of product is called goal-oriented or practical necessities such as laundry detergent, a roll of toilet paper or milk. The other type of product is called pleasure-oriented or frivolous luxuries such as confectionary, ice cream or a luxury cruise. The result suggests that charity incentives are more effective in promoting the pleasure-oriented products compared to the goal-oriented. Based on the results from the study the author suggested that future research examining the relation between the natures of the product being promoted, the price, and the magnitude of the charity donation would add scope to his findings. (Strahilevitz, 1988)

One year later Strahilevitz conducted a research, based on three studies, examining these variables. The first and the second study revealed that consumers may be more likely to choose a brand offering a donation over a brand offering a equivalently lower price under the condition that the donation and the corresponding price difference is relatively small. The third study was based on a comparison between the magnitude of a donation to charity (size of donation made per purchase) and the magnitude of monetary incentives (percentage price discount). He found that when large donation incentives were competing with large monetary incentives, consumers are more willing to support the charity if the product offered is pleasure oriented, which is in line with his first study. (Strahilevitz, 1999) One explanation is given to this behavior and it is referred to as affect-based complementarity. This means that pleasure-oriented products tend to evoke more feelings of pleasure and guilt than goal-oriented products do and these feelings tend to be complemented by the feelings generated from contributing to a good cause (Strahilevitz, 1988:444).

3.6.2 Low Involvement

Hamlin and Wilson (2004) describe Cause-Related Marketing as a phenomenon that tends to consist of mass-branding and low involvement in decision making. Meaning that grocery products are more suited for CRM than electronic products. This has been supported by Adkins (1999) and Chaney and Dolii (2001). In 2006, Van den Brink et. al. conducted an experiment with 240 participants. In this study he found that when the company uses a strategic Cause-Related Marketing strategy with a long-term commitment and low-involvement products the brand loyalty is enhanced. If the company uses the tactical strategy the brand loyalty among the consumers will most likely not increase even if the campaign is related to low-involvement products. (Van den Brink et. al., 2006)
3.6.3 Quality

Another variable that may influence the effectiveness of a Cause-Related Marketing campaign is the quality of the product. Three experiments examining the manner in which consumers are influenced by information about firms’ ethical behavior and product quality was made by Folkes and Kamins (1999). They found that products of superior quality enhanced positive attitudes towards companies behaving ethically more than towards unethical companies. If the quality was significantly lower the firm’s ethics was of less importance. (Folkes and Kamins 1999) In their study, Barone Miyazaki and Taylor (2000) found that CRM is more effective when consumers are required to make no trade-offs, however they argue that many consumers can shift to a product with lower quality or higher price if the product is connected to a cause and if the company’s intention is reliable (Barone et. al., 2000). The conclusion is that providing a product of good quality at a competitive price may not always be enough, a cause label on the product may increase brand loyalty. At the same time, it may not be enough to support a cause if the quality is lacking.

Figure 7 summarizes the important parts to consider when choosing the product for a CRM campaign

![The Product]

- Pleasure-oriented
- Low involvement
- Keep the quality

**Figure 7 Model for The Product**
Developed from Jönsson and Sterner (2009:16)

From the model we can find three product attributes that we want to examine in our study. The intention is to analyze whether the companies have considered these attributes for their products.
3.7 Win-Win-Win

Consumers expect companies to support causes and therefore CRM can be a beneficial way of meeting those expectations (Endacott, 2004). We have earlier referred to Adkins (1999) who also claims that the relationship between the company, the charity organization and the consumers is a win-win-win situation within Cause-Related Marketing. She means that the company’s brand value is enhanced, the charity organization raises funds and the consumers feel good about contributing to the cause. (Adkins, 1999:10-11) Our intention with the following parts is to describe these potential mutual benefits, which is also part of our purpose. Even though we find that it is less written about the issues with CRM we will try to highlight those that are mentioned in the literature.

3.7.1 Company Benefits

When studying the concept of Cause-Related Marketing you might get the impression that companies are supporting a charity organization because they are truly concerned about the cause. However, Varadarajan and Menon (1988) have summarized, based on several authors’ studies, company objectives that can be enhanced by engaging in a CRM campaign. They list several objectives but describe six of them in more detail;

- **Increasing sales** – companies seek to increase sales by participating in a CRM campaign. The increase can come from more trial purchases, repeated purchases and/or promoting multiple unit purchases.
- **Enhancing corporate image** – supporting a cause can give the company an opportunity to gain national visibility, thus respected causes can help to enhance and improve the corporate image.
- **Preventing negative publicity** – CRM can be employed as a tool to counter negative publicity.
- **Customer pacification** – customers offended by a company’s practices can lead to a boycott of the company’s products or services. By using CRM the boycott may be prevented.
- **Facilitating market entry** – combining a market entry with a good cause can help a company to gain immediate market shares.
- **Gain leverage from the trade** – increased trade among other products.

(Varadarajan and Menon, 1988:60-62)

3.7.2 Charity Organization Benefits

There are mainly two Charity organization objectives that can be enhanced by a CRM campaign. **Generating funds** is the primary objective. The aim is to stimulate revenue-producing exchanges between the company and the customers which in turn will generate funds to the charity organization. The second objective is to **promote direct contributions**. It is found that if the charity organization works on a broader basis trying to create awareness of the cause, its mission and activities, the promotion from CRM campaign can generate direct donations. (Varadarajan and Menon, 1988:62)
3.7.3 Consumer Benefits

We have earlier described the consumers as the link between the company and the cause. Without their purchasing the products the campaign is not going to be successful. In order for the consumers to make a purchase there has to be some benefits available for them as well. Polonsky and Wood (2001) have summarized findings from different studies and list benefits available for the consumer:

- **Additional information** – the campaign gives consumers more information about the cause and in some cases additional perceived value.
- **Ability to differentiate between companies** – if the consumer wants to buy from socially responsible companies the campaign can help them differentiate.
- **Purchase helps society** – consumers feel that their purchase helps the society and this creates an additional consumer value.
- **Affect-based complementarity** – the purchase of something good complement the feeling of guilt when buying something less necessary. (see also in chapter 3.6.1)
- **Possible to make small contributions** – instead of supporting the cause directly, purchasing a product makes it possible to still contribute with a small donation.
- **Donation from disposable income** – by purchasing a product that is already part of their shopping routine consumer do not have to change behavior and still feeling good about contributing to a cause.

(Polonsky and Wood, 2001:13)

3.7.4 Issues with CRM

The main issue that the company has to deal with when it comes to the CRM campaign is the fit. As we have discussed, the fit between the company and the cause is important for a successful campaign. If the fit is bad consumers might raise suspicions against the company and the brand might be harmed rather than enhanced. (Lafferty et. al., 2004:525) The companies has a responsibility when cooperating with a cause, it is important that they do not abuse their power thus harming the cause. If the perception of the companies donations are exaggerated the consumers may feel misled, their skepticism increases, they make fewer purchases and the donations to the cause are reduced. If the company tarnish the image of the charity organization the same behaviour will occur. For example the consumers’ perception about the cause may not be in line with their initial perception. This can lead to a short-term reduction in donations, and a loss of credibility which creates a long-term problem of generating funds. Reduced funding makes it hard for the charity organizations to provide their services and those with limited resources lose out. (Polonsky and Wood, 2001:15)
3.8 Summary

From the model summary it can be concluded that we have found several important aspects that, according to the theory, has to be considered when working with CRM campaign. Therefore we argue that they need to be studied. In the literature we also found mutual benefits as well as issues connected to CRM. Through our interview questions we intend to incorporate the different aspects discussed, which will make it possible to analyze if and how the companies work with the theories in practice. Based on this reasoning we argue that the theoretical framework suits its’ purpose and that it has revealed the most important facts that we need in order to continue.

Figure 8 Model Summary for CRM

From the model summary it can be concluded that we have found several important aspects that, according to the theory, has to be considered when working with CRM campaign. Therefore we argue that they need to be studied. In the literature we also found mutual benefits as well as issues connected to CRM. Through our interview questions we intend to incorporate the different aspects discussed, which will make it possible to analyze if and how the companies work with the theories in practice. Based on this reasoning we argue that the theoretical framework suits its’ purpose and that it has revealed the most important facts that we need in order to continue.
4. Practical Method

The fourth chapter is intended to give a thorough explanation to the chosen interview process. We will present the sample of companies interviewed, which interview method we have used and the ethical aspects that have to be considered when conducting and interview. A motivation to the interview questions will be given. We will end the chapter with criticism and the research criteria.

4.1 The Companies

In the selection process we had to regard several aspects before deciding which sample process we would use. There are two main alternatives in the selection process the random sampling in which the researcher has to ensure the possibility to generalize the empirical findings (Halvorsen, 1992:95) and the non-random sampling. In the latter process the researcher decides based on his own subjective judgments which representatives that should be included in the study. Prior knowledge can lead to that some representatives would be favored before others. In a self-selecting process the representatives are voluntarily participating in the study and usually noticed earlier in time. (Johansson, 1993:95-96) We have come to the conclusion that a non-random sampling would be most suitable for our study, only a small quantity of partners are available in the Pink Ribbon campaign and since we have decided to use a social constructionism approach this subjective process is feasible.

The main aspect in our study is to study how companies work with the Pink Ribbon campaign. Within the campaign the companies are divided into three different groups depending on their degree of involvement. These groups are the senior partners which include 3 companies, the pink partners which include 9 companies and the pink companies which include 14 companies. In our study we have decided to take a sample of five interviews.

One major concern for us, in the selection process, was to find companies with some similarities. We have created some criteria that each company had to meet in order to be included in the sample. A partner of higher level of companionship should be considered more valuable than one of a lower level. The companies should be considered to be retail companies and therefore only sell products to the end customer. The companies should also be included in a chain of several stores on several locations within Sweden. All the companies should sell their own products in their stores and not use other companies to provide this service for them. This guarantees us that the one we interview is responsible for the customer interaction.

We have decided to include all the three senior partners ICA, Lindex and Apoteket in the pink ribbon campaign, in our opinion all of these will have a great influence over the campaign and give us useful information for our study. These companies also fulfill all the other requirements that we had set up. Furthermore we had decided to include two companies from the pink partner category, these two companies are Clas Ohlson and Euroflorist, and these were the only companies within the pink partner category that met our criteria mentioned above. All these companies fulfill all the criteria that we have set up for this study, the remaining companies were either considered to be within the service sector or did not sell their own products directly to the end customer. It should be noted that the partner companies has changed after we had conducted the interviews.
4.2 Interview Method

Qualitative interviews can be structured and performed in various different ways; some of these are unstructured, semi-structured and structured. In a structured interview the questions asked are predetermined by the interviewer and no additional questions are added during the interview, this form is preferred in a quantitative study. (Lantz, 1993:21) Our decision was to employ a predetermined set of open-ended questions, but also allow other questions to submerge during the interview. This process is referred to as unstructured interview or more specifically semi-structured. It should be noted that no interview can be considered as entirely unstructured, even in the most unstructured way the interview will be considered as a guided conversation in which the interviewer takes notes. (DiCicco-Bloom and Crabtree, 2006:315)

We have decided to use this type of interview since, in our opinion, a frame of questions with additional personalized questions depending on the interviewee or company will be the most efficient for our type of study. For example; one of the companies that we will interview, only has one category of products while the rest has various different product lines. Therefore some of the questions has to be adjusted depending of the companies’ operation.

All the participants in our study have been contacted in advanced to the actual interview, and a set date and time for the interview has been scheduled this procedure is recommended by DiCicco-Bloom and Crabtree, (2006:315). Most of the participants have requested to receive the interview questions prior to the interview however we have decided to restrict this inquiry by only sending out limited parts of the questions. We chose not to send out the last part since we wanted to get spontaneous answers. Hence, we did not want the respondents to be too prepared in order to avoid politically correct questions. None of the respondents felt that the questions were controversial but we still argue that it was the right decision not to send all of the questions. It should be noted that the thesis is written in English however the respondents have been given an opportunity to receive, and to answer the questions in Swedish. In conclusion, the variables mentioned above are considered to be within a semi-structured form of interview and this is the type of interview we have decided to use.
4.3 Ethical Considerations

When conducting a qualitative study there are some ethical measures that has to be taken into consideration before the actual interviews are performed. We will focus on four of these throughout our study, these issues are

- Decrease the risk of unanticipated harm to the respondent
- Protect the information spread by the interviewees
- Inform the interviewees about the intention of the study
- Reduce the risk of utilization

(DiCicco-Bloom and Crabtree, 2006:318)

Our intention with the interviews is to obtain a large quantity of information while listening and encouraging the respondent to speak, since we are implementing a semi-structured interview form we can also support the respondent with questions. However, when the observer takes a substantial part of the interview and reflect his or her own thoughts and feelings about the subject, the respondent might be harmed as the interview develop in an unforeseen direction. (DiCicco-Bloom and Crabtree, 2006:318) In our opinion, there is a distinction between these two. Our role is not to reflect upon our opinions during the interview, we see ourselves as a support and we argue that this will not harm the participants.

To ensure the aspect of anonymity we will ask each respondent if they would like to have their name or position within each company erased from the empirical findings and analysis of our study. From the characteristics of our study the actual companies included in our study will not remain anonymous; information about this will be clearly presented to the respondents before the interview. To consider this aspect is important in order to avoid jeopardizing the respondents position within the organization, and therefore the respondent should always have the opportunity to remain anonymous without any fear of having personal information spread (DiCicco-Bloom and Crabtree, 2006:318).

The third ethical consideration concerns the information provided from the researcher to the respondent regarding the intention of the study. For the respondent it might be of great importance to know the purpose of the study. This might create some problems for the researcher since the information revealed in the interviews might uncover new finding which could change the outcome throughout the process of the study. (DiCicco-Bloom and Crabtree, 2006:318) To reduce this risk of misinformation we have decided to both inform our respondents about the intentions with the study, both over telephone as well as by email. All the respondents will receive a limited part of the questions at least one week before the interview.

In order to avoid exploitation of the respondents we have kept the interview questions within the theoretical framework without adding irrelevant questions that can be seen as provocative. This is done in a restrictive way in order to avoid using the respondent for personal gain (DiCicco-Bloom and Crabtree, 2006:318).
4.4 Interview Questions

When constructing the questions for the interviews we decided to divide the question frame into five different parts, each part in this division is connected to a specific part of the theory chapter. The division consists of introductory-, cause-, products-, campaign- and win-win-related questions. When dividing the questions into subsections we consider that we can create a clear overview which is both easy to understand and to follow for the interviewees. This division will also make it easier for us to work with the material and hence it will be easier for the readers to follow the empirical findings. It should be noted that we have changed the order of the questions compared to the theoretical framework. This is mainly done because the theories are overlapping and the different order in the interview feels more logical for this particular part. The questions in English as well as in Swedish will be found in appendix 1 and 2. Below, an explanation and motivation to each question will be presented.

Introductory questions - Question 1, 2 and 3 are introductory questions, these questions are asked to receive some basic information about the respondent as well as their knowledge about cause-related marketing these questions could be viewed as warm up questions and does not have a strong connection to the theoretical framework. However we consider that these questions are still relevant.

The Cause - As we have mentioned in the theoretical framework: When a company choses which cause to support it is important with a company-cause-customer-fit. Question 4 enhances the companies’ general target market as well as their specific target market for the Pink Ribbon campaign. We argue that this question help us to analyze their fit.

Question 5 refers to the concept of having a portfolio of causes; we want to determine whether the companies are engaging in only the Pink Ribbon campaign or in other causes as well. From the fifth question we have derived the next question, question 6, which will help us to understand the companies’ reasoning when deciding to support a specific charity organization. We argue that we can find the underlying reasons to why they have decided to support either one or several causes. The theory states different reasons for example, complex product lines, sub segments, seasonal patterns, geography and visibility. Even if they do not mention any of these reasons they may have other explanations that are of interest. In the seventh question the respondent will have a chance to elaborate their own thoughts and concerns regarding the match between cause and brand image. In our opinion it is important to give the respondent an opportunity to argue for their case.

The Campaign - Question 8 regards the commitment to the cause within the organization. The management and the employee involvement are considered to be factors influencing the trustworthiness of the campaign. In question 9 and 10 we want to determine the companies’ time frame of the campaign. It is both the time for the contract and for the actual campaign. Our intention with question 11 is to determine how the companies design their campaign and how much resources that they invest. It is possible to choose one or several of the alternatives given. Demonstration of impact and customer feedback is considered in question 12 and 13.
The Products - The product is the link between the company and the cause and it is the product that helps the customers to engage in the campaign. When asking what products they include in the Pink Ribbon campaign and more importantly the characteristics of these products we will be able to analyze how effective their selection is in relation to the degree of involvement and purpose, question 14 and 15. Furthermore, question 16 can give us a deeper understanding to if they make a careful choice when planning the product portfolio. Question 17 and 18 regards the price and the quality of the products our intention is to investigate if it is possible to modify or change the price of the products. Does the cause enable the companies to make changes to their products?

Win-win-win - In question 19, 20 and 21 we want the respondents to elaborate upon what the charity organization, the customers and the companies gain from the Pink Ribbon campaign. Based on these questions we want the participants to verify if they believe the campaign is a win-win-win situation, for this we use question 22. In question 23 we want the respondents to state the main reason to why they support the Pink Ribbon campaign, in order to understand their intentions behind their engagement.

4.5 Description of the Interviews

So far we have described what we aimed to do before we conducted the interviews. In this section will give a brief description of the actual interview setting. As we have previously mentioned, the interview questions in Swedish was sent to the respondents one week in advance. This was appreciated by both us and the respondents, the main reason to this was that most of them had prepared and therefore they could give us the facts immediately. We realized that he semi-structured interview process was beneficial for us since the respondents tended to answer some questions in advance. In our opinion, this method made the interviews livelier and we also argue that we got a better result compared to if we had followed the predetermined questions in a strict manner.

The interviews were held through telephone. Since we had to record the interviews we tried different methods in order to get the best sound. We used both a cell phone and Skype to call and to record, as a backup we also used an extra device to record. The interviews ranged in time but the mean time frame was 30 minutes per interview, we claim that the preparation of the respondents contributed to make it efficient. It should be noted that from one of the companies, EuroFlorist we did not get an as extensive interview compared to the other companies. Thus, the information received was limited but sufficient for an analysis. Immediately after the interviews were conducted we transcribed the interviews. Most of the times we divided the work, which made the transcription process easier for us. In the end of the interview we asked the respondents whether they wanted to be anonymous or not, none of the respondents felt that this was necessary, however all of them wanted us to send the final report to them. It should be noted that our respondents work at large enterprises and there time is of course limited. Even though this is the case, we never experienced a stressful situation and they took their time to answer our questions which made us feel appreciated. After the compilation of the interviews, we sent out the material to the respondents. This was done in order to make it possible for them to review, and correct any mistakes before publication, which increases the trustworthiness of our findings.
4.6 Criticism of Primary Sources

The information gathered from our interviews in this qualitative study will be concerned as our primary data. Unlike the secondary data which is collected from already printed material the primary data has been collected by the researchers at first hand. The sample for this study was made in the end of August however one week before the campaign started new companies had become partners. If we had known this earlier in the process we may have reasoned differently when selecting which companies to interview. However, since we had already conducted the interviews when this came to our notice it was out of our control.

We have decided to write this thesis in English however, as previously mentioned, the interviews were conducted in Swedish since all the persons being interviewed were more comfortable with Swedish. When translating from one language to another there is a limitation to what words to use and there is a risk to not fully deliver the intended message from the respondent.

The interviews have been conducted through telephone which will only enable us to hear the other person’s voice, hence body language and other non-verbal communication will not be perceived by us, this could lead to some misunderstandings or misinterpretation of the conversation. Furthermore, all our respondents have requested to receive the interview questions in advance to the interview. This can be viewed as a limitation in the collection process of primary data since the respondents could distort the answers. This was a carefully made decision and we argue that the risk for distortion is small.
5. Empirical Findings

In chapter five we will present the empirical findings of our study. From the interviews with, Lindex, ICA, Apotket, ClasOhlson and Euroflorist, we have gathered information about how Swedish companies work with the Pink Ribbon and why. This chapter is solely a presentation of the interviews and hence we will not analyse the results. We argue that, for our study, it is more comprehensible to have the empirical findings separated from the analysis. This is mainly due to our intention to achieve a collective understanding.

5.1 Lindex

In 1954 two gentlemen, Ingemar Boman and Bengt Rosell started an era that, from that day, has influenced women’s life. Today Lindex has a strong position in the fashion world and has a leading role in northern Europe’s fashion industry. At Lindex, you can find; women’s clothes, lingerie, children’s clothes and cosmetics. The products are fashionable and has a reasonable price. Lindex has 400 stores in twelve countries in Scandinavia, Baltikum, Russia, central Europe and in the Middle East. With 3000 employees in Sweden, Lindex wants to surprise and affect their customers through a world class fashion experience. (www.lindex.com)

“Everything we do affects our surrounding” Corporate Social Responsibility (CSR) at Lindex is divided into five categories: improve supplier’s working conditions, internal working environment, environment, ethics and human rights. Lindex do not have a separate CSR division, instead each division has a coordinator that is responsible for the implementation of CSR. (www.lindex.com)

In our study we have interviewed Lena Renman who is the marketing manager for Lindex Sweden. She is responsible for their marketing as well as the Pink Ribbon campaign. The concept of Cause-Related Marketing is familiar and Renman means that CRM should be part of every profit organization’s business strategy.

5.1.1 Lindex and the Cause

Lindex’s target market is women that are 20 years or older and interested in fashion. The fit between the company and the Pink Ribbon is one reason why Lindex has chosen this cause. Since their customers are women and breast cancer is a disease that mostly strikes women, it is evident for them to have this partnership. Lindex supports other causes as well Woman-to-Woman and the Red Cross are some examples that Renman mentions. We asked if it is important for Lindex to support causes that are related to women and she answered that, women and children are very important for them. This is of course connected to their target market. The fact that 99% of Lindex’s employees are women is also an important concern for Lindex, this in order to get a good fit. Renman means that Lindex wants to create an engagement among their customers and they can not find a reason to why Lindex should not be involved in campaigns such as the Pink Ribbon.
5.1.2 Lindex and the Campaign

In the interview Renman mentions that it takes a lot time to build up an engagement. Lindex has been a partner with the Pink Ribbon for 8 years, meaning that they have been involved from the start-up. This long commitment has made the connection between Lindex and the campaign very strong. Almost all of Lindex’s 3000 employees are involved in the campaign. Renman says that it is not possible to get everyone involved however the commitment is sufficiently high in order to create a successful campaign. Their goal is to ask every customer if they want to purchase a ribbon.

The campaign at Lindex starts the 1st of October with a release party. Some customers are invited to this event which makes it special and appreciated. The Pink Ribbon campaign continues to the 31st of October, but Lindex continues to support the cause during other parts of the year as well. The marketing is concentrated to October but they have different activities throughout the year.

Lindex signs a contract with the Swedish Cancer Society in order to be a partner, which gives them the right to run the Pink Ribbon campaign. Renman says that the contract states both privileges and obligations, and the it is negotiated every year. The contract in itself is a financial contribution. “Fighting breast cancer” is their theme and therefore Lindex make sure that they communicate the message of breast cancer and the importance of examining your breasts. The monetary contribution also comes from the products. 10% of the sales from a fashion line go to the cause and for every bra sold, Lindex donates 1SEK. The 15th of October Lindex gives their customers a 10% discount, and donates 10% of their total sales for that day. In the stores, Lindex demonstrates for their customers how much their purchase is generating to the cause, except from bras. During the Pink Ribbon gala, the CEO of Lindex gives feedback about how much they have contributed with this year.

5.1.3 Lindex and the Products

Lindex have various kinds of products, however the majority is clothes. This year Lindex have a famous designer that creates a unique fashion line or collection especially for the Pink Ribbon campaign. In addition to this fashion line, they also include bras that are part of their ordinary assortment. When asking about the characteristics of the products, Renman mentions that the unique fashion line creates additional value to the cloths, it may be one reason to why customers decide to enter the store. When looking for clothes the fact that this particular line contributes to a good cause may be an essential part of the decision making.

Regarding the price and quality, Renman mentions that Lindex has a price level that is known among their customers, and to differentiate too far from this level is difficult since it would raise suspicion. However, for this fashion line Lindex has, through the designer, increased the quality, hence the price is also raised. Renman stresses that the increase in price is not for the Pink Ribbon campaign but instead based on what the designer requires.
5.1.4 Benefits According to Lindex

Lindex entered the partnership with the Pink Ribbon for a long time ago and Renman means that profit has never been their intention. They did not even know that the campaign would grow and become as successful as it has. She even mentions that, from the beginning it was controversial to discuss breast cancer in public. The initial idea was to enhance the fact that their employees and customers are women. Renman mentions that if they had become a partner today, they may have reasoned differently. Furthermore, she argues that the strong brand that Lindex has, and their already existing network of customers, benefit the brand of the Pink Ribbon. Together they create brand loyalty for both the company and the cause. For the customers it is the feeling of that, through their consumption, they can contribute to something good.

In conclusion, Renman argues that the concept of Cause-Related Marketing has developed a lot the last couple of years. However, Lindex’s intention has always been to be involved in issues regarding women, and Lindex has always wanted to contribute to the society.
5.2 ICA

The history of ICA is long and the company has been merged several times, but 1917 has become accepted as the year of ICA’s foundation. Today, ICA is a corporation with ICA AB as the parent company. Retail is the primary operation, however banking and real estate are also part of their operation. Actually, ICA is northern Europe’s leading retail company with 2200 stores in Sweden, Norway, Estonia, Latvia, and Lithuania. 50 000 people work within ICA and 20 400 are employed by the cooperation. The company’s goal is to be long-term and lively by having; a good economy, a conscious work with the environment and a strong engagement in the society. (www.ica.se)

To act and shop responsible is part of ICA’s Corporate Social Responsibility. They argue that their customers demand products that are environmentally friendly, healthy and traded under fair conditions. To work with CSR is part of their long-term profits and they want the society as a whole to feel trust for ICA’s operations. The work is divided into; sustainability, quality environment, health and society. The latter category enhances their cooperation with the Pink Ribbon. (www.ica.se)

We have interviewed Peter Wigstein who is responsible for sponsorship and social responsibility at ICA, therefore he is also responsible for the Pink Ribbon. Cause-Related Marketing is not an expression that ICA uses in order to describe marketing related to charity, but Wigstein means that they implement the technique.

5.2.1 ICA and the Cause

ICA’s target market consists of their customers, meaning people who possess a member card. Specifically for the Pink Ribbon campaign, the focus is on women and families with children, however the communication reaches all of the members. Except from the partnership with the Swedish Cancer Society, the Pink Ribbon and Mustaschkampen (prostate cancer), ICA also cooperate with the Red Cross, WWF, Childhood and the Scouts. These organizations have a high visibility nationally, and Wigstein mentions that this is important but it can vary. By that he means that, the cause can have high visibility and be a national concern or it is rather small and still is a national concern. He points out that ICA has a lot of local activities connected to a certain stores, which shows the spread of their geographical engagement. When we asked how they reason when choosing which cause to the support, Wigstein argues that the cause has to be connected to their values and with a focus on compassion. He also mentions that different sub segments among their customers are considered as vital in the selection process.

5.2.2 ICA and the Campaign

ICA was part of the foundation of the Swedish Cancer Society sixty years ago and has been a partner with the Pink Ribbon campaign since the start up 8 years ago. The CEO of ICA is a member of the board, something that Wigstein believes proven their high engagement. Since every member store of ICA is independent, we asked how it is possible to maintain a high engagement throughout the organization. The answer to the question was that ICA has to influence each store through marketing and persuasion. The response from the stores is positive and only 10-15 stores of the 1400 stores in Sweden have chosen not to participate, showing a high commitment.
The stores are responsible to run the campaign with the marketing material that is distributed to them. Wigstein mentions that, at the head office the personnel raises own funds, for example by selling the ribbon. He means that charity is often a passive process where people only raise money, but he points out that ICA wants to have an impact and contribute to make a difference.

The Pink Ribbon campaign runs from the 1st to the 31st of October. Wigstein explains that this timeframe is very specific for the campaign and they follow it accordingly. If the customer wants to purchase a pink ribbon they have to offer one. Even though the limited timeframe is preferred, Wigstein argues that a shorter period of time would have been even better for ICA. When the campaign is over they send the material back to the Swedish Cancer Society and it is not possible to purchase the products after the campaign.

ICA’s contribution to the cause consists of different parts where they: communicate the cause’s message, enhances public relations and pays to be a partner in order to be able to use the Pink Ribbon logo in their own campaign. The direct marketing consists of text message where the customers can purchase the ribbon directly through their cell phone. Furthermore, all the members receive ICA’s own magazine, Buffé, where they attach a donation form which makes it possible for the customers to make a direct contribution to the cause. From the products, ICA donates a specific amount to the cause. The contribution from the products is communicated to the customers in relation to each product’s place in the store. Feedback about the total donation is announced during the gala in the end of October. The customers also receive the information through ICA.se and Buffé.

5.2.3 ICA and the Products

When asking which products ICA has chosen to include in the campaign, Wigstein mentions that they have made a shift compared to last year. The strategy for this year is to include durable goods, meaning products that are part of the customers’ everyday life, such as dish-brushes, washcloths and trash bags. He means that the products are easy to access and part of the customers’ ordinary shopping routine. The change in products offered in the campaign is a conscious choice. ICA believes that it is better to include products that are necessary, compared to products that are more luxurious and sometimes excluded. According to Wigstein, ICA argues that when buying necessary products you might as well purchase several when it is supports a good cause. He points out that the amount donated from each separate product may be smaller, but the volume of products sold hopefully makes the end result the same. The focus is on the durable goods, however ICA believes in a product mix and therefore they have also chosen to include a fillet of pork, a salad and a bouquet.

The quality of the products is not changed however the pink color is significant for the products. Wigstein also mentions that they may choose to make a different buy-in, for example a dish-brush that is not usually part of their supply. He reasons that a new product creates an interest. The price of the products is not raised, the donations somewhat come from ICA’s and their suppliers margins. By purchasing a larger quantity the price per unit is lowered and that makes it possible to have a remained price level.
5.2.4 Benefits According to ICA

The monetary contribution to the cause has been mentioned, and Wigstein argues that ICA’s brand can also help building the brand of the Pink Ribbon. Through their customer polls, before, during and after the campaign they have found evidence that the campaign and the cause in the stores, are appreciated by the customers. The benefit for the customers is according to Wigstein, the general thought that they can contribute to something good. ICA is there to facilitate the customers’ willingness to engage in the campaign, he describes it as a push forward. As a senior partner to the Pink Ribbon and as a major actor in the market, ICA claims that it is part of their responsibility to support causes of this kind. So far ICA has not experienced an increase in sales, however Wigstein means that being part of the Pink Ribbon campaign builds brand loyalty among their customers which, in the long-run, can affect the sales numbers.

In conclusion, Wigstein argues that Cause-Related Marketing is beneficial at least for ICA and the Swedish Cancer Society. If ICA can sell the products and raise money it proves that they have chosen the right cause to support. For their customers it is more a matter of an increased availability. Wigstein ends the interview by stating that it is required by companies, in today’s society, to take responsibility.
5.3 Apoteket

Apoteket has existed for a long time, however Apoteket as we know it today was founded about 40 years ago in 1971. Through pharmacies all over the country, Apoteket offers private individuals prescription and non-prescription drugs, a wide selection of health-care products and counseling aimed at promoting a life of health. The company has almost 6000 employees and through their competence the aim is to be the leading organization within the industry. The vision is to create “a healthy life” for their customers as well as for the society. (www.apoteket.se)

Apoteket’s Corporate Social Responsibility can be divided into three categories; sustainable development, environment and social. The tradition to work with CSR is long and is important in order to be a successful company, economically, socially and environmentally. It is about incorporating the vision and values into the everyday work. One way to show this responsibility is to be senior partner with the Pink Ribbon (www.apoteket.se)

We have interviewed Carina Backhans who is the project leader for the marketing division at Apoteket. She is responsible for the marketing communication and campaigns, such as the Pink Ribbon. Cause-Related Marketing is a familiar concept that Apoteket implements. She regards CRM as, having sponsorship as a part of the marketing strategy.

5.3.1 Apoteket and the Cause

Apoteket has a specific target market, however Backhans means that this is information that they want to keep internal, but she means that they can share information regarding the target market for specific campaigns. For the Pink Ribbon, the target market is middle-aged men and women. However the customers in the stores are mainly women, making purchases for the whole family. Furthermore, Apoteket’s vision is a life in health and therefore the Pink Ribbon suits their brand, according to Backhans. Except from the Pink Ribbon, Apoteket has recently initiated a partnership with an organization (SOS Barnbyar) that builds new homes for orphans. The target group for this cause is families with children. Furthermore, the majority of Apoteket’s employees are women and they are committed to the chosen causes. The fact that the two organizations that Apoteket cooperates with are national and have a high visibility has, according to Backhans, been a conscious choice. She means that it is important to work with established and well known organizations so that they can benefit each other.

5.3.2 Apoteket and the Campaign

2010 is the sixth year that Apoteket is a senior partner to the Pink Ribbon, Backhans says that the partnership is significant and the intention is to continue. One reason to the commitment among the employees is due to their educational background. The majority of the employees are pharmacists and health is what they work for, which makes the commitment to breast cancer natural. In order to increase the commitment, Apoteket has set up a sales competition for the ribbons. Furthermore, the personnel are wearing a pink scarf during the campaign, which makes them feel proud, according to Backhans.

1 All partners sell ribbons, distributed by the Swedish Cancer Society, 25SEK goes directly to the cause.
The campaign at Apoteket begins 1.5 weeks before the official start the 1\textsuperscript{st} of October. This is a special agreement between the parties based on the fact that Apoteket normally shifts campaigns at this point in time. Apoteket contributes to the cause in several ways. The foremost concern is to communicate the message of the Pink Ribbon, education about breast cancer and how to discover it in an early stage is vital according to Backhans. This is done through public relations and a specific event where Apoteket has chosen to have a membership day. During this day personnel from the Pink Ribbon will educate and spread information in two of Apoteket’s stores. Furthermore, the monetary contribution comes from the contract of being a senior partner and from a specific amount for every product sold. The donation from the products is communicated in connection to the products’ place in the stores. In the end of the campaign, Apoteket presents their total contribution during the Pink Ribbon gala.

5.3.3 Apoteket and the Products

This year, Apoteket has decided to include two products and one service in the campaign. The service is a health check-up where the patient gets a health statement. The patient pays 250SEK and 25SEK goes to the cause. One of the products is a chap stick that has a special design for the Pink Ribbon and it is offered in a limited amount. The other product is cotton pads. Both products are part of Apoteket’s ordinary assortment. The colour is the only thing that is changed with the products, hence the quality is remained. Backhans describes that these products are commonly purchased by women and are also two of Apoteket’s most popular products. Furthermore, she argues that the products are durable goods that are fairly cheap and require a low involvement. She argues that since the customers consider these products to be necessary they might as well purchase more than one, this for the good cause. Apoteket has remained the price level for their products and the donations come from their profit before taxes.

5.3.4 Benefits According to Apoteket

One of the benefits for the cause from the partnership is, according to Backhans, that the Pink Ribbon gets a wide distribution of their material and information. Furthermore, she claims that by cooperating with a large company with a well known brand and high loyalty among customers, increases the cause’s trustworthiness. According to Backhans, the fact that Apoteket runs the campaign make easy for the consumer to participate and without any additional costs they can contribute to something good. Apoteket as a company experience increased sales, up to 50\% for some products. The partnership also increase brand loyalty, and therefore Backhans means that the benefits are both short- and long-term.

In conclusion, Backhans says that Cause-Related Marketing is a way of building loyalty among their customers, increase sales and at the same time contributes to a good cause.
5.4 ClasOhlson

ClasOhlson was founded in 1918 and is a European retail company with a customer focus and a strong connection to its history and origin. Their aim is to have a broad range of products at a reasonable price and with personal service and availability they want to help their customers to solve everyday problems. The company employs 3500 people and is situated in Sweden, Norway, Finland, UK and China. (www.clasohlson.se)

ClasOhlson is built on an honest engagement to the customers and the employees. The environment and social responsibility is as important. The work with CSR at ClasOhlson follows a clear plan with internal guidelines and GRI-models (global reporting initiative) on how to work with and to report social responsibility. Since last year the Pink Ribbon has become part of this engagement for the society. (www.clasohlson.se)

We have interviewed Kai Sundström who is the advertising manager at ClasOhlson. He is responsible for the agreements with the non-profit organizations and decisions regarding which ones ClasOhlson cooperate with. Earlier he has been employed in a non-profit organization and he introduced and implemented the Pink Ribbon to ClasOhlson. Due to his previous employment, where he worked with Cause-Related Marketing, he argues that he is well aware of the concept. He means that this type of marketing is beneficial however, historically, ClasOhlson has been cautious with CRM.

5.4.1 ClasOhlson and the Cause

ClasOhlson has a wide target market, Sundström describes their target market as their customers. 40% of their customers are women and 60% are men. Traditionally, the customers have been old men, however lately the company has experienced a change in age and gender. The amount of women in the stores has increased while the mean value of the customers’ age has decreased. Based on this fact he argues that they do not have a specific target within their customer segment, this is also true for the Pink Ribbon. Sundström argues that the Pink Ribbon is a family concern, even though breast cancer is a disease that mostly strikes woman, the whole family is affected.

ClasOhlson does not support any other charity organizations apart from the Swedish Cancer Society. Before, they cooperated with the Red Cross however they decided to shift from this cause to cancer. Together with the Swedish Cancer Society they run both a campaign for breast cancer (the Pink Ribbon) and prostate cancer (Mustaschkampen). They argue that these causes suit their company in a beneficial way. Sundström means that research about cancer, and breast cancer in particular, is a great concern in Sweden and everyone has a relation to the cause. He also points out that they have a good internal support, which is of importance. If the employees and foremost the shop assistants are not committed the purpose fails. Furthermore, the execution of the Pink Ribbon campaign is appreciated by ClasOhlson because in their opinion it is well administrated. Therefore they have also chosen to run the campaign in Norway. In conclusion Sundström means that ClasOhlson selects the non-profit partners carefully based on the demographics of their customers, the cause’s visibility as well as the way it is administrated. He means that it is important that the cause’s brand and the campaign is highly recognized, hence it will benefit ClasOhlsons’s brand as well.
5.4.2 ClasOhlson and the Campaign

ClasOhlson started to work together with the Pink Ribbon last year hence this is the second year as a partner. This is a partnership that has felt best suited for the company. Sundström means that they invest a lot resources and it has not been a problem to find a commitment among the employees. Everyone wants to be a part of, and contribute to the campaign. They have negotiated the contract for a couple of years and will continue the cooperation under the condition that it is beneficial for both of the parties.

The campaign runs during October and Sundström means that this is perfect for ClasOhlson. They run other campaigns throughout the year and a limited timeframe is preferable in order to avoid competition between different campaigns and to keep the employees engaged.

ClasOhlson pays to be a partner and they guarantee a specific amount that they will donate. They also contribute to the Pink Ribbon by communicating their message and spread information about breast cancer through their chain of stores. To enhance the relationship (PR) is of great importance and something that the company is proud of. Furthermore, they donate a percentage, between 10-50%, of the products’ price, the sales tax is excluded. This is communicated to the customers and through the website they also give the customers feedback on how much they have donated each week.

5.4.3 ClasOhlson and the Products

Regarding the products, for this year, ClasOhlson has decided to change their approach. Sundström describes that last year they had a wide range of products. He did not remember exactly, but they had at least ten products connected to the Pink Ribbon campaign. In his opinion and according to their evaluation they found that this approach was not successful. Sundström describes the products, included last year, as more durable goods such as pens. This year they have decided to limit the pink products to only two. When ClasOhlson decided upon these products they considered certain variables. First of all it has to suit the campaign’s frame. Secondly, the product has to be fairly popular so that they can order a large quantity, which in turn will benefit the margins and the possibility to donate a larger amount to the cause.

One of the products this year is a pink screw driver that has the same attributes as the ordinary black one. They have never sold a pink screw driver before and Sundström argues that the colour is important for the communication of the campaign, and the reactions have been positive. Usually, ClasOhlson sells a large quantity of screw drivers and they argue that a pink one will be beneficial for the campaign. The second product is a book that emphasises how to treat people facing setbacks in their lives. Sundström describes the book as considerable and as a perfect gift instead of flowers. The quality and the price for the products are not changed.
5.4.4 Benefits According to ClasOhlson

From the previous discussion it can be concluded that ClasOhlson makes a monetary contribution to the Pink Ribbon. Sundström argues that the Swedish Cancer Society makes a careful choice when deciding upon which companies to cooperate with. He means that, since ClasOhlson is a well known brand it helps to build the brand of the Pink Ribbon as well. According to Sundström their customers receive additional information about breast cancer and if they decide to purchase any of the pink products it mostly enhances the feeling that they have contributed to the society. ClasOhlson’s sales do not increase during October, however Sundström argues that their trustworthiness as a company increases and that their customers expect them to show responsibility. Even though the sales do not increase, ClasOhlson has taken the opportunity to educate their sales personnel to enhance additional sales. He also argues that, through the campaign and the products, they can find new customers.

In conclusion he means that CRM is a win-win-win situation and this is a main reason to be a partner. Another reason to why ClasOhlson cooperate with the Pink Ribbon is that the cause is easy to communicate, the organization behind is well organized and they execute the campaigns in a preferable manner. A limited period of time together with the educational purpose makes the partnership beneficial.
5.5 EuroFlorist

Peter Jungbeck founded EuroFlorist in 1982, this in an attempt to make it easier for Swedish florists to transmit flowers to their customers. Today EuroFlorist offers delivery of bouquets with fresh flowers designed by a professional florist at the same day as they are ordered. The company is privately owned and has its base in Stockholm, Sweden, however the market is throughout Europe. The flowers can be found in 11 000 stores in Sweden Belgium, Denmark, France, Holland, UK, Ireland, Luxemburg, Norway, Poland, Germany and Austria.

EuroFlorist shows Corporate Social Responsibility in several ways one of which is the Pink Ribbon. We have interviewed the Scandinavia’s regional general manager, Magnus Noord. He is responsible for Sweden, Norway and Denmark and for the Pink Ribbon campaign. The concept of Cause-Related Marketing is familiar and regarded as something positive.

5.5.1 EuroFlorist and the Cause

EuroFlorist’s target market is people in all stages of life, meaning that gender and age is not of great importance. Flowers have a symbolic meaning and are part of our lives from birth to funeral. However, in majority, it is women who purchase and send flowers from EuroFlorist. Noord means that the Pink Ribbon is more directed towards women compared to Mustaschkampen (prostate cancer) which is more directed towards men. The Swedish Cancer Society is one partner that EuroFlorist cooperate with, Heart-Lung Foundation and Save the Children is other causes that they support. As an international company, it is important for EuroFlorist to support causes that are well known, locally, nationally and globally. The causes have to be a concern for the general public so that all of their customers can feel involvement. Noord says that they offer a variety of causes in order to help the customers to support something if they want to. In this way he means that they try to find a good fit between the cause and the customer.

5.5.2 EuroFlorist and the Campaign

EuroFlorist has been part of the Pink Ribbon campaign since 2007, hence for four years. Their intention is to continue the cooperation, under the condition that the campaign continues to be well administrated. The stores are only members of the organization and therefore it is free of choice to participate in the campaign, hence it is not forced upon them. Even though this is the case, Noord says that the commitment among the stores is very high. The ribbon is sold in 85% of the stores and the bouquets are sold in every store. One explanation may be that a lot of the florists are women and many of them feel affected. EuroFlorist helps the stores with the distribution and marketing material.

The campaign runs during October, however it is possible to purchase the pink products throughout the year. The cause is always represented on their website but it is less promoted compared to in October when EuroFlorist.se turns pink. Noord, describes their contribution to the cause as a donation as a percentage of the product’s value. Demonstration of the impact is clearly stated for the customers, on the website. The customers are given continuous feedback about the campaign, this mainly done through social networks such as Facebook, Twitter and blogs.
5.5.3 EuroFlorist and the Products

It is obvious that EuroFlorist include flowers in their Pink Ribbon campaign. Noord means that flowers are perfect when you want to create and maintain relationships and to do so together with a cause is effective. The company offers a wide range of flowers and for this particular campaign the designed bouquet is made out of pink flowers. It is possible to add other products such as chocolate or a teddy bear, however these are not regarded as pink products. The additional products do not raise any money for the campaign. It is also possible to purchase the ribbon and attach to the bouquet which contributes directly to the cause. Noord mention that flowers is something that can add value to our everyday life and if you, at the same time, can support a cause you create even more value. It is natural for EuroFlorist to have flowers as the central product due to the easy distribution, all the stores already have the pink flowers. The specific product orientation also makes it possible to keep the price on the same level.

5.5.4 Benefits According to EuroFlorist

The engagement in the campaign raises funds to the cause and together with EuroFlorist, Noord argues that, the brand of the Pink Ribbon is also enhanced. The company view themselves as a link between the cause and the costumers, which makes it easy to participate. The partnership does not increase any sales however Noord means that the company is growing and he does not exclude that the Pink Ribbon campaign can be part of this growth. He also states that their brand loyalty increases which can affect their sales over time. Furthermore, if customers participate in the campaign they are contributing to making the society healthier. Meaning that, if breast cancer is combatted, it is positive that EuroFlorist together with their customer can be a part of it.

In conclusion, Noord means that everyone is a winner, the one who purchases the flowers contributes, the receiver of the flowers is thankful and EuroFlorist is connected to a good cause which also enhances the brand.
6. Analysis and Conclusion

This chapter is intended to present our analysis of the empirical findings as well as a discussion about the results and a conclusion. Contributions and future research will be presented.

6.1 Analysis

The theoretical framework has been our starting points and based on the theories we developed our interview questions and conducted the interviews. The empirical findings have been presented the problem formulation is the basis for the analysis.

- How do Swedish partner companies employ the Pink Ribbon in their Cause-Related Marketing campaigns, and does it create a win-win-win situation?

6.1.1 Analysis of the Approach

Based on the empirical findings we will analyze the results with the theory of Van den Brink’s et. al. (2006) as a frame. The aim is to classify whether the companies’ approach is strategic or tactical, as an answer to the question: how. Before we begin the analysis we argue that a repetition of the variables included in the theory, is necessary.

1. The congruence between the cause and a company’s core competency (due diligence/connection/company-cause-customer fit)
2. The degree of senior management- and employee involvement (commitment)
3. The amount of invested resources (contract negotiation/communication)
4. The duration of a campaign (timeframe)
(Van den Brink et. al., 2006:16-17)

The first dimension enhances the importance that the company and the cause must share a common ground; brand image, mission and vision are parts that have to be considered. In the theory this is referred to as due diligence or connection (Van den Brink et. al., 2006:16-17 and Kalligeros, 2005:18). However, Gupta and Pirsch (2006) takes it further and also include the customers, meaning that the company-cause-customer fit is regarded as crucial.

First of all, we argue that the Pink Ribbon, as a cause, is foremost directed towards women, based on the fact that breast cancer is a disease that mostly strikes women. Even though this is the case, we still argue that such a severe disease affects every one that has a relation to the woman carrying the disease. This assumption has also been supported by all of the companies that we interviewed in our study. Based on this reasoning and the empirical findings we can conclude that the Pink Ribbon is regarded as a cause that is foremost directed towards women and people in relation to a woman carrying the disease, thus the target market for the cause is determined. In order to analyze the company-cause-customer fit, we have to understand the target market for the companies included in the study. In general, all companies except from Lindex have a broad target market. ICA and EuroFlorist regard their customers or members as their target market. This is also true for ClasOhlson however 40% of their customers are women and 60% are men. Lindex has a clear direction towards women. Apoteket does not share the information.
First of all, we claim that a broad range of customers targeted makes it more difficult to find a cause that actually fits the company, however it also makes it possible to have a portfolio of causes. Lindex has a clear customer base consisting of women and the causes that they support also enhance, and are directed towards women. We argue that Lindex has made a conscious choice and that the fit makes sense. In contrast to Lindex, ICA has a much broader range of customers and they also have the most diverse portfolio of causes that they support. We argue that ICA’s intention has been to find causes that can fit all of their customers and that are in line with the company’s values. Even though we do not know Apoteket’s general target market we still argue that both Apoteket and ClasOhlson have found causes to support that are closely connected to their customers. The Pink Ribbon is directed towards their female customers, SOS Barnbyar (Apoteket) towards families with children and Mustaschkampen (ClasOhlson) towards men. EuroFlorist’s target market is all people in all stages of life, and through their portfolio they have tried to target everyone.

Regarding the company-cause fit, the companies share a common reasoning. They argue that it is important to support a cause that suits their values, mission and vision. In our opinion this variable can be beneficial when deciding which cause to support. On the other hand, we regard these variables as very abstract. To find a good fit based upon, for example, a vision makes the choice less specific. If the vision is to make the world a better place it seems possible that all good causes can fit. However, what is interesting is that, Lindex, Apoteket and EuroFlorist argue that the Pink Ribbon is particularly important for their organizations since the majority of their employees are women. In our opinion this is an indication of that these companies have found a company-cause fit. With this, we do not mean that the others have not done the same. The other companies’ are more diverse when it comes to gender among their employees and therefore a portfolio of causes may be a better fit for their organizations which is also mentioned in the theory (Varadarjan and Menon 1988:65).

Other aspects in the theoretical framework are the geography of the target market, as well as the degree of visibility that the cause has (Varadarjan and Menon 1988:65). The general opinion among the companies interviewed is that they want to support causes that have a national concern. The companies have a national target market and therefore this choice is natural. However, they do have regional and local deviations in order to benefit those markets. The fact that the companies cooperate with high visibility causes is based on the fact that they want to reach the general public.

It is obvious that the companies have implemented a strategy when deciding which causes to support. When analyzing their target markets in relation to the Pink Ribbon it is possible to determine that the fit between each company and the cause is high since women are part of all of the companies’ target market. Regarding Lindex, Apoteket and ClasOhlson, we also argue that the company-cause-customer fit for their portfolios is very clear ICA’s and EuroFlorist’s portfolios are understandable and do fit their diverse target market however it may not be clear for the customers. We claim, and in accordance with the theories, that it is a risk in supporting several causes (Varadarjan and Menon 1988:65). If there is always a cause-related campaign, the customers may begin to regard it as noise and therefore it is important to operate the Cause-Related Marketing accordingly. It may be possible that the other companies have other partnerships except from those mentioned in the interviews. If this is the case they also have to consider the risk of creating noise.

In conclusion, we argue that the companies do consider the company’s values, the target market of the cause as well as their own target market in order to create a high company-cause-customer fit for the Pink Ribbon campaign.
The second dimension that we have to discuss is the degree of senior management- and employee involvement which is also referred to as commitment (Van den Brink et. al., 2006:16-17). According to the theories the whole company must feel committed and be aware of the timeframe of the partnership (Pringle and Thompson, 1999:146-147). It should be noted that our intention has never been to measure the commitment in numbers, it has rather been to get a comprehension of the companies’ commitment.

First of all, since the companies have already entered a partnership with the Pink Ribbon, it is presumable to believe that the decision was based on willingness among both parties. The empirical findings also suggest that the commitment among the companies’ management and employees is relatively high. For example almost every employee at Lindex, Apoteket and ClasOhlson are involved in the campaign. 85% of EuroFlorist’s stores sell the ribbon and all stores offer the bouquets. As a founder of the Swedish Cancer Society, with the CEO as a member of the board and with more than 99% of their stores connected to the campaign, we argue that ICA’s commitment is definitely high. Furthermore, most of the companies have been engaged in the campaign for a very long time.

In our opinion, part of the high commitment comes from the fact that breast cancer and the Pink Ribbon has become increasingly emphasized the last couple of years which has made people aware of the problem of breast cancer. The disease has stroke women throughout the history but it has just lately become a great concern. We argue that the increased emphasize is a result of the Swedish Cancer Society’s work. The companies mention the administration of the Pink Ribbon as one important factor in their high commitment. Furthermore, the fact that many people know someone who has had or have the disease, makes the cause more close to reality and comprehensible, which is something that the companies also stresses. The fact that the companies have been in the campaign for a long time may contribute to their engagement. However, the fact that the companies have not set up a time frame for the partnership may affect the commitment negatively in the long-run. In our opinion it is possible that an endless partnership make the employees lose interest. We argue that the companies and the Swedish Cancer Society have to consider when to end the partnership in order to be able to keep the commitment high, and to remain successful.

The amount of invested resources is the third dimension (Van den Brink et. al., 2006:16-17). All of the companies negotiate a contract which in itself is an investment of resources. The companies interviewed chose to invest even more resources, by participating in several marketing activities in relation to the campaign. The companies claim that advertising and public relations is part of their strategy, however in our opinion it is foremost Lindex and Apoteket that communicates the message of breast cancer. Both of these companies have a smaller event during one day, where the intention is to educate their customers. The other companies communicate the message through the material that is provided to them. ICA implements direct marketing through their short message service and Buffé. ClasOhlson does not have any specific event however they guarantee an amount that they will donate. Significant for all of the companies is that they use purchase-triggered-donation.

The amount of invested resources varies among the companies. We argue that this variation may be dependent on for how long the companies have been partners with the Pink Ribbon. The natural development is to, first sign a contract and then to find products that can generate donations. We regard the implementation of other activities as a progress that comes from experience throughout the years. The number of activities is the only way in which we can measure the amount of invested resources. Therefore Lindex, ICA and Apoteket are considered to score high, ClasOhlson is somewhat lower and EuroFlorist scores the lowest.
The fourth dimension to evaluate is the duration or timeframe of the campaign (Van den Brink et. al., 2006:16-17). The timeframe is evaluated on how long it lasts. The notions used in the theory are; short-term/one-shot and medium-term and long-term/ongoing (Varadarajan and Menon, 1988:63 and Barnes and Fitzgibbon, 1991:22). Specifically for the Pink Ribbon, October is the month of the year when the campaign runs. Having a campaign connected to a specific month we regard as seasonal, and in theory this would be described as a short-term or one-shot timeframe. The companies that we interviewed do run their campaigns during this month. It is only Apoteket who starts running the campaign before the official start the 1st of October and ICA is the only company stating that a shorter period of time would be beneficial for them.

Following the theories, to run the campaign for a shorter period of time may be beneficial if a company wants to try Cause-Related Marketing at a low risk or in order to raise money fast (Varadarjan and Menon, 1988:63 and Barnes and Fitzgibbon, 1991:22). Even though the companies interviewed have a shorter time frame of their campaigns we propose that this method is in fact more beneficial for the Pink Ribbon campaign. It has become commonly known that October is the pink month and customers have begun to understand the concept. One of our respondents even points out that the timeframe of the campaign is one major reason to why they have chosen to be a partner with the Pink Ribbon. He, together with some of the other respondents, claim that the campaign is very well administrated and therefore it is also comprehensible.

We argue, the fact that the campaign returns annually, makes it more durable. It may be so that a CRM campaign does not necessarily have to last a long period of time to be successful. Instead, we mean that a returning campaign is beneficial for both the employees and the customers. Furthermore, to have a beginning and an end makes it more understandable and the risk of losing interest among the employees and customers decreases. In our opinion, the Pink Ribbon and the way that the companies work with the campaign, supports our argumentation. In conclusion, following the theories the companies implement a short period of time for the campaign, but we still argue that this is successful.

Based on the initial theory, regarding the strategic and tactical approach, and our discussion we now want to summarize the results. The theory states that high values on the four dimensions correspond to a strategic approach whereas low values correspond to a more tactical approach (Van den Brink et. al., 2006:17-17). Based on our discussion we have, in table 3, summarized how we think that the companies score on the different dimension.

<table>
<thead>
<tr>
<th>Company</th>
<th>Company-cause-customer fit</th>
<th>Invested resources</th>
<th>Degree of involvement</th>
<th>Duration of the campaign</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lindex</td>
<td>High</td>
<td>High</td>
<td>High</td>
<td>High</td>
</tr>
<tr>
<td>ICA</td>
<td>Medium</td>
<td>High</td>
<td>High</td>
<td>High</td>
</tr>
<tr>
<td>Apoteket</td>
<td>High</td>
<td>High</td>
<td>High</td>
<td>Medium</td>
</tr>
<tr>
<td>ClasOhlson</td>
<td>High</td>
<td>Medium</td>
<td>Medium</td>
<td>High</td>
</tr>
<tr>
<td>EuroFlorist</td>
<td>Medium</td>
<td>Low</td>
<td>Medium</td>
<td>High</td>
</tr>
</tbody>
</table>

Table 3 Summary of Company Approach
From the table 3 we can conclude that most of the companies score high on the four dimensions. Lindex has high values on all dimensions meaning that we argue for a strategic approach. ICA has scored high on all the dimensions except from the company-cause-customer fit. They have a diverse target market and have decided cooperate with many causes and we argue that the Pink Ribbon campaign suffer from getting less attention. Even though the fit is not the best, our conclusion is still that the partnership is strategic. Their long-term engagement is one reason to this conclusion. Apoteket is also strategic. The reason to the medium value on timeframe is only because deviate from the official campaign period. ClasOhlson scores medium on two dimensions, they have not been a partner for a very long time and in our opinion their experience will build a strategic approach in the long-run. The approach is not purely tactical or strategic, the company is rather in a developing stage. EuroFlorist is the company with the lowest scores. The structure of the organization and the way that they execute the campaign, even though they have been a partner for several years, makes us conclude that their approach is leaning towards being more tactical. Thus, how the Swedish partner companies implement the Pink Ribbon in their marketing campaigns varies.

6.1.2 Analysis of the Products

From previous the section we have analyzed the companies’ CRM approach and according to our purpose, we also want to analyze the category of products that these companies have chosen. In the theoretical framework we explained that the products can be divided in to two categories; goal-oriented/practical necessities and pleasure-oriented/frivolous goods (Strahilevitz 1988 and 1999). In our study, we found that the Swedish partner companies have different strategies when choosing their pink products. First, we will present our classification of their products and secondly we will analyze their choice.

As previously mentioned, Lindex has decided to include a fashion line, specially designed for the Pink Ribbon campaign. In our opinion, clothing in itself may be practical or luxurious and can require both a high and low involvement, depending on the one purchasing the cloths. However, since the fashion line is created by a famous designer and the fact that both quality and price is raised, we argue that Lindex has added value to the cloths. Therefore we regard the fashion line as a pleasure-oriented product. Furthermore, Lindex has chosen to donate money from every bra sold. In our opinion this is a perfect product fit for the cause however they have chosen not to market the product extensively and therefore we will not analyze it further. Compared to Lindex, ICA has chosen a different strategy, in fact the strategy has been changed for this year’s campaign. In our opinion this change is interesting, since they have moved from pleasure-oriented towards goal-oriented products with low involvement, such as dish brushes. With cotton pads and a chap stick, Apoteket has chosen the same strategy, goal-oriented products that require low involvement. The difference is that Apoteket only offers two products while ICA offers several.

We find that ClasOhlson has chosen one category and made an active choice to limit the amount of products offered. The screwdriver requires high involvement, it is not necessarily a luxurious good, but we still argue that it belongs to the pleasure-oriented category. The book belongs to the same category, but the involvement is significantly lower. For EuroFlorist the choice of products is natural. They sell flowers and to have a pink bouquet is preferable. We argue that, since the bouquet is pre-designed, the involvement is low. In our opinion, flowers are not bought every day and thus they belong to the pleasure-oriented category.
From the classification of the products we can conclude that the strategy varies among the companies. Research suggests that pleasure-oriented products are preferable in relation to Cause-Related Marketing (Strahilevitz 1988 and 1999). It is clear that not all of the companies that we have interviewed follow this suggestion. One explanation to why pleasure-oriented products would be more successful is that such consumption tends to evoke feelings of guilt and by supporting a good this feeling is complemented (Strahilevitz, 1988:444). To some degree, we can understand this reasoning. From own experience, we know that consumption can be connected to guilt, however it does not necessarily have to be consumption of luxurious goods. We agree that the feeling of guilt may be more intense for pleasure-oriented products, and therefore we argue that Lindex, ClasOhlson and EuroFlorist have made a beneficial choice for their campaign.

Both ICA and Apoteket mentioned that goal-oriented products were an active choice. They reason that these products encourage multiple unit purchases. As a consequence, the sales will increase and hopefully also the donation. In our opinion, this may be as successful as pleasure-oriented products since they are already part of most of the consumers purchase routine. Durable goods that does not have specific niche attracts a greater amount of consumer and can therefore be very beneficial. Based on this analysis we do not claim that the theory of pleasure-oriented goods is wrong, but instead we suggest that the reality is not that consequent. In fact, the choice of products may instead be regarded, based on the type of business that the company is running. For instance, Apoteket does not have any significantly pleasure-oriented products. ICA does have such products, such as confectionary, but this may not be suited for the cause. The conclusion is that a company-product-cause fit is of importance. In accordance with Hamlin and Wilson (2004), Adkins (1999), Chaney and Dolli (2001) and Van den Brink et. al., (2006), we argue that having products that require low involvement is beneficial. The connection to a cause may not be critical when purchasing a more complex product. In our opinion, quality and price are more important in such decision making.

In the theoretical framework we also mentioned that consumers do not want to make trade-offs when it comes to quality and price (Barone et. al., 2000). The companies have not decreased the quality together with an increase in price, hence they offer the same kind of products. Lindex increases both quality and price, meaning that the consumers do not have to make any trade-offs. Regarding price, we did find that ICA and Apotekt argue for low price products. We agree that companies should not include very expensive products since the potential customer group will decrease significantly. However, to have a low price level is not necessarily the most important part, instead, keeping price level in line with equivalent products is more important.

Interesting is that for this year ClasOhlson has decided to decrease the amount of products offered in the Pink Ribbon campaign. Their experience from last year was that 10 products was too much and not a successful concept. We have not found any studies regarding how many products that is suitable for Cause-Related Marketing. It seems obvious for us that the consumer cannot comprehend a lot of products and the risk is that they lose interest. It may be so that the size of the store and the supply are factors that also can influence the amount of products in a campaign. We cannot draw any conclusions from this finding, however it is interesting.
6.1.3 Analysis of the Benefits

In the theoretical framework we found several potential benefits for the company, the charity organization and the consumers. With the theoretical framework and the empirical findings in mind, we will analyze if the companies’ engagement creates a *win-win-win* situation.

According to the theory, there are several potential company benefits connected to Cause-Related Marketing. The companies that we interviewed argue for some benefits in relation to the Pink Ribbon campaign. The foremost mentioned benefit is that the *enhancement of the corporate image*. This means that the campaign gives them national publicity and supporting a good and respected cause creates brand equity (Varadarjan and Menon, 1988:60-62). Since all of the companies argue for this benefit, we mean that it is presumable to believe that this is the fact. As mentioned in the introductory chapter, the success of the Pink Ribbon was one reason to why we chose to study this cause. The campaign has become well known and therefore it is not a surprise that the companies argue for this benefit.

Continuing, *increasing sales* is another benefit mentioned in the theory and the increase can come from trial purchases, repeated purchases and multiple unit purchases (Varadarjan and Menon, 1988:60-62). ICA and Apoteket mention that they choose durable goods since consumers might as well purchase several when their consumption supports a cause. Interestingly, Apoteket have in fact had a significant increase in sales, while ICA claims that they have not experienced an increase during the campaign. We argue that this difference can depend on different aspects. For instance, the way that the companies have decided to measure sales can affect the results. The sales may in fact increase during October but if the sales are measured seasonally the increase cannot be derived from a specific month. Consumers might buy several in October, but none in November and therefore the consumption is equal and the increase in sales cannot be measured in the short-run. However, all of the companies agree that increased sale is one of the benefits that they aim for in the long-run. In our opinion, if the corporate image is enhanced, sales increase will be a consequence in the long-run. It should be noted that the companies that we have interviewed are profit making and therefore it would be contradicting to argue for operations that are not connected to profit in some way. Our conclusion is that the companies can enhance their brand, attract new customers and increase their sales in the long-run.

According to the companies, the Swedish Cancer Society administers the campaign well, and there are potential benefits for them as well. The foremost benefit that the companies mentioned was that they contribute to *build the brand* of the Pink Ribbon. This is not mentioned in our theoretical framework, but it seems reasonable. We have interviewed large corporations with acknowledged positive reputation and therefore we claim that there brand can possibly enhance the brand of the Pink Ribbon. Another, benefit is that the Pink Ribbon accesses the companies’ store networks which facilitates their distribution and contact with consumers. The five companies argue that their network is the most beneficial resource for the cause. In our opinion, the network helps the Swedish Cancer Society reaching the primary objective of CRM, which is *generating funds* (Varadarjan and Menon, 1988:62). Most of the money raised from the campaign comes from the sales of the ribbons and the pink products. By sending out a donation form, ICA is the only company that *promotes direct contributions*. We argue that this can be a benefit that comes more from the non-profit organization’s own work with the campaign and not something that the companies can be fully responsible for. Our conclusion is that the campaign builds the brand and generates funds in both short- and long-term, while direct contributions are a long-term benefit.
When we defined Cause-Related Marketing, we stated that it was a partnership between a profit-making company and a non-profit organization where the consumer has to take part in the process in order to create a synergy effect. From the empirical findings we have noticed that the consumer, in fact, is the link between the two actors. The companies claim that they provide the consumers with additional information and at the same time the consumers feel that their purchases help the society. Both of which are mentioned in the theoretical framework (Polonsky and Wood, 2001:13). We argue that the feelings only last in short-term and therefore these benefits are somewhat limited. However, the feelings seem to be enough since people continues to contribute. In our opinion, campaigns connected to a cause will continue to be successful as long as consumers are satisfied.

According to theory, one key concern with a CRM campaign is to make the consumers’ donations easy (Business in the Community, 2003:9). Even though the companies that we have interviewed do not mention it, we argue that the companies help consumers with the donations. We suggest that making it possible to make small contributions and the fact that the consumer can donate from disposable income are factors that makes it easier for the consumer to participate in the campaign. In our theoretical framework these factors are mentioned as benefits (Polonsky and Wood, 2001:13). Consumers can purchase products that are part of their shopping routine thus they use their disposable income, donate a small amount and get a product that they want. We argue that, in short-term, these benefits are enough in order to keep the consumers satisfied and hence they will continue to purchase the products. The long-term benefit for the consumers ought to be the results that come from the research financed through the donations. Fighting breast cancer is the goal of Pink Ribbon and when that is done the consumers as well as the whole society will benefit.

We can conclude that consumer benefits exist in relation to the Pink Ribbon campaign however, we argue that the companies have to become better in demonstrating the impact. Previous research suggests that donations have to be explicitly stated for the consumers (Business in the Community, 2003:9 and Olsen et. al., 2003:180) in order to make the campaign more comprehensible. This is something that, in our opinion, the companies fail to accomplish. To be honest, we do not understand how much that is actually donated from the products. Some companies donate a specific amount and some of the companies measure the donation as percentage. We do not know if the donations are calculated based on sales or profit, furthermore sales taxes make it even more complicated. The consumers may not reflect upon this inconsistency but we still argue that the companies can improve the demonstration of impact as well as the feedback about the campaign.

From the previous discussion we have concluded that the company, the charity organization and the consumers do in fact benefit from the Pink Ribbon campaign. Referring back to business ethics (Crane and Matten 2007:90-91), we argue that the three actors related to the CRM process, do have an egoistic starting point but together their actions create a better good for the society. Meaning, the actors need to see their own benefits before they can make the society more utilitarian. In our opinion, the Swedish Cancer Society and the companies gain the most from Cause-Related Marketing in short-term. In long-term, CRM creates a win-win-win situation for the companies, the charity organization and the consumers.
6.2 Conclusion

The purpose with our study was to demonstrate how Swedish partner companies incorporate the Pink Ribbon in their CRM campaign, meaning is the approach strategic or tactical. In relation to their approach we studied the category of products that the companies have chosen for the campaign. Finally, we aimed to analyze if their engagement creates a win-win-win situation. From our study, including five of the Pink Ribbon’s partner companies, we have been able to reach some conclusions:

- Based on four dimensions; company-cause-customer fit, degree of involvement, amount of invested resources and duration of the campaign, we have concluded that three companies have a strategic approach, one company is in a developing stage towards strategic, and one company has a more tactical approach.

- The category of products included in the campaign varies and we suggest that the reality is not as consequent as previous studies have revealed. The choice of products should be regarded more based on the type of business that the company is running. A company-product-cause fit is of importance.

- In short-term the Swedish Cancer Society and the partner companies experience the most significant benefits. In long-term, the Swedish Cancer Society, the partner companies and the consumer benefits from the Pink Ribbon campaign Thus, in long-term, the marketing campaign in relation to the Pink Ribbon creates a win-win-win situation

The overall conclusion is that Cause-Related Marketing is a concept that will continue to develop as long as the three actors are satisfied with the benefits. The charity organization has to make the cause and the related campaign available and well administrated. The companies should have strategic intentions and the consumers have to understand the long-term benefits.
6.3 Contributions and Future Research

Since we have not found any studies regarding how Swedish Partner companies work with the Pink Ribbon campaign we argue that our findings have contributed to the research field of Cause-Related Marketing. The study reveals how the companies work with the campaign and that the choice of products is not as consequent as the theory suggests. We have also found that the win-win-win situation discussed in other studies is more significant in long-term. More importantly, we have found indications suggesting that further research is required in the field of Cause-Related Marketing.

Previously we stated that the companies do not argue for an increase in sales from their partnership with the Pink Ribbon. However, in the theoretical framework it is stated that such benefits can come from Cause-Related Marketing. We cannot completely understand their continuous engagement when it lacks in creating increased sales. These companies are profit making companies and therefore increasing sales is part of their strategy. We argue that their answers may not reflect the reality and therefore it would be of interest to measure their sales in relation to the campaign.

The success of the Pink Ribbon was one reason to why we choose to study Cause-Related Marketing in relation to this campaign. After we had conducted most of our research, we found that the Swedish Cancer Society, for this year, has doubled the amount of senior partners. This means that the exclusivity of being a partner is diminished. We mean that the campaign has been running successfully for many years, but this strategic turn may be a beginning of an end to the success. We argue that it would be interesting to see for how long it is possible to run a campaign in the intense way as the Pink Ribbon does. When do the consumers lose interest or have they already started to? In relation to the fact that the consumer may lose interest, we found that the amount of products offered in the campaign can be of importance. Previous studies suggest different product attributes but the number of products in the campaign should be studied further.

When we conducted the literature review we did not find a lot of research regarding the charity organizations. Several of our respondents mentioned that one reason to why they have chosen the Pink Ribbon is because the campaign is well administrated. Something that would add to the CRM field is to study how different organizations work, and how they should work in order to become successful.
7. Evaluation of the Study

In this chapter we intend to evaluate the quality of our research. We have decided to evaluate our study based on its validity, reliability and generalizability. These criteria are representative for the social constructionism.

7.1 Research Criteria

The research criteria are useful in establishing and assessing the quality of a research. To assess the quality of a study is important since one of the key claims is that is more believable that everyday observations. In the literature it is possible to find three criteria: validity, reliability and generalizability. Depending on which research approach you have, the meaning of these terms varies considerably. (Easterby-Smith et. al., 2002:53-54) As previously mentioned social constructionism is our approach and hence we will assess the quality of our study based on this viewpoint.

7.1.1 Validity

Concerning validity, the social constructionist should ask the question whether the study clearly gain access to the full experience of those in the research setting (Easterby-Smith, 2002:53). When conducting the interviews in this particular study it was difficult to get a full access to the respondents’ experiences. This is mainly due to the fact that we conducted the interviews through telephone. When interviewing in this way it is impossible to see the respondents and their working environment. Even if we could not meet the respondents in person we still argue that, under the circumstances, we have been able to get an acceptable access to their experience. Validity also refers to whether you are measuring what you say you are or not (Bryman and Bell, 2007:410). This part of the criterion has been considered carefully. By analyzing the interview questions one by one in relation to the theoretical framework we have assured that we measure what we have intended to do.

7.1.2 Reliability

In this thesis chapter four, referred to as the practical method, has been devoted to the explanation of our research process. How we gained access to the companies, the sampling as well as the recording and transformation of data, has been presented in this particular chapter. In social constructionism, this process is important for the reliability, of a study, meaning that there is a transparency in how sense was made from the raw data (Easterby-Smith, 2002:53). By stating the whole process we claim that it is possible for other researchers to understand the process, however the possibility to replicate the study is more difficult due to our subjective approach. What another researcher interprets will not be similar to our interpretation since we may view the reality differently.
7.1.3 Generalization

If the concepts and constructs derived from the study have relevance to other settings it should be considered as **generalizable**, in the literature external validity is another notion for this criterion (Easterby-Smith, 2002:53). The sample in this particular study is relatively small. We consider that the small sample reduces our possibility to generalize our findings to other social settings except from the Pink Ribbon. In our opinion the findings from the senior- and pink partners are representative for how Swedish partner companies work with the Pink Ribbon, and not for other causes. In our opinion it is still possible that the study gives some insight and a developed understanding for the concept of Cause-Related Marketing in general.
8. List of References


Bryman A. and Bell E., (2005), Företagsekonomiska forskningsmetoder, Malmö, Liber Ekonomi

Bryman Alan and Bell Emma, (2007), Social Research Methods, Oxford, Oxford University Press


Freeman E, (1984), *Strategic management: a stakeholder approach*, Boston, Pitman


Halvorsen K. (1992), *Samhällsvetenskaplig Metod*, Lund, Studentlitteratur


Tebelius U. and Patel R., (1987), Grundbok i Forskningsmetodik, Lund, Studentlitteratur


Westberg, K. J., (2004), “The Impact of Cause-Related Marketing on Consumer Attitude to the Brand and Purchase Intention: A Comparison with Sponsorship and Sales Promotion”, School of Marketing; Griffith University

Web-based sources

Apoteket – About Apoteket
Last updated: 2010
Available URL: http://www.apoteket.se/privatpersoner/om/Sidor/startsida.aspx
Accessed: September 16th 2010

Apoteket – CSR
Last updated: 2010
Available URL:
http://www.apoteket.se/privatpersoner/om/Sidor/OmApoteketContents_Hallbarutveckling_Hallbarhetsprogram.aspx
Accessed: September 16th 2010

Business in the Community - Brand benefit; How Cause Related Marketing Impacts on Brand Equity, Consumer Behavior and the Bottom Line
Last Updated: 2004
Accessed: August 2010

Cause Marketing Forum - The Growth of Cause Marketing
Last updated: 2009
Available URL:
http://www.causemarketingforum.com/page.asp?ID=188>
Accessed: August 2010

ClasOhlson – About ClasOhlson and their CSR
Last updated: 2010
Available URL: http://www.clasohlson.se/Template/Template1.aspx?id=150767349
Accessed: September 16th 2010

ICA – About ICA
Last updated: 2010
Available URL: http://www.ica.se/Om-ICA/Detta-ar-ICA/
Accessed: September 16th 2010

ICA – CSR
Last updated: 2010
Available URL: http://www.ica.se/Om-ICA/ICA-tar-ansvar/
Accessed: September 16th 2010

Lindex – About Lindex
Last updated: 2010
Available URL: http://www.lindex.com/se/info/lindex-i-korthet/
Accessed: September 16th 2010

Lindex – CSR
Last updated: 2010
Available URL: http://www.lindex.com/se/info/vi-tar-ansvar/
Accessed: September 16th 2010
Pink Ribbon – *History and facts about the Pink Ribbon*
Last updated: 3rd of July 2009
Accessed: 20th of August 2010

Pink Ribbon – *Breast cancer citation and the Pink Ribbon Campaign*
Last updated: 3rd of July 2009
Available URL: http://www.cancerfonden.se/Global/Dokument/kampanjer/Rosa%20Bandet%202009/In%20other%20languages%202009/Rosa%20Bandet%202008%20p_%20engelska.pdf
Accessed: 20th of August 2010
Appendix 1 - Interview Questions in English

Introductory Questions

1. What is your current position?
2. How is your work connected to the Pink Ribbon campaign?
3. Are you familiar with the concept of Cause-Related Marketing? And what does the concept means to you?

The Cause

4. What is your company’s target market? Do you have the same target market for the Pink Ribbon campaign?
5. Are you supporting other causes except from the Pink Ribbon? If yes, which ones?
6. How do you reason when deciding which charity organization to support?
7. How well do you think that you match the cause to your brand and customers?

The Campaign

8. Do you think it is important that everyone within the organization is engaged in the Pink Ribbon campaign? If yes, how do you ensure that the management and employees are committed to the cause?
9. For how many years have you been running the Pink Ribbon campaign? Do you think you will continue the cooperation?
10. For how long do you run the Pink Ribbon campaign? Is it only during October or do you extend it? Does the time frame differ for different products?
11. Which one(s) does best describe your contribution to the Pink Ribbon?
   - Communicate the message of the Pink Ribbon
   - Promote the partnership with the Pink Ribbon, PR
   - Fund a specific event
   - Pay to use their logo on your products
   - Fund raising through direct marketing
   - Support the customers’ donation, i.e if the customer donates 100SEK you donate the same amount.
   - Donates percentage or set amount of products price or profit
   - Other, please explain
12. In your campaign, do you make sure that the customer knows how much they are contributing to the Pink Ribbon when buying your products? How?

13. After the campaign, do you give the customers any feedback of how much you have donated to the Pink Ribbon? Is it important to prove that you actually donate the money?

The Products

14. What product(s) do you include in the Pink Ribbon campaign?

15. In your opinion, do customers purchase these products in order to increase luxury or because they are necessities? Do the customers have to engage a lot when making the purchase decision?

16. Do you think that all of your products fit for the Pink Ribbon? Why? Why not?

17. Do you modify your products for the Pink Ribbon campaign? If yes, why do you modify them?

18. Do you raise the price of any of the products included in the campaign? If yes, how is it possible for you to do this?

Win-Win-Win?

19. In what way(s) do you think that your engagement in the Pink Ribbon actually support the charity organization, Swedish Cancer Society?

20. What do you think your customers gain from buying your Pink Ribbon products?

21. What does your company gain from the Pink Ribbon campaign? Is it mainly showing social responsibility or does your sales increase during October?

22. In your opinion, is the Pink Ribbon a win-win-win situation? Why or why not?

23. Finally, what is the main reason to why your company supports the Pink Ribbon?

24. Do you like to add something?
Appendix 2 - Interview Questions in Swedish

Inledande Frågor

1. Vilken är din nuvarande position?

2. Hur är ditt arbete kopplat till Rosa Bandet kampanjen?

3. Känner du igen uttrycket Cause-Related Marketing?

Ändamålet

4. Vilken målgrupp använder sig ert företag av? Använder ni samma målgrupp för Rosa Bandet kampanjen?

5. Stödjer ni andra välgörenhetsorganisationer förutom Rosa Bandet? Om ja, vilka?

6. Hur resonerar ni när ni väljer vilken välgörenhetsorganisation ni ska samarbeta med?

7. Hur matchar ni det välgörande ändamålet till ert varumärke och era kunder?

Kampanjen

8. Tycker ni att det är viktigt att alla inom er organisation är engagerade i kampanjen? Om ja, hur försäkrar ni er om att ledningen och anställda är hängivna det välgörande ändamålet?

9. I hur många år har ni genomfört kampanjen? Tror du att ni kommer att fortsätta med samarbetet?

10. Under hur lång tid genomför ni kampanjen? Är det bara under Oktober månad eller förlänger ni den? Skiljer sig tidsramen åt mellan olika produkter?

11. Vilken/vilka av dessa beskriver ert sätt att bidra till Rosa Bandet?

- Komminucerar Rosa Bandets budskap
- Framhäver ert samarbete med Rosa Bandet, PR
- Bekostar ett specifikt event
- Betalar en licens för att ha deras logotype på erta produkter
- Monetär insamling via direct marknadsföring
- Stödjer konsumenternas donationer, tex om konsumenten skänker 100 kr så skänker ni samma summa
- Skänker en procentuell andel eller en specifik summa av produktens pris eller vinst
- Annan, var god beskriv
12. I er kampanj, försäkrar ni er om att kunderna vet hur mycket de bidrar med när de köper era produkter? Hur?

13. Efter kampanjen, ger ni kunderna feedback av hur mycket som ni har skänkt till Rosa Bandet? Är det viktigt att bevisa att ni faktisk skänker pengarna?

Produkterna

14. Vilken/vilka produkt/produkter inkluderar ni i Rosa Bandet kampanjen?

15. Enligt dig, är det så att konsumenterna köper dessa produkter för att unna sig något extra eller för att de är en nödvändig? Anser du att konsumenten behöver engagera sig mycket när de tar beslut om att köpa produkterna?


17. Modifierar ni era produkter för Rosa Bandet kampanjen? Om ja, varför modifierar ni dem?

18. Höjer ni priset på någon av produkterna som är inkluderade i kampanjen? Om ja, hur är det möjligt för er att göra detta?

Win-win-win?

19. Hur bidrar ert engagemang i Rosa Bandet till Cancerfonden?

20. Vad tycker du att era kunder vinner på att köpa era Rosa Bander produkter?

21. Vad vinner ert företag på att stödja Rosa Bandet kampanjen? Är det att visa socialt ansvar eller ökar er försäljning under Oktober månad?

22. Enligt dig, är Rosa Bandet kampanjen en win-win-win situation? Varför eller varför inte?

23. Slutligen, vilken är den huvudsakliga orsaken till att ni arbetar med Rosa Bandet

24. Vill du tillägga något annat?