

THE IMPACT OF COMPANY TRUSTWORTHINESS ON THE
SUCCESS OF CAUSE-RELATED MARKETING PROGRAMS

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Tez Özeti

Tutku Eker İşcioğlu, “Firma Güvenilirliğinin Nedene Bağlı Pazarlama Faaliyetlerinin Başarısına Olan Etkisi”

Son yirmi senedir, nedene bağlı pazarlama (NBP) faaliyetlerinin tüketici tutum ve davranışları üzerindeki etkisini araştırmak üzere artan bir çaba sergilenmektedir. Tüketiciler, aynı sektörde faaliyet gösteren ve benzer NBP uygulamaları sergileyen firmalara farklı tepkiler gösterebildiği için, NBP uygulamalarının başarılı olmasını sağlayacak önkoşulları anlamak oldukça önemlidir. Bu çalışma, daha önce çok az değinilmiş olan iki önkoşulun ürünü alma isteği ve firma imajı açısından başarılı NBP uygulamalarına yapacakları katkıları araştırmayı hedeflemiştir. Bu önkoşullar, “firma güvenilirliği” ve “NBP kampanya çeşididir” (stratejik ve taktiksel). Önerilen model, deneysel tasarım yapılarak test edilmiş ve analizler MANCOVA ve Tekrarlı Ölçümler MANCOVA analizleri ile gerçekleştirilmiştir. Bulgular, varsayılan ilişkilerin hepsine yönelik destek sağlamamış çünkü etkileyici unsurların ürünü alma isteği üzerinde değil firma imajı üzerinde anlamlı katkı sağladığı ortaya çıkmıştır. Bulgulara göre, güvenilir firmaların NBP uygulaması az güvenilir firmaların NBP uygulamasına kıyasla daha iyi firma imajı sağlamaktadır. Ayrıca, stratejik NBP uygulaması taktiksel NBP’ye göre daha iyi firma imajı yaratmaktadır. NBP uygulanmadan önceki firma imajı ile NBP uygulandıktan sonraki imaj karşılaştırıldığında, sadece NBP çeşidinin olumlu imaj artışındaki değişimi etkilediği belirlenmiştir. Fakat ilginç olarak, taktiksel NBP uygulamasının stratejik NBP’ye kıyasla firma imajında daha fazla olumlu artışa yol açtığı saptanmıştır. Çalışmanın sonunda, yöneticiler, akademisyenler ve daha sonra yapılacak araştırmalarla ilgili implikasyonlar belirtilmiştir.

Dissertation Abstract
Tutku Eker İşcioglu, “The Impact of Company Trustworthiness on the Success of
Cause-Related Marketing Programs”

For the past two decades increasing efforts have been given to investigating the influence of cause-related marketing (CRM) activities on consumers’ attitudes and behaviors. Because consumers may react differently to companies that operate in the same industry with similar CRM applications, the understanding of the requirements of a successful CRM application is crucial. This study is aimed at examining two of these requirements that have been given only slight attention as influences on a successful CRM application in terms of purchase intent and company image. These are “company trustworthiness” and “the type of CRM campaign” (strategic and tactical). The proposed model is tested with an experimental design; and the analyses were conducted by MANCOVA and Repeated Measures MANCOVA. The findings do not support all of the hypothesized relationships, because a significant contribution by the influences was realized for the company image but not for the purchase intent. As the findings reveal, a highly trusted company that applies a CRM campaign has a better company image than a less trusted company. In addition, following a strategic CRM campaign creates a better company image than following a tactical one. The comparison of the company image before a CRM was applied with the image after it was applied revealed that it was only the type of CRM application that exerted a positive impact on the company image improvement. Interestingly, however, using a tactical CRM resulted in a more positive improvement in the company image than using a strategic CRM. The study ends with the implications for managers, academicians, and for further research.

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¹ BSBO=“Bu sene de bitirmezsene okutmayacağım”

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CHAPTER ONE

INTRODUCTION

There was a time when people did not know the words like surety, pledge, voucher, and prenup (the contract made between the bride and the groom before they get married). Rather, they were used to the phrases like “my word is the promise”, “word of honor”, “I am a man of my word” etc. And during those times two men had an experience, which then became a story emphasizing the meaning of trust. The characters of that story were in the woods and one of them wanted to buy a goat from the other. The buyer did not have enough cash at the time and promised to the seller that if he waits for a while he will bring the money right away. The seller promised that he will wait and the buyer left with the goat. However, somehow the buyer forgot his promise and after three days he could remember. As he went back to the woods, he found the seller waiting at the same spot. Being embarrassed of not keeping his promise, the buyer presented his apologies to the seller. The seller did not accept the apology and said “I have trusted your word and been waiting for you since you left. Do not think that I am after the money. I waited because I told you so. If you ever want to buy another goat, you need to buy from another seller.”

This story illustrates how trusting others played a key role in relations. In today’s business world trust is very important in every part of business even though buyers and sellers may not trust each other as much and naïve as it is told in the story. Yet, emphasis on trust has increased more than ever, especially considering companies’ intention to take advantage of consumers’ goodwill. Being one of such companies, Telecom Italia, one of the biggest Italian telecommunication companies, engaged in a

cause-related marketing (CRM hereafter) campaign where one Euro collected for every text message of its consumers was told to be used for the tsunami victims in the South-Eastern region of Asia. However, it turned out that the company was charging extra fees for the text messages and was contributing the extra charges for a very small part of its usual revenues (Baghi, Rubaltelli and Tedeschi, 2009). Compulsory auditing requirements in most of the developed countries aims to prevent such actions and enables every company to be transparent and thus be ethical. Therefore, in those countries consumers may not consider trusting companies as an important element of their consumer behavior. However, in undeveloped or developing countries like Turkey, or in countries where corruption is at high levels, like Italy, consumers continuously witness company actions not only unethical but also against law. As a result, consumers' perception of company trustworthiness stay at low levels. Indeed, 50 percent of Turkish consumers stated that they do not trust in companies (Islamoglu, 2007).

This study is one of the endeavors to show how trust can be an essential element between the customers and the firms. More specifically, the study aims to understand the importance of company trustworthiness within the domain of CRM, which is one type of corporate social responsibility.

Cause-related marketing, is defined as “a specific marketing activity in which the firm promises its consumers to donate company resources to a worthy cause for each sold product or service” (Brink, Odekerken and Pauwels, 2006, p.16). Above mentioned campaign of Telecom Italia is one of many examples of a CRM application, since, after 1990s both corporate and academic interest to CRM programs gained momentum. An extensive stream of research has emerged examining the impacts of CRM on consumer choice (Barone et al., 2000), consumer purchase decisions (Webb and Mohr, 1998), and

consumer attitudes towards CRM programs (Barnes, 1992) etc. Yet, as studies accumulated, certain prerequisites were identified for these outcomes to arise. For instance, the familiarity of the consumer with the cause (Lafferty and Goldsmith, 2005), the congruency between the cause and the company's product (Pracejus and Olsen, 2004) and the type of product that is involved in the CRM campaign (Strahilevitz and Myers, 1998) were all found to be affecting the impact of CRM campaigns. In addition, for CRM campaigns to gain support from customers, Youn and Kim (2008) examined psychographic factors including interpersonal trust, religious belief, social networks, external locus of control, and advertising skepticism; and found that these variables have positive relationships with consumer attitudes toward CRM. As seen, previous research have highlighted the importance of CRM on consumer attitudes and behaviors and have provided several prerequisites to be realized for a CRM campaign to be successful. However, there has been no study (to the knowledge of the author) investigating one of such prerequisites, namely consumer trust in the company.

Elsewhere, Atakan and Eker (2006) gained an initial understanding of the importance of company trustworthiness on consumers' attitudes toward a socially responsible company. The participants in their study emphasized the importance of trusting a company in order to believe that the money spent for the product really goes to the designated cause. Since most of the CRM applications are perceived to be sales oriented, consumers may not believe whether a company will indeed use some of its revenues for the cause or will it actually use all of the revenue generated for its own good. At this point, to trust in a company plays a crucial role in a way that it may enable the consumers to believe, the company will be fair and just, and keep its promises to support the cause. Atakan and Eker (2006) however, could not empirically investigate

the research in question due to its qualitative nature. Thus, this study attempts to fill this gap in literature by examining whether company trustworthiness does have an influence on the successful outcomes of CRM programs. More specifically, one of the aims of this research is to examine whether being a trusted company is really essential in creating a successful CRM program in terms of increasing the preference for the company and its image.

In a prior research, Osterhus (1997) revealed that for pro-social positioning strategies to work, consumers' trust in a company and its position toward the CSR activity should be activated. This suggestion does not contradict with what is to be examined in this research, since the operationalization of company trustworthiness in the two studies will differ. As opposed to Osterhus (1997), who considered company's sincere intention to support the cause as the primary driver of the trust in a company, this study will take company trustworthiness as a company's ability to behave fair and just, keep its promises without misleading its consumers. Similar to Osterhus (1997), this study will also embrace company's sincerity in its CRM campaigns, but operationalizing it as the type of CRM campaign, namely, strategic or tactical.

Brink et al.(2006) define strategic CRM campaign being long term oriented, with a serious focus on the cause by the top management and with high amounts of resources (money, time, effort) invested. Tactical CRM is short term oriented, and thus, neither the managerial focus nor the amount of resources used is high. Therefore, while a company's intention to support a cause is perceived to be sales driven with a tactical CRM, it is believed to be more sincere with a strategic CRM campaign, as it deeply invests in the cause for a long time.

Combining all these issues, the study proposes a model where the impact of company trustworthiness and the type of CRM campaign on purchase intention and company image will be investigated. To go one step further, the study also attempts to reveal the extent and nature of the improvement in company image, if any, that would be caused by company trustworthiness and the type of CRM campaign. The model also aims to incorporate some controlling variables that are related to consumers' demographic and personality characteristics, such as income, age, socially responsible consumer behavior, trust in others, attitude toward the CRM campaign etc.

The understanding of whether company trustworthiness is an antecedent or a consequence of CRM campaigns is especially important for marketing academics and practitioners. Since very few attempts has been made to understand the need of company trust before undertaking a CRM program, this study will be a corner stone for future research. It will be useful also for practitioners in a way that if a CRM campaign is to be developed to eliminate negative talks about a company and thus to increase the trust in this company, then spending such a time and energy would be useless if it is found that company trustworthiness is actually an antecedent for a successful CRM campaign. Examining company trustworthiness together with the type of CRM campaign, and understanding their influence level on purchase intention and company image will shed light into this once untouched area.

In Chapter One an attempt was made to understand the major endeavors and gaps in understanding consumer requirements and responses to CRM applications. The study is organized such that, in Chapter Two literature review is given where the research constructs are first described, then the areas that these constructs have been studied and the gaps which gave rise to this study are presented. Chapter Three provides explanation

for the elements of the proposed conceptual model and the hypothesized relationships. Chapter Four presents the research methodology by emphasizing on the research objectives, research design and the operationalization of the measures to be used in the study. Chapter Five, attempts to reveal the rationale for study one, its data collection procedure, sample characteristics and the findings with respect to its contribution on study two and measure development. In Chapter Six, the elements of experimental design and procedure are presented, such as the selection of the companies, stimulus material, data collection instrument and procedure etc. Chapter Seven reveals the results of study two regarding the unidimensionality and reliability of the measures and hypotheses testing. Finally, Chapter Eight discusses the results, their theoretical and managerial implications and provides suggestions for further studies by evaluating the limitations of the research.

CHAPTER TWO

LITERATURE REVIEW

This chapter reviews the available literature on trust by first providing a concrete definition of the construct and then showing how it has been studied within different disciplines, while marketing being the main focus. In the next section, extent research in corporate social responsibility literature is provided. Then, a general overview of cause-related marketing applications and how they can be translated into purchase intention and company image is presented. In the final section, the limited research on company trustworthiness within the domain of CSR and CRM is provided.

Research Areas of Trust

Trust Defined

Being a modern society requires division of work: we are not armed with every capability to do everything by ourselves and we are time-limited. Therefore, we must trust companies and/or organizations to supply the goods and services we need for survival. Today's world is complex, stressful and tiring: we cannot recharge on our own and we share our thoughts, ideas, feelings etc., so we must trust others not to share them with others. Being part of a society necessitates legitimizing our relationships, thus we marry by trusting the other party that the promises will be kept and responsibilities will be shared.

Above mentioned cases show how trust can be a part of different contexts in our lives and perhaps that is why dictionaries provide numerous definitions of the concept.

For instance The Oxford English Dictionary (2005) defines trust as:

- “confidence in or reliance on some quality or attribute of a person or thing, or the truth of a statement;
- accepting or giving credit to without investigation or evidence;
- giving credence to, believing (a statement); relying upon the veracity or evidence of (a person, etc.);
- confident expectations of something; and
- the quality of being trustworthy; fidelity, reliability, loyalty, trustiness.”

With the consideration of these definitions, several themes of trust can be generated. First, trust can be present in an environment of mutuality, that is, it is situation and person specific. Second, trust can embody an expectation of the behavior of the trusted party. Because individuals must act on trust, they must have some idea about how much they trust someone. And finally, when we speak of trust we are making a statement about the likelihood of positive outcomes.

As for an academic definition of trust, researchers have also attempted to clarify the meaning of the concept in different social contexts. However, such endeavors seem to result in a confusing potpourri of definitions. For one of the earliest researchers of trust, Deutsch (1958), “trust is a person’s willingness to be dependent on another party in the belief that the party will not intentionally disappoint them” (p.265). Shapiro (1987) defines trust as “a social relationship in which principals invest resources, authority, or responsibility in another to act on their behalf for some uncertain future

return” (p.626), while Barney and Hansen (1994) view trust as “the mutual confidence that no party to an exchange will exploit another's vulnerabilities” (p.176). Alternatively, Lewicki and Bunker (1995) define trust as “a state involving confident positive expectations about another's motives regarding oneself in situations of risk” (p.147). The concept of trust is also defined by Mayer et al. (1995) as “the willingness of a party to be vulnerable to the actions of another party based on the expectation that the other will perform a particular action important to the trustor, irrespective of the ability to monitor or control that other party.” (p.712).

From all these different perspectives what is common is the fact that trust leads to a set of behavioral expectations among people, letting them manage the uncertainty or risk related to their interactions so that they can mutually optimize the gains that will be gathered from cooperative behavior. In other words, trust is viewed as an illustration of reliance to the other party in an exchange of some kind, confidence that they will not harm each other or confidence that no party to the exchange will make use of the other's vulnerability.

Multidisciplinary View of Trust

Understanding why people trust and how that trust manipulates social relations have been the subject matter of a variety of academic fields, including psychology (e.g. Deutsch, 1960; Worchel, 1979), social psychology (e.g. Deutsch, 1960; Lewicki and Bunker, 1995), sociology (e.g. Gambetta, 1988; Lewis and Weigert, 1985; Luhmann, 1979), economics (e.g. Axelrod, 1984; Williamson, 1991), as well as more applied sciences like management (e.g., Gulati, 1995; Kramer and Tyler, 1996; Lane &

Bachman, 1996) and marketing (e.g., Anderson & Weitz, 1989; Doney and Cannon, 1997; Dwyer et. al, 1987; Ganesan and Hess, 1997; Harris and Dibben, 1999; Moorman et al., 1992). Each of these bodies of literature proposes unique insights into the nature of trust and the processes through which trust develops.

The discipline of psychology is known to generate the earliest works on trust (Deutsch, 1958, on conflict resolution; Rotter, 1967; Zand, 1972, on interpersonal trust). Psychologists commonly structure their evaluation of trust in terms of attributes of trustors and trustees – regardless of variation in situational factors – and concentrate on internal cognitions that personal attributes yield (Rotter, 1967; Tyler, 1990). While personality psychologists have considered trust being an individual characteristic (e.g., Rotter, 1971, 1980), social psychologists have viewed trust as an expectation about the behavior of others in transactions and concentrated on the contextual factors that improve or slow down the development and protection of trust (Lewicki & Bunker, 1995).

Sociologists have tried to develop an understanding of how institutions and incentives are created to decrease the level of anxiety and uncertainty (and, hence, enhance trust) associated with transactions (e.g. Zucker, 1986). They usually examine trust in socially embedded properties of relationships among people (Granovetter, 1985) or institutions (Zucker, 1986). A sociological theory of trust is proposed by Luhmann (1979), who suggests that there are three modes of stating expectations about the future on the basis of personal experiences and cultural meaning systems: 1) familiarity; 2) confidence; and 3) trust. Familiarity is a prerequisite for trust to exist: “Trust is only possible in a familiar world, it needs history as a reliable background” (Luhmann, 1979,

p. 20). Yet trust is required only in situations of high perceived risk; when there is no risky environment confidence or familiarity will be adequate for action to proceed.

Similar to sociologists, economists have had focused on anxiety and uncertainty associated with transactions (e.g. Goffman, 1971). Without considering the variability in individual differences in the propensity to be trustworthy, economists have a tendency to view trust as either calculative (Williamson, 1991) or institutional (North, 1990). Their view is that trust goes along with the ability to structure contracts or rewards and punishments so that individuals behave in a prespecified manner. Allowing for the fact that individuals may be inherently trustworthy, economists bother themselves with the costs and/or rewards of another party cheating or cooperating in a relationship (Lindskold, 1978). As long as the rewards of cheating do not exceed the costs of being caught, the trustor supposes that it would be contrary to the other party's best interest to cheat, so that party can be trusted (Akerlof, 1970). Dasgupta (1988) states that trusting another "implicitly mean[s] that the probability that he will perform an action that is beneficial or at least not detrimental to us is high enough for us to consider engaging in some form of coordination with him"(p.217).

Management researchers' interest in the topic began in the mid-1980s with investigations into the impact of trust on interdepartmental and interpersonal relationships in the work place. For instance, Costigan, Itler and Berman (1998) have showed that, there is a negative and strong correlation between the employees' trust for the top management and their intention to leave the company; as the trust in the corporation increases the willingness to abandon the company decreases. Examining which factors would increase the trust in the corporation in the eyes of employees, McCauley and Kuhnert (1992) have found that the factors such as work trust and having

a fair employee evaluation system increase trust in the corporation more than factors like empowerment and supervisor support. Such studies have given rise to an agreement that trust is influential in several organizational areas such as leadership, team work, performance appraisal, labor relations, strategic alliances, and negotiations (e.g Mayer et al., 1995; Morris and Moberg, 1994). Soon after, the rise in mergers and acquisitions, cross-cultural alliances, corporate reorganizations, temporary task forces and cross-functional groups in resource-stretched organizations, and the use of virtual teams have all played a role in a changing work environment (McKnight, Cummings and Chervany, 1998). As these changes occur, interaction with new managers or colleagues became inevitable, which as a result necessitated the need for trust to act as the bond to hold relationships together and allow transactions to proceed. For example, examining the impact of downsizing on a corporation's trustworthiness, Islamoglu and Turgut (2003) have supported the evidence that after a corporation downsizes, the remaining employees do not have negative feelings toward the corporation and do not lose their trust in the corporation as long as the downsizing procedure is taken with honesty and transparent information flow. As also reported by Islamoglu (2007), the management may prevent untrustworthy feelings of employees by putting rules, but in fact it is the transparent and fair management that prevents such feelings. The interest in studying trust has also widened with the increased focus on knowledge-management and human-capital in organizations where high interdependence, team-work, creativity, speed and inter-organizational collaborations are essential factors for trust to occur (McKnight et al., 1998).

The Study of Trust in Marketing

For a relationship to be successful, whether it is a friendship, marriage, partnership or business transaction, there has to be a certain degree of trust between the parties. If marketing also involves meeting customer needs through establishing and managing relationships with customers, then trust is an essential element in the relationship that exists between a company and its customers. Therefore, it should be asserted that trust also lies at the heart of the marketing concept.

For the conceptualization of trust, marketers commonly accept the definition that trust is a confidence between the parties that the other party is reliable (Morgan and Hunt, 1994); and that the parties will act with a level of integrity when dealing with each other (O'Malley and Tynan, 1997). The definition provided by Moorman et al. (1992) also has considerable acceptance where trust is defined as a willingness to rely on an exchange partner in whom one has confidence. Considering these definitions one can assert that marketing literature views trust in two ways. First, trust is perceived as a belief, confidence, or expectation about an exchange partner's trustworthiness which stems from the partner's expertise, reliability, or intentionality (Anderson and Weitz, 1989; Dwyer and Oh, 1987; Moorman et al., 1992; Rotter, 1967). Second, trust has been viewed as a behavioral intention or behavior which signals reliance on a partner and entails a vulnerable and uncertain environment for the one who trusts (Deutsch, 1960; Giffin, 1967; Zand, 1972). Moorman et al. (1992) argue that both belief and behavioral intention components must be present for trust to exist. The authors state that "If one believes that a partner is trustworthy without willing to rely on that partner, trust is limited. However, if one is willing to rely on a partner without holding a belief about

that partner's trustworthiness, reliance may be more a function of power and control than trust” (p. 315).

Marketing research into trust mostly concentrates on analyses in relationship marketing (e.g. Doney and Cannon, 1997; Ganesan, 1994; Moorman et al. 1992, 1993; Morgan and Hunt, 1994). Within this domain of research, trust has been acknowledged as an essential variable for the relationships in the supplier literature (Ganesan, 1994; Morgan and Hunt, 1994), the channel literature (Anderson and Narus, 1990; Weitz and Jap, 1995), and consumer relationships literature (Czepiel, 1990; Berry, 1995).

In supplier literature, the study of Morgan and Hunt (1994) is considered as one of the foundational works of most subsequent research on trust, since it has been the most cited of all works incorporating the concept. The scholars theorized that successful relationship marketing requires relationship commitment and trust and tested this commitment-trust model using data from automobile tire retailers for their relationships with suppliers. Their findings suggest that the antecedents of having a relationship (i.e. relationship termination costs, relationship benefits, shared values, communication, and opportunistic behavior) affect the outcomes of having a relationship (i.e. acquiescence, propensity to leave, cooperation, functional conflict, and decision-making uncertainty) only through the key mediating variables of relationship commitment and trust. Another study that deserves mentioning is that of Doney and Cannon (1997), who examined the impact of supplier firm and salesperson trust on a buying firm's current supplier choice and future purchase intentions. Their model was tested on data collected from more than 200 purchasing managers. The findings reveal that trust of the supplier firm and trust of the salesperson, which was found to operate indirectly through supplier firm trust, influence a buyer's anticipated future interaction with the supplier. Yet, after controlling

for previous experience with the supplier and supplier performance, neither trust of the selling firm nor its salesperson have an impact on the current supplier selection decision. The study of Moorman et al. (1992) is also a seminal piece where the scholars studied the role of trust for the relationship between businesses and marketing research agencies acting as information suppliers. Results indicate that when there is trust and perceived quality of interaction between the firm and research agency the utilization of market research information increases. Building on this work Moorman et al. (1993) describe a comprehensive theory of trust in market research relationships which focuses on the factors that determine firms' trust in their researchers, including individual, interpersonal, organizational, interorganizational/ interdepartmental, and project factors; interpersonal factors being the most predictive of trust.

Marketing scholars have also attempted to make contributions to the study of trust within the channel relationship phenomena. One of such studies belongs to Anderson and Narus (1990) who developed a model of distributor and manufacturing firm working partnerships. As opposed to the common belief that trust between the distributor and the manufacturer leads to cooperation, in this study cooperation was found to be an antecedent, rather than consequent, to trust. In other words, in channel relationships cooperation leads to trust which, in turn, leads to a greater willingness to cooperate in the future. The study of Ganesan (1994) is also worth mentioning as he suggests that long-term orientation in a buyer-seller relationship is a function of two main factors: mutual dependence and the extent to which they trust one another. This framework was tested with 124 retail buyers and 52 vendors and the results indicate that trust and dependence play key roles in determining the long-term orientation of both retail buyers and their vendors.

In today's business world consumers have numerous choices in the market and thus it is very hard to make them brand loyal. To attain brand loyalty and bring success for the firms, building relationships with customers and gaining their trust have been embraced by several marketers. Indeed, Reichheld and Scheffer (2000, p.107) asserted that "to gain the loyalty of customers, you must first gain their trust." The importance of trust has also been put forth by Berry (1996) who stated that "the inherent nature of services, coupled with abundant mistrust in America, positions trust as perhaps the single most powerful relationship marketing tool available to a company" (p.42). It is needless to say that within the domain of company-consumer relationship, trust has been the subject of numerous studies which confirm that trust has a positive influence on marketing success and brand loyalty (e.g. Garbarino and Johnson, 1999; Sirdeshmukh et.al., 2002; Sichtmann, 2007). Considering that customers' relations with a firm vary on a continuum from transactional to highly relational bonds, Garbarino and Johnson (1999) attempted to understand how trust plays a role for low and high relational groups. Authors undertook their study on customers of a New York off-Broadway repertory theater company and found that for high relational customers (consistent subscribers), trust and commitment, have mediated the relation of component attitudes (actor satisfaction, preference for familiar actors, play satisfaction, and theater facility satisfaction) and future intentions (future attendance, subscription and donation). On the other hand, for low relational customers (individual ticket buyers and occasional subscribers) overall satisfaction, rather than trust and commitment, is the primary mediating construct between the component attitudes and future intentions. Therefore, from this study, a conclusion can be deduced as "trust is especially important for a long term company-customer relationship." Obviously, this conclusion may not be

generalized to all contexts. For instance, in the study held by Sirdeshmukh et.al. (2002) authors found differing effect of trust in two different contexts. They aimed to use a multidimensional model for the components of trustworthiness – operational competence, operational benevolence, and problem-solving orientation – in consumer-firm exchange relationships and empirically tested the linkage between consumer trust and loyalty with the “value” as a partial mediator. They tested the model with data from two service contexts –retail clothing and nonbusiness airline travel, where trust was conceptualized for management practices and policies (MPP) and front line employees (FLE). Findings indicate that the effect of FLE trust on loyalty is completely mediated by “value” in the retailing context and the effect of MPP trust on loyalty is partially mediated by “value” in the airlines context. Focusing on current purchase intentions, rather than brand loyalty, Sichtmann (2007) found that customer trust in a firm has a considerable impact both on the selection of that firm for existing and new products and on the word-of-mouth behavior of consumers.

Starting from 1990s, marketing researchers and practitioners have become increasingly interested in the concept of trust. Even though the number of studies regarding trust has increased thereafter, the accumulation of knowledge about this phenomenon seems to be inadequate compared to other important concepts like attitude, satisfaction or loyalty. In addition, there are only a few empirical studies focusing principally on trust that allow conclusions about the generalizability of the findings. Consequently, marketing researchers have not adopted a common understanding of the concept, with the result that research on trust in marketing is parallel rather than coordinated or integrated (Bhattacharya et al., 1998).

Corporate Social Responsibility

The Definitions and Conceptualizations

In recent years, increasing attention has been given in academia to the concept of corporate social responsibility. This interest in understanding the issue of corporate responsibility has emerged with a manuscript written by Bowen (1953), and attracted the attention of numerous scholars examining the nature of corporate social responsibilities (Maignan, 2001). As corporate social responsibility (labeled CSR hereafter) has become a popular issue to investigate, the literature has revealed an abundance of papers that focused on the topic and in most of all these works authors attempted to define CSR with their own point of views.

Providing the first definition of CSR, Bowen (1953) asserted that businesses have the responsibility to “pursue those politics, to make those decisions, or to follow those lines of actions which are desirable in terms of the objectives and values of our society” (p.6). On the other hand, Levitt (1958) argued that business is required only to maximize profits within the boundaries of the law and minimal ethical constraints (Schwartz and Carroll, 2003). Similarly, Friedman (1970) stated that the only responsibility of corporations is to increase profits by legal means. Even though, such alternative perspectives have emerged about the definition of CSR until 1970s, the construct has thereafter been conceptualized broadly as the obligation of the corporate decision makers to take action that protects and improves the welfare of the society as a whole, along with their own interests (Davis and Blomstrom, 1975). The interest in CSR research has yielded so many different definitions that by the end of 1980s there were

already at least 60 definitions of the concept (Pezzey, 1989). Today, perhaps the most common understanding of CSR is embraced by the definition provided by the World Business Council on Sustainable Development (2000):

CSR is the commitment of business to contribute to sustainable economic development, working with employees, their families, the local community and society at large to improve their quality of life.

As there are numerous definitions of CSR, there are also different typologies of the term where CSR is explained by multidimensional constructs. One of such typologies of CSR is generated by Carroll (1979), who suggests that businesses have four main responsibilities: economic, legal, ethical and philanthropic. Economic responsibilities include performing in a manner consistent with maximizing earnings per share, being as profitable as possible, maintaining a strong competitive position and high level of operating efficiency (Carroll, 1991). Legal responsibilities are defined as obeying or complying with the law (Carroll, 1979). He defines the ethical domain of CSR as embracing those standards, norms or expectations that reflect a concern for what consumers, employees, shareholders, and the community regard as fair, just, or in keeping with the respect or the protection of shareholders' moral rights (Carroll, 1991). And finally, philanthropic responsibilities reflect the common desire to see business get actively involved in the betterment of society (Carroll, 1979; Carroll, 1991). In order to illustrate the components of his CSR definition, Carroll also incorporated his four-domain categorization into a "Pyramid of CSR" (Carroll, 1991), which is presented in

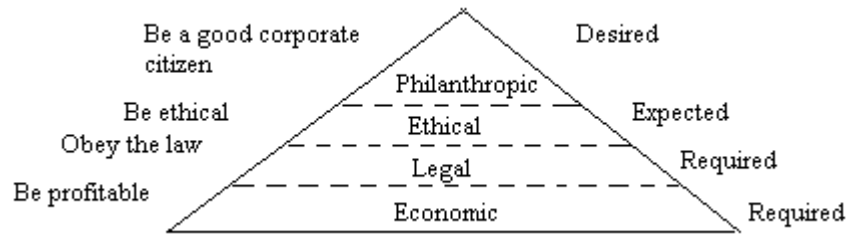


Fig. 1 Carroll's pyramid of corporate social responsibility
 Source: Carroll, A.B.: 1991, The Pyramid of Corporate Social Responsibility: Toward the Moral Management of Organizational Stakeholders, *Business Horizons*, July/August, 39-48.

Considering the limitations of Carroll's (1991) model, Schwartz and Carroll (2003) provided an alternative approach. Two limitations of the model led Schwartz and Carroll (2003) to modify and improve it:

- 1) The pyramid framework suggests a hierarchy of CSR domains, leading to a misunderstanding that philanthropic responsibilities is the most important or highly valued domain, while the economic domain is the least valued CSR domain.
- 2) A pyramid framework cannot fully capture the overlapping nature of the CSR domains. Carroll's use of dotted lines separating the domains does not fully capture the non-mutually exclusive nature of the domains, nor does it denote two of the critical tension points among them, the tension between the economic and ethical, and the economic and philanthropic domains (Carroll, 1993).

Due to the model's weakness in creating such confusion, Schwartz and Carroll (2003) generated another model, called the three-domain model of CSR that eliminates above mentioned limitations. Fig. 2 illustrates the three-domain model of CSR. As can be noticed, the fourth domain of Carroll's conceptualization, the philanthropic responsibilities, is not depicted in this new model, the reason being that it may be

inaccurate or misnomer to call such activities “responsibilities” due to their voluntary or discretionary nature (Carroll, 1993). Therefore, philanthropy is not considered a duty or social responsibility of business, but something that is merely desirable or beyond what duty requires (Schwartz and Carroll, 2003). Even though there is no separate philanthropic category, Schwartz and Carroll (2003) subsume it within the economic and/or ethical spheres. It is considered that this treatment more appropriately depicts the placement of philanthropy, particularly for business ethics applications. As stated by authors, this new model more completely and accurately portrays the relationships between the central CSR domains: economic, legal, and ethical.

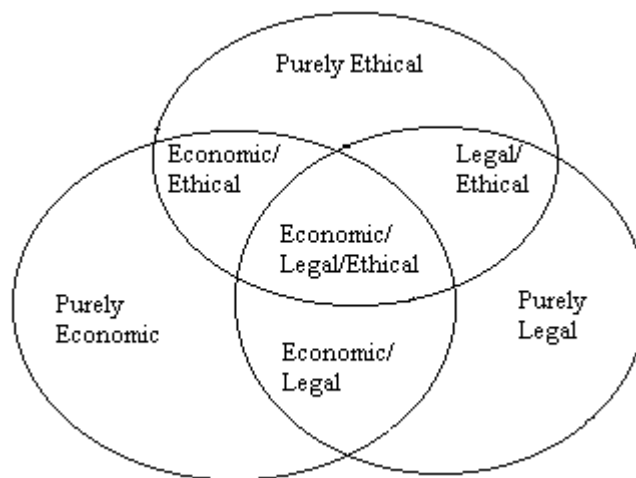


Fig. 2 Three-domain model of corporate social responsibility
 Source: Schwartz, M.S. and Carroll, A.B., 2003, Corporate Social Responsibility: A Three-Domain Approach, *Business Ethics Quarterly*, 13 (4), 503-30

However, the author of this study still believes that philanthropy should be considered as one of the separate responsibilities of the corporations. A socially responsible company should have concerns beyond short-term profitability (Mohr, 1996), and it should contribute to the well being of the society at large. Therefore, this study adapts the

definition of Petkus and Woodruff (1992, p.156), who states that “CSR is a company’s commitment to minimizing and eliminating any harmful effects and maximizing its long-run beneficial impact on society.” More specifically, in this study CSR is accepted as fulfilling economic responsibilities while at the same time obeying laws, behaving ethically and engaging in philanthropic actions.

Today, CSR has become an important element of corporate management as there is increased pressure on a range of economic and social factors, greater need for transparency in the media coverage of financial scandals (the Enron case), social problems and environmental disasters (Swaen and Chumpitaz, 2008). Not only scholars, but also companies develop different conceptualizations of CSR and thereby express themselves with different CSR orientations. Procter & Gamble (PG), for instance, believes companies can be a force for good in the world and sees itself as a global corporate citizen by focusing its social investments on improving life for disadvantaged children and youth. With its product donations, cause-related marketing campaigns, and employee engagement, P&G provides life-saving vaccinations and safe water in Africa and across Europe, educational opportunities in Asia, essential nutrition in North America and early childhood development in Latin America (P&G, n.d.) On the other hand, being severely accused of using child labor, Nike now sees its greatest responsibility to play a role in bringing about positive systematic change for its workers. Other than that, with its Code of Conduct first released in 1992, Corporate Responsibility Management at the Board Level established in 2001, Nike attempts to operate in legal, ethical and philanthropic manners. For Nike management, corporate responsibility must evolve from being seen as an unwanted cost to being recognized as an intrinsic part of a healthy business model, an investment that creates competitive

advantage and helps a company achieve profitable, sustainable growth (Nike, n.d.). Another example, Turkcell, Turkey's one of GSM operators that is well-known with its CSR undertakings, has developed promises to support many social projects that it believes will add value to the society from education, technology, sports and art. Within the scope of its efforts Turkcell aims to contribute to the development of qualified human resources in our country with these activities (Turkcell, n.d.). As seen, while P&G and Turkcell express their philanthropic actions as the only means for being socially responsible, Nike appears to incorporate economic, legal, ethical and philanthropic dimensions of CSR into its business actions.

The Consumers' Evaluation of Corporate Social Responsibility

Today, increasing number of companies are undertaking CSR initiatives, such as corporate philanthropy associated with education, environment, health, safety, arts and culture, cause-related marketing, minority support programs, and socially responsible employment and manufacturing practices, because of the belief among business leaders that it is an economic imperative in today's national and global marketplace (Sen and Bhattacharya, 2001). The benefits of these CSR activities for the corporations include greater employee morale, strengthened employee commitment and productivity, enhanced company image and reputation, increased sales and profitability, and customer loyalty (Aupperle et al., 2001; McAlister and Ferrell, 2002; Wulfson, 2001). Clearly, consumers are not the only group that is sensitive to companies' social responsibility undertakings. Since this study only focuses on consumers' perception about the CRM

campaigns, the interest of other groups such as, shareholders, suppliers, employees etc. will not be mentioned here.

Growing evidence support the idea that consumers are willing to give incentives to socially responsible corporations (Yoon, Canli and Schwarz, 2006). Numerous studies have shown a company's social responsibility undertakings can be positively related to consumers' attitudes and behaviors toward that company and the product the company offers (e.g. Bhattacharya and Sen, 2003; Creyer and Ross, 1997; Mohr, 1996; Mohr, Webb and Harris, 2001). For instance, firms contributing to social well-being have better reputations (Fombrun and Shanley, 1990). Similarly, Menon and Menon (1997) discovered that environmentally aware companies have a positive image in the eyes of consumers. A high CSR contribution also leads to better evaluation of the company than low CSR, and this evaluation also influences the evaluation of the company's new products (Brown and Dacin, 1997). In another study, Sen and Bhattacharya (2001) argued that consumers are likely to identify with a company that offers them a positive and meaningful social identity. When consumers personally support the social issues that the company targets (support for the CSR domain), they are likely to see greater congruence between themselves and the company, becoming more likely to be loyal to those companies, promote them to others, and be resilient to negative information about them (Bhattacharya and Sen, 2003). Extending Bhattacharya and Sen's (2003) arguments, Mohr and Webb (2005) suggest that CSR may also add value to a product as they found that many American consumers value CSR and may use it as a purchasing criterion even when there is not a product parity situation. Nevertheless, Mohr and Webb (2005) go on to state that responses to CSR are dependent on consumers having valid information about the company.

As a result of all these positive consumer attitudes and behaviors toward socially responsible companies, such companies can be assumed to differentiate themselves from competitors, enhance customer satisfaction and improve their reputation through positive stakeholder response to their actions (Pivato, Misani and Tencati, 2008). However, there might also be a dark side of CSR actions where above mentioned outcomes may not be realized if consumers perceive CSR undertakings of a company as the exploitation of the people's goodwill for the company's own business purposes. According to Yoon et.al.(2006), CSR activities improve a company's image when consumers attribute sincere motives, but in the case of consumer inferences that the company's true motive for the CSR activity is only to improve its image, CSR activities are not only inefficient but may actually backfire. As the authors state, due to such skepticism toward the company and its CSR activity, a company might even have a more negative image than would be the case without the CSR activity. Therefore, in order to prevent such skepticism, company's are advised to spend more on CSR activities than advertising them, and inform their CSR activities through unbiased and neutral sources.

Cause-related Marketing

Cause-related marketing (CRM) is one way of expressing corporations as socially responsible. Varadarajan and Menon (1988) provided one of the earliest definitions of CRM as:

“The process of formulating and implementing marketing activities that are characterised by an offer from the firm to contribute a specified amount to a designated cause when customers engage in

revenue-providing exchanges that satisfy organisational and individual objectives (p. 60).”

As it is stated by the authors, by taking part in a revenue providing transaction with the company, consumers contribute a specified amount to the designated cause that the company represents and thus, CRM campaign both aims to support a social cause and improve marketing performance. That is, both the firm and the nonprofits value the relationship.

The earliest CRM campaign was developed by American Express in 1983, where the company claimed to donate a certain amount of money to the protection of Statue of Liberty every time a consumer used American Express credit card and every time a new membership started up. The results were an encouragement for other companies, since American Express could increase its card’s usage by 28 percent (Singh, Kristensen and Villasenor, 2009). Another good example of such an undertaking is the campaign of AVON in which the company rose over £10 million and donated the money to the Breakthrough Breast Cancer program. Avon also donated three dollars to the reconstruction efforts after the 2004 tsunami in Asia for each “Heart of Asia” pin purchased by the customers (Cooperman, 2005).

As it is the case in other types of CSR activities, the partnership of a company with a cause yields significant benefits to firms. These benefits to realize could be more direct and quick in the case of CRM because of its conditioning nature – the company supports the cause as long as it is purchased. Therefore, while for other CSR activities the financial payoffs might take time to materialize, CRM might provide straightforward advantage of increased sales and company image. For instance, Smith (1994) indicated that through CRM campaigns company’s image among consumers can be improved

since such campaigns are well-received by consumers. Also several studies reveal that CRM campaigns create purchase intention for the purchase of that company's brand. For instance, Creyer and Ross (1997) indicated that consumers are willing to reward companies for ethical behavior and punish them for unethical behavior by paying higher and lower prices respectively. Similarly, in the results of a Cone and Roper consumer survey (Cone Inc., 2004) it is found that 86 percent of consumers would switch brands to a cause supporting product when faced with a choice of equal product, price, and quality. Likewise, Barone et al. (2000) discovered that consumers prefer the company that undertakes a CRM program only when there is minor competitive product and price trade-offs. On the other hand, Webb and Mohr (1998) found that 50 percent of the consumers in their sample had negative attitudes toward companies that engage in CRM. This negativity stemmed from scepticisms about implementation, distrust about the firm's motives, or both. More specifically, consumers had doubts about how much money the firm actually would donate to the Not for Profit Organization (NPO), whether the firm really cared about helping the NPO versus simply improving profits. As one of their respondents expressed: the donations from such campaigns go only to noncontroversial causes.

Such different findings raise the question of a possibility of moderating variables that affect consumers' perceptual and behavioral relationship with the CRM practices. Given that consumers' awareness of companies undertaking CSR activities is low and it is not easy for them to attain and store such information, Mohr et al. (2001) state that consumers first need to become aware of a firm's level of social responsibility before CSR can impact their purchasing. Another moderating variable is cause-brand alliances, which was found to enhance consumers' attitudes toward the cause and the brand if

perceptions of the alliance were favorable (Lafferty and Goldsmith, 2005). Gupta and Pirsch (2006) also demonstrated that company-cause fit improves attitude toward the company-cause alliance and increases purchase intent. Additionally they found that, this effect is enhanced under conditions of customer-company and customer-cause congruence, and the consumer's overall attitude toward the sponsoring company. Another condition to fulfill in order to attract consumers with CRM campaigns appears to be the selection of the right cause. A study held by Ellen, Mohr and Webb (2000) reveals that, consumers' reactions to a retailer's cause-related marketing efforts vary with the type of cause and the retailer's precise role in it. On the other hand, the company should also have a long-term commitment to a cause and the campaign should be related to a low involvement product if positive outcomes are expected from a CRM campaign (Brink et al., 2006). The amount of money donated to the cause is another important condition for consumers since large donations are perceived to be more authentic than small ones (Dahl and Lavack, 1995). Pracejus et.al. (2004) provided a more specific evidence for the positive impact of donation amount (e.g., 0,1, 5, and 10 percent of retail price) on brand choice. An important finding for the purpose of this study is that, announcing the monetary amount being donated creates a relief in consumers' perception as to whether the company actually donates to the cause or not (Webb and Mohr, 1998). Other than these factors, for the desired affect of CRM to take place, there has to be an increased number of advertisement repetitions to make consumers familiar with the company's CRM campaign (Singh et al., 2009). Mohr et al. (2001) also state that when a company's socially responsible efforts has been communicated by means other than advertising and when the level of social responsibility has been described as being more extensive than making donation to one

cause, the effects of CRM have been more strikingly positive. Last but not least, Lafferty and Edmondson (2009) examined the content of the advertisement – portraying the cause or the brand as the visual element – as an influencer of consumer perceptions toward CRM campaigns and discovered that the advertisement having a brand photo rather than the cause photo had a greater effect on purchase intentions.

To summarize, past research about which factors would yield successful CRM outcomes show that, provision of product and price equality, dissemination of information about the CRM campaign through advertisements and other promotion tools, the choice of a right cause, the product type and a long term and a high level of contribution to a cause are the prerequisites that companies need to fulfill if they perceive CRM campaigns to have positive effect on their profitability. Even though there are numerous studies that attempt to understand the impact of CRM on consumer behavior, there are still unknown areas. This study will shed light on one of these unknown areas by the realization of company trustworthiness and the type of CRM campaign as influencers of the relationship between CRM campaigns and consumer attitudes and behaviors. Therefore, in the next section research on company trustworthiness and CRM will be examined in detail. Following that, accumulated knowledge on the type of CRM campaigns will be delineated.

The Study of Trust in CSR and CRM

The empirical understanding of company trustworthiness within the domain of CRM and CSR is unfortunately scarce. By using signaling theory to explain the relationship of CSR with company trustworthiness, Swaen and Chumpitaz (2008) stated that CSR

initiatives act as signals sent by a company to reduce the uncertainty that can weigh upon consumers' purchasing decisions. As they report, "based on these signals, consumers will decide whether the brand in question shares their interpretation of the rules of exchange, if it intends to be true to its word, and if the exchange in question is a fair and lasting one" (p. 14). Indeed, in most of the studies trust in a company was found to increase as the company engages in CSR or CRM programs. For instance, in one study 32 percent of respondents are found to believe that investing in corporate citizenship would improve trust in the company, as well as its people and products (Golin and Harris, 2005). Similarly, in the results of a Cone and Roper consumer survey (Cone Inc., 2004), it is found that approximately 80 percent of consumers surveyed stated corporations who support a cause generate greater trust. In another study Aqueveque (2005) examined the consumer's knowledge about company's environmental commitment and found that this knowledge affect the consumer's perception of company trustworthiness, even though this effect was not strong and not present in all the dimensions that are considered as sources of company trustworthiness.

Above stated evidence clearly show that CSR activities make people trust that a company will fulfill the terms of an exchange, perform as expected and be honest and forthright (Swaen and Chumpitaz, 2008). In other words, company trustworthiness was found to be a consequence of CSR and CRM programs, rather than an antecedent. Only two studies were undertaken to put forth the impact of being a trusted company as an antecedent of consumer perceptions toward a company's CRM campaign. In the most recent of these studies, Atakan and Eker (2006) examined the attitudes of Turkish customers on CSR undertaking companies, and found that for these customers trusting in a company is very important in order to support the company for its CRM activities. In

this qualitative study several customer statements emerged, such as “I would not trust most of the companies in supporting the cause with the revenue generated,” “In order to buy the product of a CSR undertaking company, I have to be sure that the collected money will really be used for the cause,” “They say that they will clean the environment and will not pollute again, but they never do so.” With these thoughts of consumers, the authors developed an initial understanding that trust in the company should be one of the first requirements in order for a CRM campaign bringing success.

The second study that puts company trustworthiness as an antecedent was developed by Osterhus (1997) who suggested that consumers’ trust in a company and its position toward the CSR activity should be activated for pro-social positioning strategies to work. The author regarded consumers’ trust in a company as to whether the company acts in the best interest of the environment, does what is right in order to protect the environment and does all that it can to help protect the environment. In short, the author considered consumer trust as to what extent consumers perceive companies’ CSR actions as a sincere support of environmental issues rather than companies’ own business interests. However, consumers are already aware of the fact that companies want to benefit from CSR undertakings for their own good. Therefore, the operationalization of trust in this study is quite different from that of Osterhus’s (1997), since consumers’ thoughts of whether the company uses the revenue generated for a cause is really spent for the cause is taken as a basis for the operationalization of consumer trust in a company. Therefore, this study interprets Osterhus’s (1997) understanding of consumer trust in a company as the sincerity of the company and will also use it as another important construct. The sincere intentions of a company towards its CSR actions, on the other hand, will be operationalized as the type of CRM

campaign, being either tactical or strategic. A detailed explanation of strategic and tactical campaigns is provided in the following section.

The Types of CRM Campaign - Strategic versus Tactical CRM

As it is clear from previous overview of literature, the effect of CRM campaigns on either purchase intention or company image is mixed, since these outcomes highly depend on the characteristics of the campaign as well as on customer characteristics. One of such characteristics of a campaign is its type, whether it is a strategic or a tactical campaign. According to Varadarajan and Menon (1998), in strategic CRM there is high senior management involvement, a considerable amount of invested resources and most importantly a long-term commitment of the company towards the support of a cause. In addition, according to Pracejus and Olsen (2004) there is congruency between the cause and a company's core competency when the CRM campaign is strategic. Alternatively, Drumwright and Murphy (2001) describe tactical CRM as a marketing activity that lasts for a short period of time and has limited employee involvement. On the other hand, with tactical cause-related marketing activity a brand may tie-in with a cause for a fairly narrow purpose (Till and Nowak, 2000). Therefore, use of CRM as a tactical tool is actually considered a tool for enhancing the effectiveness of a firm's sales promotion efforts (Varadarajan and Menon, 1998). That is why it is more likely that, consumers would evaluate tactical CRM campaign as a short term incentive aiming to increase sales and consider the company as far away from being a sincere supporter of the cause. The companies using strategic CRM campaign on the other hand, would be seen as the operators in the interest of its customers and shareholders by refraining from short term

campaigns (Brink et al., 2006), with serious support of the top managers and highly invested resources.

With this level of difference in the sincerity of strategic and tactical campaigns, studies indeed show that, strategic CRM campaigns influence consumers more than tactical campaigns. For example, Brink et al. (2006) found that consumers have more brand loyalty for low involvement products as a result of strategic CRM as long as the firm has a long-term commitment to this campaign. On the other hand consumers were not found to exhibit a significant impact of tactical CRM campaigns on brand loyalty, no matter it is a high or a low involvement product.

CHAPTER THREE

PROPOSED MODEL AND RESEARCH HYPOTHESES

On the basis of the theoretical insights and the research gaps discussed in the previous chapter, chapter three aims to propose a model on CRM success and present the hypotheses used in the model. Hence, in the first section, the proposed model is presented with brief discussion. Then, the evidence for the hypothesized relationships as well as the hypotheses concerning the main and interaction effects of company trustworthiness and the type of CRM campaign are stated. In the final section, the controlled effects of some variables are presented with logical and evident reasons of controlling them.

The Proposed Model on CRM Success

Considering the importance of corporate branding in marketing studies, in this study the author chases Morgan and Hunt (1994) and Doney and Cannon (1997) in focusing on trust in a corporate brand, or in other words the producing firm. Hence this study will concentrate on the exchange of goods between the customer and the producer. Following the review of literature, a theoretical model representing the relationship of company trustworthiness and the type of CRM campaign between the two outcomes of a CRM campaign, namely purchase intention and company image, is depicted in Fig. 3. This model predicts that the level of company trustworthiness, the type of CRM campaign and the way they interact would have an impact on the consumers' purchase intention and their evaluation of the company image.

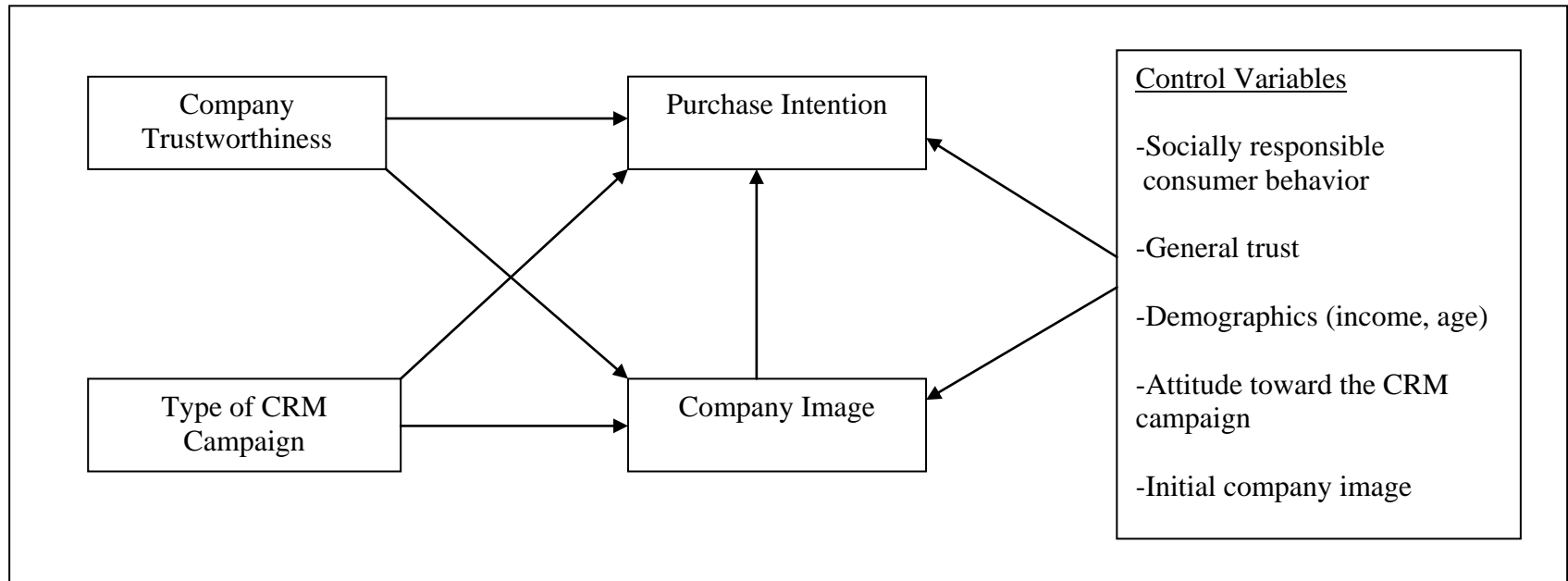


Fig. 3 Conceptual Model

Although the focus is on the effect of company trustworthiness and the type of CRM campaign on the explained relationship, previous research suggests that several other variables might have an influence on purchase intention and company image. Therefore, the model also illustrates such variables as control variables, which could be grouped under three categories – personality variables, demographic variables and consumer related variables. As personality variables, the socially responsible behavior of customers (to what extent customers want to be a good citizen and care about their environment, society’s development etc.) and general trust (a general attitude or ability to build up trust in someone or something) will be controlled. Some demographic variables like the age and income of a customer are also considered as control variables. As a consumer related variable, the existent company image consumers have in their minds should be controlled in order to see whether the level of company trustworthiness and the type of CRM campaign can improve the level of company image after the company engages in a CRM campaign. And finally, the consumers’ attitude toward the company’s CRM campaign should be taken into consideration as another consumer related control variable. The effect of all these control variables will be delineated in detail in the next section. Other than these two consumer related variables, consumers’ consumption and usage patterns regarding the selected product type could also be included if such variables are observed to pose significant effects.

Main and Interaction Effects

As previously defined, within the domain of marketing, trust is “the willingness to rely on an exchange partner in whom one has confidence,” (Moorman et.al., 1992, p.315). A

definition of consumer trust is provided by Sichtmann (2007) as “the belief which a consumer in a purchase situation characterized by uncertainty, vulnerability, lack of control and the independent-mindedness of the transaction partners relies on, to the effect that a company will deliver a good or service at the quality which the consumer expects” (p.1001). As indicated by Anderson and Weitz (1992), trust is based on the expectation that the supplying firm does not behave in an opportunistic manner. Then, within the domain of CSR, consumers can be expected to believe that a trusted company would develop a CRM campaign for its consumers without considering any opportunistic behavior. Similarly, according to Morgan and Hunt (1994) trust is very effective in reducing a consumer’s uncertainty. Therefore, if a consumer is not certain about supporting a CRM campaign considering that the company may not actually donate the promised amount to the cause, being a trustworthy company may reduce such uncertainty. It is believed so on the basis of a theory suggested by Luhmann (1979). As indicated previously, Luhmann (1979) proposed a theory of trust and suggested three modes of expectations of people about the future on the basis of personal experiences and cultural meaning systems, namely familiarity, confidence, and trust. According to the author, trust is required only in situations of high perceived risk; when there is no risky environment, confidence or familiarity will be adequate for action to proceed. This line of reasoning can be valid for consumers: when they are about to make a purchase, familiarity with the brand would be enough for a decision if there is a low level of perceived risk. Under high levels of perceived risk, trust in the brand is needed for purchase to take place. When faced with two brands, one following a CRM campaign, consumers actually bear the risk of buying a low quality product with an intention to support the cause. Or they consider the probability that the company may not use the

collected money for the cause. Therefore, under such a risky environment, being a trusted company would enable consumers to purchase the CRM supporting brand and improve their evaluation of the company's image.

On the other hand, the type of CRM campaign, being either strategic or tactical, could have an influence on the relationship of company trustworthiness with purchase intention and company image. Even though empirical understanding of the effect of strategic and tactical CRM campaigns is scarce, Brink et al. (2006) indicated that customer attention is more to strategic CRM campaigns than tactical campaigns, and therefore, brand loyalty can be increased only after a strategic CRM campaign. This could be because customers might believe that strategic campaigns are more serious and more effort is put to support a selected cause. Therefore, the company might be seen more sincere in its intention to support the cause. On the other hand, since tactical campaigns are short-term oriented, the company's willingness to increase its sales through a CRM campaign might be more obvious in the eyes of consumers.

An examination at an aggregate level, where the contribution and interaction of company trustworthiness and the type of CRM campaign on purchase intention and company image would provide a more accurate judgment. Hence, it is first hypothesized that:

H1: Consumers' purchase intention and the evaluation of company image are affected by the level of company trustworthiness and the type of CRM campaign.

In the multivariate hypothesis stated above, it is expected that both the level of company trustworthiness and the type of CRM campaign would simultaneously

influence the customers' overall evaluation of the company image and their intention to purchase. Yet, univariate influence of the level of company trustworthiness and the type of CRM campaign should also be examined to gain a deeper understanding of the issue at hand. Therefore sub hypotheses are extracted from H1 as stated below:

H2a: Consumers' purchase intention for a company that has a CRM campaign depends on the company's trustworthiness.

H2b: Consumers' evaluation for the image of a company that has a CRM campaign depends on the company's trustworthiness.

H3a: Consumers' purchase intention for a company that has a CRM campaign depends on the type of the CRM campaign.

H3b: Consumers' evaluation for the image of a company that has a CRM campaign depends on the type of the CRM campaign.

H4a: The interaction of company trustworthiness and the type of CRM campaign will influence the purchase intention of consumers.

H4b: The interaction of company trustworthiness and the type of CRM campaign will influence the evaluation of consumers' company image.

The influence of company trustworthiness and the type of CRM campaign, as stated in the hypotheses above, is obviously expected to be positive. More specifically, it is expected that a company having high trustworthiness would have more purchase intention for its products and more positive evaluation of its company image than a company having less trustworthiness. Similarly, the positive outcome of high purchase intention and company image is expected to be generated in the case of a strategic CRM campaign rather than a tactical CRM campaign. Considering their interaction, it is anticipated that, a trustworthy company applying a strategic CRM campaign would generate more purchase intention and company image than a less trustworthy company following a tactical CRM campaign.

Apart from testing the proposed model, another issue of concern is to see to what extent the company image would improve for a company after applying a CRM campaign (being either a strategic or a tactical campaign) and whether the results would change on the basis of company trustworthiness. The consumers already have a certain image of companies as a result of companies' actions in the business environment. To understand to what extent using a CRM campaign would add to a company's image has important implications. Research has already shown that engaging in a CRM campaign increases the level of company image. For instance, Shell (1989) demonstrated that if the cause is chosen carefully, it can provide a very good company image. Additionally, in the study held by Chattananon et.al. (2008) it was found that CRM activities can create positive attitudes toward company image. What will be added into this knowledge is the inclusion of company trustworthiness as an influencer of the effect of CRM campaign on the improvement of company image. Therefore, in order to show whether the customers'

evaluation of company image improves on the basis of the type of CRM campaign and company trustworthiness, it is also hypothesized that:

H5: The level of improvement in the company image changes as the company engages in a CRM campaign based on company trustworthiness (a), the type of CRM campaign (b) and their interaction (c).

At this point it is important to note that, even though H5 seems to be the composite versions of H2b and H3b, they are quite different actually. H2b and H3b are designed to show whether consumers' evaluation of a company's image would be influenced by company trustworthiness and the type of CRM campaign. In other words, these hypotheses do not attempt to reveal to what extent the customers' evaluation of a company's image would improve based on the company's trustworthiness and the type of CRM campaign after the company develops a CRM campaign. H5 is specifically formulated to show this improvement.

The Effect of Control Variables

Even though the success of a company's CRM campaign in terms of creating purchase intention and company image is hypothesized to be influenced by being a trusted company and the type of CRM campaign, literature provides several other variables as influencers of these two outcomes. In order to assess the mere effect of company trustworthiness and the type of CRM campaign, controlling for such variables is needed in this model.

One of such controlling variables is the customers' desire to be socially responsible. Mohr et al. (2001) define socially responsible consumer behavior as "a person basing his or her acquisition, usage, and disposition of products on a desire to minimize or eliminate any harmful effects and maximize the long-run beneficial impact on society" (p. 47). Previous research reveals that a person's level of social responsibility is the most important determinant of charitable giving or donation (Hur, 2006; Lemmens et al, 2005). As found by Youn and Kim (2008), consumers with a sense of social responsibility show more support for cause-related marketing activities. Therefore, in this study, consumers having a higher level of socially responsible behavior are expected to have more purchase intention and develop more favorable company image than those having a lower level of socially responsible consumer behavior. Hence, to control this variable is necessary to understand the unique effect of company trustworthiness and the type of CRM campaign on consumers' willingness to support CRM campaigns.

Another variable that needs to be controlled is general trust, which is also considered a personal trait. Morrow et al. (2004) define the concept as a general attitude or ability to build up trust in someone or something. According to Fehr et al. (2005), general trust evolves in early childhood and even several hormones, especially oxytocin, might be crucial for this kind of initial trust. That is why, it is not so easy to affect general trust through marketing stimuli. Studies show that general trust has an influence on perception and behavior (Morrow et al., 2004; Doney and Cannon, 1997). Similarly, Kenning (2008) found that general trust positively affects buying behavior. Within the domain of CSR, Youn and Kim (2008) have found that general trust is a determinant of consumer support for cause-related marketing. Due to this accumulation of knowledge

pertaining to general trust, the researcher expects that purchase intention and company image could be affected from general trust.

Some demographic variables should also be controlled. Income is one of them since it is expected that higher income consumers would be more likely to support CRM campaigns. As indicated by The Independent Sector survey (2002), the number of hours spent volunteering increase with income. Additionally, an interview held with the Public Relations Coordinator of Eczacıbasi Holding – Oksan Sanon (2008), has provided an understanding that the consumers' willingness to support socially responsible companies increase as their income increase. Being another demographic variable, age is also reported to have an effect on the support of CRM campaigns, even though the results are mixed. While some scholars have found older people are more likely to give time or money to charities (e.g. Chrenka, Gutter and Jasper, 2003), others showed that younger people are more active as volunteers than older adults (Hettman and Jenkins, 1990) or they are more interested in cause-related marketing efforts than their older counterparts (e.g. DaSilva, 2004; Youn and Kim, 2008). Either negative or positive, age has a certain impact in the way CRM campaigns are supported and therefore it has to be controlled in this study.

Other than personality and demographic variables, some consumer related variables should also be controlled. One of such variables is the consumers' attitudes toward the CRM campaign, i.e. whether they find it favorable and attractive or not. As mentioned earlier, CRM campaigns are found to offer a wide range of benefits, such as increased purchase intention and company image. Even though not explicitly mentioned, in most of these studies it must have been assumed that companies develop favorable and well executed CRM campaigns in order these outcomes to realize. Indeed,

consumers' attention would not be attracted in the case of a CRM campaign that has no meaning to consumers and thus, not favorable. Therefore, in order to see the mere impact of company trustworthiness and the type of CRM campaign on the purchase intention and company image, consumers' attitudes toward the CRM campaign should be controlled. Additionally, there is enough accumulated knowledge that another variable which needs to be controlled is the initial company image consumers have for the selected companies. Bearing in mind that CRM campaigns are designed to allow consumers to formulate new and enhanced evaluations about the company, Lafferty and Goldsmith (2005) have found that attitude toward the brand was higher after exposure to an advertisement – portraying the alliance of the brands with a cause – than before exposure. “Information integration theory is the theoretical justification for this evaluative process whereby the new information is integrated with past attitudes possibly causing these prior attitudes to change” (Edmondson and Lafferty, 2007, p.21). Since past attitudes, initial company image in this case, serve as a basis for new attitudes to be formulated, it should definitely be controlled.

CHAPTER FOUR

RESEARCH DESIGN AND METHODOLOGY

This chapter describes the research methodology used to bring explanation on the model proposed in the previous chapter. Since this research is comprised of two studies, Chapter Four presents the major aspects of the research design and methodology as each study's own design will be explained in the following chapters. Therefore, first the overall research objectives and research design are presented and then, the measurement selection for each construct in question is explained.

Research Objectives

The main purpose of this study is to empirically explore the influence of company trustworthiness and the type of CRM campaign on consumers' purchase intention and perception of the image of a company when it undertakes a CRM campaign. More specifically, it is expected that depending on the level of company trustworthiness and the type of CRM campaign, more purchase intention and company image for the trusted companies will be created when they engage in a strategic CRM campaign. Even though not major, another purpose of the study is to see whether strategic or tactical CRM campaigns will result in more improvement in company image and whether company trustworthiness will have an influence in this outcome. Consequently, research questions are as follows:

- 1) Do the CRM campaigns of trustworthy companies provide more purchase intention and better company image than less trustworthy companies?

- 2) Does the type of CRM campaign –strategic vs. tactical – has an influence on purchase intention and company image?
- 3) Is there an interaction effect of company trustworthiness and the type of CRM campaign on their influence on purchase intention and company image?
- 4) Will there be an improvement in the company image after a company engages in a CRM campaign depending on the type of CRM campaign and company trustworthiness?

Research Design

Two studies were undertaken to develop and test the framework. The first study comprised the qualitative part of this research, where focus group interviews were held to capture an initial understanding of the importance of trust for successful CRM campaigns and thus, is an exploratory research. The objective of exploratory research is to explore or research through a problem and situation to provide an insight and understanding (Malhotra, 2007) and therefore it is the best applicable research method to be used in the first study. Study one also aims to adapt and improve the measures to be used in the second study for Turkish consumers and to develop a questionnaire through the identification of items generated by the usage of focus group interviews.

To test the previously mentioned hypotheses, the second study uses causal research with experimentation method. Since the objective of causal research is to obtain evidence of cause and effect relationship by controlling the environment through manipulations (Malhotra, 2007), it serves best to the research objectives of this study. Two between-subject effects were used, one being company trustworthiness and the

other being the type of CRM campaign. Two experimental groups were formed only on the basis of the type of CRM campaign (strategic vs. tactical CRM campaign). Company trustworthiness, on the other hand, was not manipulated but used as another between-subject factor, with its three categories of companies one being highly trusted, the second being moderately trusted and last one being least trusted. Therefore, the study was organized as a 2 by 3 experimental design. The experimental stimulus included a fictitious CRM campaign – either strategic or tactical – in order to avoid confounding variables that would emerge in the case of real CRM campaigns. The same stimulus was used for each of the three companies with a change in the company's name only. Since previous research shows that the influence of CRM campaigns is higher for low involvement products (Brink et.al., 2006; Strahilevitz and Myers, 1998), a CRM campaign of a low involvement product, yogurt, was developed. For the selection of an appropriate cause, the findings of study one were taken into account and support in the area of education was selected as it was found to receive more attention in Turkey. Data were collected through a questionnaire which included all the relevant measures of variables of interest.

Measures

The measurement of the constructs proposed in the research model involves the selection of suitable measures. Therefore, in this section, the measures of each construct that are identified through literature will be presented to be used in the second study.

Company Trustworthiness

Operationalization of trust is a hard task to accomplish. Trust is a pronouncedly dynamic and culturally as well as socially embedded phenomenon, which performs different functions and assumes different meanings depending on the context (Kautonen et. al., 2004). For instance, while we may trust a friend in being honest, we may not trust the same person in keeping secrets. Considering these characteristics of trust and also the diversity of definitions offered in literature, it is not surprising that numerous different measures and methods have been used in empirical research of trust (Lane 1998). Similarly, Blomqvist et al. (2002) found out that instead of developing a common measure for trust, most researchers are inclined to develop their own unique measures, which the authors attribute to the different theoretical backgrounds. In result, several different operationalizations of trust occur such as system trust, interpersonal trust, general trust, firm-specific trust, consumer trust etc.

In this study consumer trust in a company is of concern. The operationalization of consumer trust is based on the definition provided by Morgan and Hunt (1994) who perceive it “existing when one party has confidence in the exchange partner's reliability and integrity.” (p.23). Additionally, the definition provided by Sirdeshmukh et al.(2002) will also be taken into consideration, since consumer trust is defined as “the expectations held by the consumer that the service provider is dependable and can be relied on to deliver on its promises,” (p.17).

Within the domain of marketing, Selnes (1998) assessed the construct of trust by a single item, considering that it is unidimensional and directly accessible for the informant and thus multi-item scales do not make sense. On the other hand Morgan and

Hunt (1994) used a multidimensional scale using sources or antecedents of trust as a measure of trust, namely reliability, integrity and confidence. The author of this study attempts to follow Morgan and Hunt's (1994) reasoning because multi-item scales are better indicators of a construct. Besides, as mentioned before, trust is a culturally bounded construct and the understanding of trust by one person can be different from that of another person. Therefore, trust should be measured with a multi-item scale even though the dimensions are actually the sources or antecedents of trust.

Since marketing scholars have attempted to understand trust within interorganizational contexts mostly (e.g. Doney and Cannon, 1997; Kumar et.al., 1995; McAllister 1995), operationalization of the construct should be extended to the consumer context. So far the author has come across with two studies pertaining to measure trust in organizations from consumers' point of view. One of these is the study of Paine (2003) who suggested to measure trust with three dimensions, namely competence (the extent to which we see an organization as being effective; that it can compete and survive in the marketplace), integrity (the belief that an organization is fair and just), and dependability (the belief that an organization will do what it says it will do; that it acts consistently and dependably). The second study belongs to Aqueveque (2005) who used three dimensions for trustworthiness: corporate ability, integrity and benevolence. Corporate ability is similar to Paine's (2003) competence dimension, since it includes technical capabilities, skills and know-how of a corporation. What makes Aqueveque's (2005) study different is the inclusion of corporate benevolence, which is defined as the intention of solving an individual consumer's specific problems and thus extra values may be delivered (Luk and Yip, 2008).

At this point however, it should be reminded that this study aims to operationalize trust in such a way that it should measure consumers' thoughts of a company as to whether the company is honest in its actions, does what it says it will do, keeps its promises in the case of CRM applications etc. Therefore, the scales developed by Paine (2003) will be used, yet by taking integrity and dependability dimensions into consideration. Competence, on the other hand, is related with the company's ability to provide satisfactory products, which is not related with the aim of this study. Besides, this dimension can easily overlap with the measures of company image, where the companies' capabilities, skills, and knowledge are very well added to the perceptions of consumers. Additionally, from Aqueveque's (2005) measurement one item will be used only, as the idea of remaining items are already reflected in Paine's (2003) items.

In order to obtain contextually meaningful operational items, the author also aims to conduct a focus group study and see whether new items are needed. Table 1. shows the items and their respective sources. All of the variables in the list will be measured by six-point Likert scales (1=strongly disagree, 6=strongly agree). The reason of this is to let people select either a negative or positive position and not to choose the middle option of "neither agree nor disagree", as it is done most of the times.

Table 1. Measures of Company Trustworthiness

Statement	Source
This organization treats people like me fairly and justly. (<i>I</i>)	Paine (2003)
Whenever this organization makes an important decision, I know it will be concerned about people like me. (<i>I</i>)	Paine (2003)
Sound principles seem to guide this organization's behavior. (<i>I</i>)	Paine (2003)
This organization does not mislead people like me. (<i>I</i>)	Paine (2003)
This organization can be relied on to keep its promises. (<i>D</i>)	Paine (2003)
I believe that this organization takes the opinions of people like me into account when making decisions. (<i>D</i>)	Paine (2003)
I am very willing to let this organization make decisions for people like me. (<i>D</i>)	Paine (2003)
I think it is important to watch this organization closely so that it does not take advantage of people like me. (<i>D</i>) (<i>Reversed</i>)	Paine (2003)
I believe that this company is concerned about the well-being of its stakeholders (<i>B</i>)	Aqueveque (2005)

I= Integrity, D= Dependability, B=Benevolence

Attitude toward the CRM Campaign

When building a CRM campaign firms must take certain factors into account in order to persuade customers on supporting the campaign. As mentioned before, certain antecedents are required for a CRM campaign to be liked and gain support by customers. One of these antecedents is finding a cause that has high degree of importance to consumers. As indicated by Bhattacharya and Sen (2003) some consumers experience a close identification with a cause and appear to be drawn to a campaign because they believe the cause is important to them. Therefore, such identification provides a persuasive reason for them to develop positive attitudes toward a CRM campaign. As found in several studies the equality of price and product attributes of the CRM undertaking company with that of competitors is another requirement for a CRM campaign to yield positive attitudes (e.g. Barone et al., 2000; Cone Inc., 2004; Smith, 1994). In order to have a positive attitude toward a CRM campaign, a company-cause fit is also required for most of the consumers. Varadarajan and Menon (1988) define fit as the perceived link between the company's image, positioning and target market and the

cause's image and constituency. As found by Gupta and Pirsch (2006) attitude toward a CRM application is increased when the firm selects a cause that is compatible with its identity. However, a study held by Pirtini et al. (2006) provide evidence for the opposite case for the Turkish market. This study was undertaken among Turkish university students and results indicate that 43 percent of the young consumers do not consider the subject of the CRM campaign and the brand's category to be similar. Indeed, most of the companies in Turkey develop projects to support education in Turkey without considering the fit between the cause and their company profile (e.g. Turkcell-Kardelenler, Danone-Gulumseyen Gelecek, Milliyet-Baba Beni Okula Gonder). In light of the information provided by literature, the author of this study will develop a stimulus material that portrays a favorable CRM application that would yield positive attitudes .

For the measurement of the attitude toward the CRM campaign, the measurement that is used by Grau and Flose (2007) will be utilized. Since two measures are offered in this study, items for the measurement of attitude toward the advertisement and attitude toward the brand are also adapted from various studies. Thus, to measure attitude toward the CRM campaign the following seven-point bipolar adjectives will be used:

Table 2. Measures of Attitude Toward the CRM Campaign

Adjectives	Source
Positive/Negative	Grau and Flose (2007)
Favorable/Unfavorable	Grau and Flose (2007)
Very bad/ Very good	Gardner (1985); Miniard et al. (1990)
Very attractive/Least attractive	Gardner (1985); Miniard et al. (1990)
Very appealing/Very unappealing	Gardner (1985); Miniard et al. (1990)
Like quite a lot/ Dislike quite a lot	Gardner (1985); Miniard et al. (1990)

The Type of CRM

As mentioned before, strategic and tactical CRM campaigns are the two types of CRM and they differ on four dimensions (Brink et al., 2006):

- 1) The congruency between the cause and a company's core competency
- 2) The duration of a campaign
- 3) The amount of invested resources
- 4) The degree of senior management involvement

Therefore, these dimensions will be measured separately and for their measurement the scale developed by Brink et al. (2006), by whom various studies were adapted for the measurement of each dimension, will be used. The variables will be measured by six-point Likert scales (1=strongly disagree, 6=strongly agree). The items are listed as follows:

Table 3. Measures of the Type of the CRM Campaign

Statement	Source
The type of cause that is supported by this company is very much in line with its core business (<i>C</i>)	(Brink et al., 2006)
Taking into account this company's core business, it is very logical for it to support this type of cause (<i>C</i>)	(Brink et al., 2006)
Supporting this cause is very appropriate as it "fits" very well with this company's core business (<i>C</i>)	(Brink et al., 2006)
The duration of this company's campaign is long (<i>D</i>)	(Brink et al., 2006)
This company's campaign can be considered a long-term campaign (<i>D</i>)	(Brink et al., 2006)
This company invests a large amount of resources (e.g. time, money, expertise) in the campaign (<i>ARI</i>)	(Brink et al., 2006)
A lot of resources (e.g. time, money, expertise) are invested in the campaign by this company (<i>ARI</i>)	(Brink et al., 2006)
The amount of resources (e.g. time, money, expertise) that this company invests in the campaign is high (<i>ARI</i>)	(Brink et al., 2006)
This company's senior management seems to find it important what kind of cause the company supports (<i>SMI</i>)	(Brink et al., 2006)
This company's senior management seems to be interested in the kind of cause the company supports (<i>SMI</i>)	(Brink et al., 2006)
For this company's senior management it seems to mean a lot what cause the company supports (<i>SMI</i>)	(Brink et al., 2006)

C= Congruency, D= Duration, ARI= Amount of resources invested, SMI= Senior management involvement

Purchase Intention

Measures for purchase intention were adopted from Zhang and Buda (1999).

Respondents' willingness to purchase was assessed on three seven-point bi-polar scales anchored by likely/unlikely, probable/improbable, and possible/impossible.

Company Image

Company image refers to the impressions of a particular company held by some segment of the market (Johnson and Zinkhan, 1990). More precisely, it is the result of a process (MacInnis and Price, 1987), which originates from ideas, feelings and consumption experiences with a firm that are retrieved from memory and transformed into mental images (Yuille and Catchpole, 1977). Thus, one may think that, it is not applicable to measure company image for a hypothetical firm and because of this reasoning the second study of this research will use real brands

Among the several methods of measuring company image, measuring it with attitude scales is perhaps the most common one. According to Van Riel et.al. (1998), attitude scales are valuable in measuring beliefs and evaluations of consumers on attributes of a corporation. Additionally, theorist agree that there's not a unanimously shared company image for any given company (Brown and Dacin, 1997). That is why, literature provides numerous scales of company image which are industry and moreover company specific. Yet, this study will use a general measure of company image and thus use the scale developed by Javalgi et.al. (1994) who rated on a five point Likert scale.

However in this study the items will be measured with anchors of “1=Strongly Disagree” and “6=Strongly Agree”

Table 4. Measures of Company Image

Statement	Source
This company has good products/services	Javalgi et.al. (1994)
This company is well managed	Javalgi et.al. (1994)
This company only wants to make money	Javalgi et.al. (1994)
This company responds to consumer needs	Javalgi et.al. (1994)
This company is involved in the community	Javalgi et.al. (1994)
This company is a good company to work for	Javalgi et.al. (1994)

Socially Responsible Consumption Behavior (SRCB)

Since late 70s, researchers have attempted to develop measures of SRCB (e.g. Antil and Bennett, 1979; Leigh et.al., 1988). While some of these scales measure attitudes of consumers, instead of their behaviors (e.g. Antil and Bennett, 1979; Antil 1984), other scales measure behavior within the context of environment only and did not focus on other contexts like philanthropy or employee treatment. A very recent study held by (Webb et al., 2008) eliminates all the shortcomings of previous endeavors and provides an up-to-date measure of consumer behaviors in response to a full range of social issues. Therefore, in this study the scale of Webb et al. (2008) is used. Authors named their scale the Socially Responsible Purchase and Disposal (SRPD) scale to avoid confusion with the previously discussed scales and to reflect its comprehensiveness. In this scale, SRPD is measured in four dimensions: CSR performance, consumer recycling behavior, traditional purchase criteria and environmental impact purchase and use criteria. The items are measured using a six-point rating scale anchored by ‘1=Never True’ and ‘6=Always True’ (See Table 5.).

Table 5. Measures of Socially Responsible Consumption Behavior

Statement	Source
I try to buy from companies that help the needy (<i>CSRP</i>)	Webb et.al. (2008)
I try to buy from companies that hire people with disabilities (<i>CSRP</i>)	Webb et.al. (2008)
I avoid buying products or services from companies that discriminate against minorities (<i>CSRP</i>)	Webb et.al. (2008)
When given a chance to switch to a retailer that supports local schools, I take it (<i>CSRP</i>)	Webb et.al. (2008)
I try to buy from companies that make donations to medical research (<i>CSRP</i>)	Webb et.al. (2008)
I make an effort to buy from companies that sponsor food drives (<i>CSRP</i>)	Webb et.al. (2008)
When given a chance to switch to a brand that gives back to the community, I take it (<i>CSRP</i>)	Webb et.al. (2008)
I avoid buying products made using child labor (<i>CSRP</i>)	Webb et.al. (2008)
When given a chance, I switch to brands where a portion of the price is donated to charity (<i>CSRP</i>)	Webb et.al. (2008)
I avoid buying products or services from companies that discriminate against women (<i>CSRP</i>)	Webb et.al. (2008)
When I am shopping, I try to buy from companies that are working to improve conditions for employees in their factories (<i>CSRP</i>)	Webb et.al. (2008)
I try to buy from companies that support victims of natural disasters (<i>CSRP</i>)	Webb et.al. (2008)
I make an effort to buy products and services from companies that pay all of their employees a living wage (<i>CSRP</i>)	Webb et.al. (2008)
I recycle cardboard (<i>RECYCLE</i>)	Webb et.al. (2008)
I recycle plastic containers (<i>RECYCLE</i>)	Webb et.al. (2008)
I recycle magazines (<i>RECYCLE</i>)	Webb et.al. (2008)
I recycle aluminum cans (<i>RECYCLE</i>)	Webb et.al. (2008)
I recycle steel/tin cans (<i>RECYCLE</i>)	Webb et.al. (2008)
I recycle paper (<i>RECYCLE</i>)	Webb et.al. (2008)
When I am shopping, I buy the lowest priced product regardless of the working conditions in the factory (<i>TRAD</i>)	Webb et.al. (2008)
I buy the highest quality product, regardless of its impact on the environment. (r) (<i>TRAD</i>)	Webb et.al. (2008)
When I am shopping, I buy the highest quality product regardless of the working conditions in the factory. (r) (<i>TRAD</i>)	Webb et.al. (2008)
I buy the lowest priced product, regardless of its impact on the environment. (r) (<i>TRAD</i>)	Webb et.al. (2008)
I avoid buying from companies that harm endangered plants or animals (<i>ENVIRON</i>)	Webb et.al. (2008)
Whenever possible, I walk, ride a bike, car pool, or use public transportation to help reduce air pollution (<i>ENVIRON</i>)	Webb et.al. (2008)
I avoid using products that pollute the air (<i>ENVIRON</i>)	Webb et.al. (2008)
I avoid buying products that pollute the water (<i>ENVIRON</i>)	Webb et.al. (2008)
I make an effort to avoid products or services that cause environmental damage (<i>ENVIRON</i>)	Webb et.al. (2008)
I avoid buying products that are made from endangered animals (<i>ENVIRON</i>)	Webb et.al. (2008)
I limit my use of energy such as electricity or natural gas to reduce my impact on the environment (<i>ENVIRON</i>)	Webb et.al. (2008)

CSRP= CSR performance, RECYCLE= Consumer recycling behavior, TRAD= Traditional purchase criteria, ENVIRON= Environmental impact purchase and use criteria

General Trust

The measurement of this construct has gained wide acceptance in psychological science since 1967 by the scale developed by Rotter (1967). Even though most studies in marketing focus on the trustworthiness of a company, vendor or a salesperson (i.e. specific trust), the impact of general trust has been neglected until the study of Kenning (2008), who found that general trust is more influential than specific trust on buying behavior. As did Kenning (2008), this study will also utilize the scale developed by Rotter (1967) which is found to have high-implicative value in the psychological sciences. The items will be measured with a six-point Likert scale (1=strongly disagree, 6=strongly agree). The items are stated in Table 6:

Table 6. Measures of General Trust

Statement	Source
Hypocrisy is on the increase in our society	Rotter (1967)
This country has a dark future unless we can attract better people to be politicians	Rotter (1967)
Using the honour system of not having a teacher present during exams would probably result in increased cheating	Rotter (1967)
The United Nations (UN) will never be an effective force in keeping world peace	Rotter (1967)
Most people would be horrified if they knew how much news that the public hears and sees is distorted	Rotter (1967)
Even though we have reports in newspapers, radio and TV it is hard to get objective accounts of public events	Rotter (1967)
If we really knew what was going on in international politics the public would have reason to be more frightened than they now seem to be	Rotter (1967)
Many major national sport contests are manipulated in one way or another	Rotter (1967)
Most people can be counted on to do what say they will do	Rotter (1967)
In dealing with strangers one is better off to be cautious until they have provided evidence that they are trustworthy	Rotter (1967)
Fear and social disgrace or punishment rather than conscience prevents most people from breaking the law	Rotter (1967)
Parents can be usually be relied on to keep their promises	Rotter (1967)
The judiciary is the place where we can all get unbiased treatment	Rotter (1967)
It is safe to believe, that in spite of what people say most people are primarily interested in their own welfare	Rotter (1967)
The future seems very promising	Rotter (1967)
Most elected officials are really sincere in their campaign promises	Rotter (1967)
Most experts can be relied upon to tell the truth about their limits of their knowledge	Rotter (1967)
Most parents can be relied upon to carry out their threats and punishments	Rotter (1967)
In these competitive times one has to be alert or someone is likely to take advantage from you	Rotter (1967)
Most idealists are sincere and usually practice what they preach	Rotter (1967)
Most salesmen are honest in describing their products	Rotter (1967)
Most students in school would not cheat even if they were sure of getting away with it	Rotter (1967)
Most repairmen will not overcharge even if they think you are ignorant of their specialty	Rotter (1967)
A large share of accident claims filed against insurance companies is phony	Rotter (1967)
Most people answer public opinion polls honestly	Rotter (1967)

As the operationalization and measurements of the constructs are explained, the next section will present the details of study one.

CHAPTER FIVE

STUDY ONE: EXPLORATORY RESEARCH

Chapter Four have presented the research design and methodology, as well as the appropriate scales to be used in study two. Before going on with study two however, an elaboration on study one should be given. In this part of the study, the objectives of study one, data collection method and instrument used, sample selection and characteristics, and data analysis method are explained. Finally, the findings of this exploratory research are presented.

Objectives of Study One

The basic rationale of this first study stems from the fact that, although the concept of CRM has received considerable attention by many corporations and scholars, there is a paucity of studies about the influence of company trustworthiness on the success of CRM campaigns in terms of increased sales and company image. Even though the impacts of using either a strategic or a tactical CRM campaign were clearly identified in literature (e.g. Brink et al., 2006), a composite knowledge on the impact of company trustworthiness is still lacking. Therefore, to develop an initial understanding of whether company trustworthiness plays a key role in having more sales and positive company image through CRM campaigns is the main focus of this study. More specifically, the objectives of this study are:

- To understand the level of consumers' knowledge about social responsibility.

- To identify the motives that lead consumers to purchase from a socially responsible company and see whether “being a trustworthy company” is one of them.
- To develop and adapt the measures to be used in the second study
- To decide on the appropriate cause to be used in the second study.

Data Collection Method and Instrument

With the aim of fulfilling the objectives of this study, one of the data collection methods of qualitative research, a focus group interview method was utilized. Since focus group interviews help to develop a deeper understanding of respondents’ feelings, motives, desires and perceptions, and aid the surfacing of emotional responses as a result of group dynamics (Morgan, 1998), it was accepted as the best applicable method for this study. Interviews were semi-structured because such interviews provide some structure to the interview process while encouraging respondents to freely discuss the phenomenon of interest in their own words and allowing the moderator to probe thoughts as needed (Bernard, 1988).

The researcher undertook six focus group interviews ranging from one hour to an hour and a half. Discussions were tape recorded and then transcribed. The moderator was the researcher of this study. Discussions were carried out in the classes of Istanbul Bilgi University and most respondents knew each other. The characteristics of each group will be mentioned in the next section.

As a data collection instrument, an interview guide, where questions flow from general to more specific, was prepared. In each group, discussions started with a general question and went on with more specific questions. The interview guide is comprised of two parts (see Appendix A). The first part was designed to understand the participants' knowledge and support of social responsibility, the causes that should be supported by a company and the profile of the consumers who are more inclined to purchase from a socially responsible company. To this end, three cards, which show three yoghurt producers' marketing actions, were prepared. The first company was shown to give a 1kg. yogurt free if 5 kg. is purchased. The second company was shown to reduce the price of 5 kg. yogurt by 20 percent. Finally the third company was shown to donate 10 percent of its revenue to support education in eastern parts of Turkey. After showing the cards, participants were asked to reveal why these companies were undertaking such activities and the discussions were moderated especially to identify their ideas about the third company.

To profile a socially responsible company's consumers, participants were shown eight cards that illustrate eight different people (a single young woman, a single young man, a woman with a child, a man with a child, an Anatolian woman with a child, an Anatolian man, a working middle aged woman, and a working middle aged man) and they were asked which of these people would purchase from the third company, the second company and the first company. The rest of the questions were more about the participants' knowledge and support of social responsibility and the causes that should be supported by a company. The questions are displayed in detail in Appendix A.

The second part of the interview guide was designed to understand the importance of the concept of "trust." Initially consumers were shown cards of four

companies, with some of their characteristics written on them. Each company's characteristics were designed such that the first company was evoked as the least trustworthy company and the fourth company as the most trustworthy company. Then, the participants were asked to state which of them they would prefer while purchasing and which characteristics of the company played a role in their decision. Moving to more specific questions, participants were directly asked questions to probe the importance of a company's trustworthiness while purchasing from a socially responsible company.

Sample Selection and Characteristics

Convenience and snowball sampling methods were used to form six groups, in which a total of 47 respondents participated. Majority of the respondents were the students of the researcher, but in order to increase the group size some respondents were asked to indicate additional respondents who were also Istanbul Bilgi University students. Groups were formed on the basis of age and school year (1st and 3rd year). First year students accounted for the 43 percent of the sample. There were approximately equal number of females and males in the whole sample and more specifically 49 percent of them were females.

The first interview was made on June 15, 2009. Due to summer holiday, other interviews had to be made in September when the new semester started. Two of the focus group interviews were carried out on September 10, 2009 and the remaining three interviews were conducted on September 15, 17 and 18' 2009. The group characteristics are indicated in Table 7.

Table 7. Profile of the Participants

	Age	School year	Number of Respondents
Group 1	20-21	3 rd year	4 female, 5 male
Group 2	20-21	3 rd year	6 female, 4 male
Group 3	21	3 rd year	3 female, 5 male
Group 4	17-19	1 st year	4 female, 2 male
Group 5	18-19	1 st year	4 female, 3 male
Group 6	18-19	1 st year	3 female, 4 male

Data Analyses

The researcher analyzed and interpreted the interview transcripts by the method of content analysis. According to Berelson (1954), content analysis is a research technique for the objective, systematic and quantitative description of the manifest content of communication. To this end, initially, transcripts were read after and after by the researcher to obtain the words and themes for applicable questions and then similar words or themes were formulated under the same category. In order to understand whether group dynamics will yield different results and whether new items will be generated to improve the measures to be used in the second study, results were statistically summarized and interpreted. With this purpose in mind, the answers of 47 participants were entered to SPSS.18 for all questions in order to find out frequencies of themes and group differences. To accomplish this task, descriptive statistics, binomial test, and chi-square test were utilized.

Findings of the Exploratory Study

The findings of this study will be reported in two parts. In the first part, frequencies for the answers of all questions and significant group differences will be stated. In the second part, measures that will be used in the second study and that are already specified by the literature will be evaluated to see whether additional items will be generated after the content analysis and the results will be reported.

Findings and Discussion in terms of Group Dynamics

In this part, the frequencies for all questions are stated in sequence with the interview guide and only significant group differences are reported.

Starting with the first question, which asked why each of the mentioned three yogurt producers would undertake these activities, it should be made clear that only the answers relevant for the third company – undertaking a CRM campaign – were taken into account for the purpose of this study. According to the answers, as shown in Table 8, only 6 of 47 participants believe that the company really wants to improve the well being of the society by its CRM application which aims to make donation to homeless children. Since no similar answer was obtained, this theme was categorized as “philanthropic”. Rest of the participants believe that the company actually brings a “financial” benefit to itself by either improving revenue and sales (15 percent and 17 percent, respectively) or increases its “image or brand equity” (both 10 percent). Finally, for some of the participants company gains a “commercial” benefit as a result of its CRM campaign, by either being evaluated positively by the society and consumers and

advertising itself positively (8.5 percent, 2 percent and 2 percent respectively). The results are presented in Table 8.

Table 8. The Reason of Undertaking a CRM Activity

Category	Theme	Frequency	Percent
	No answer	9	19.1
Financial	to increase sales	8	17.0
	to improve revenues	7	14.9
Philanthropic	to improve the society	6	12.8
Brand image and equity	to increase image	5	10.6
	to increase brand equity	5	10.6
	to increase brand value	1	2.1
Commercial	to be evaluated positively by the society	4	8.5
	to advertise itself	1	2.1
	to be recognized by the consumers	1	2.1

The second question was asked to identify the profile of consumers that would buy from a socially responsible company and to this end, students were shown eight different people and asked which of these people would prefer the third, second and the first company. Results depicted in Table 9 indicate that, majority of the people who would buy from the third company are working middle aged woman (34 percent), woman with a child (23 percent) and working middle aged man (17 percent). This result shows that, students believe either being a woman or having good income is the determinant of supporting a socially responsible company.

The participants stated that the second company – giving the yogurt with a 20 percent reduced price – would be preferred mostly by an Anatolian woman having a child (23.4 percent), a young woman (19 percent) and a young man (17 percent). The statement put forth by one of the participants in Group 4 explains the rationale of this

result very clearly: “This woman living in Anatolia seems to have a low income therefore the price of a product would be essential in her purchases. Similarly, most single young people are generally in need of money since they are either students or work at the lower positions and thus have little money.”

Considering the first company, which gives a 1kg. yogurt free, majority of the students think that it would be preferred mostly by an Anatolian woman having a child (42.6 percent) and an Anatolian man (31.9 percent). The reason of their choice is that, they believe these Anatolian people would have crowded families and thus they would prefer the company that gives additional yoghurt.

Table 9. Who Would Prefer Which Company Most (in percentages)

Profiles	The Third Company	The Second Company	The First Company
young woman	14.9	19.1	0
young man	2.1	17	0
woman with a child	23.4	12.8	12.8
man with a child	0	4.3	12.8
Anatolian woman	0	23.4	42.6
Anatolian man	8.5	8.5	31.9
working middle aged woman	34.0	14.9	0
working middle aged man	17.0	0	0

See the pictures in Appendix A.

The third question asked which company would the participants prefer and only 5 of them stated that they would prefer the socially responsible company (i.e. the third company), accounting for 10.6 percent of the sample. Table 10 portrays the results relevant to all companies.

Table 10. The Selected Company

	Frequency	Percent
First	21	44.7
Second	21	44.7
Third	5	10.6

In the fourth question participants were asked whether they heard the term CSR before and 42 percent of the sample indicated that they heard it. Making a Chi Square test with this variable and school year provided a significant result. As shown in Table 11., 63 percent of third year students and only 15 percent of first year students have heard of CSR before.

Table 11. Chi Square Test with CSR Knowledge and School Year

			School Year		Total
			First year	Third year	
Knowledge of CSR	no	Count	17	10	27
		% within Knowledge of CSR	63.0%	37.0%	100.0%
		% within School Year	85.0%	37.0%	57.4%
	yes	Count	3	17	20
		% within Knowledge of CSR	15.0%	85.0%	100.0%
		% within School Year	15.0%	63.0%	42.6%

$\chi^2=10.812$, $df=1$, $P<0.001$

0 cells (0%) have expected count less than 5. The minimum expected count is 8,51.

The fifth question was asked to understand whether participants could give a definition of CSR. Unfortunately only four participants could state a definition and none of them were a complete definition of CSR (displayed in Table 12.). All definitions were related only with improving the society's well-being. Similarly, for the sixth question, where

participants were asked to name socially responsible companies, few answers were gathered. As shown in Table 13 four participants could name Turkcell as a socially responsible company and the rest of the companies were provided by one participant only.

Table 12. The Definition of CSR

	Frequency	Percent
No answer	43	91.5
to make projects to help the society	1	2.1
to be responsible to the society	1	2.1
to be interested in the problems of the society	1	2.1
without sales concern to develop projects for the society	1	2.1

Table 13. Frequency of Socially Responsible Companies

	Frequency	Percent
No answer	37	78.7
Turkcell	4	8.5
Bilgi University	1	2.1
Guylian	1	2.1
McDonalds	1	2.1
Migros	1	2.1
Sabanci	1	2.1
Starbucks	1	2.1

In the seventh question, participants were asked to indicate the areas that socially responsible companies support and should support. As seen from Table 14, 53 percent of the participants believe that companies in Turkey mostly support education and 64 percent want companies to go on supporting education. Other areas like health, sports and to help disabled people have not received much attention by the participants.

Table 14. The Areas That Are Supported and Should Be Supported by Socially Responsible Companies

	Areas Supported		Areas that Should be Supported	
	Frequency	Percent	Frequency	Percent
Education	25	53.2	30	63.8
Environment	11	23.4	5	10.6
Sports	5	10.6	7	14.9
Health	3	6.4	5	10.6
Disabled	3	6.4	0	0

The eighth question – how does a socially responsible consumer behave? – was asked with an intention to improve one of the measures to be used in the second study and therefore will be delineated in the next part.

Starting with the ninth question the second part of the interview guide begins and in this part the importance of company trustworthiness on CRM applications is being understood. Before asking the ninth question participants were shown the cards that belong to four companies operating in food industry. The characteristics of each company changes in terms of their trustworthiness level; the first company being the least trustworthy and the fourth company being the most trustworthy. Even though five characteristics were shown, these companies actually changed in terms of two characteristics: 1) considering environment and career development of its employees important, and 2) trying not to use harmful additives in its products. The fourth company, being the most trustworthy, contained these two characteristics in a positive manner. The details of the cards are shown in Appendix A.

First, in the ninth question participants were asked which company they would prefer while purchasing and obviously all of them stated that they would prefer the

fourth company. Then, they were asked which company they would choose excluding the fourth company. 83 percent of the sample stated that they would choose the third company. Interestingly, the school year makes a significant difference in this choice. After applying a Chi Square test, it has become clearer that none of the first year students would prefer the second company, while almost 30 percent of third year students would choose that company. On the other hand, the third company has been preferred almost equally by the whole sample.

Table 15. Chi Square Test with Company Choice and School Year

			School Year		Total
			First year	Third year	
Company Preference	Second company	Count	0	8	8
		% within which Company Preference	0.0%	100.0%	100.0%
		% within School Year	0.0%	29.6%	17.0%
	Third company	Count	20	19	39
		% within Company Preference	51.3%	48.7%	100.0%
		% within School Year	100.0%	70.4%	83.0%

$\chi^2=7.142$, $df=1$, $p<0.05$

In the tenth question, participants reason of choice in the above mentioned four companies were explored in detail. They were asked which characteristics of the firm they took into account while making a selection. As depicted in Table 16, 72 percent of the participants made their selection by considering the companies' intention to use harmful additives in their products. Additionally, a binomial test is used to see whether these differences in frequencies would be statistically significant and a probability parameter of 0.5 is selected. Result indicates that the difference is significant at 0.01 level. Rationalizing this outcome and representing the ideas of the majority of the

sample, a participant from the first year has stated that “why should I care about whether the company improves career development opportunities of its employees? Whether the product is dangerous to my health is more important to me.” Considering this explanation and the finding portrayed in Table 15, it is clear that the first year students take direct influences of companies more seriously and as they come to the third year (i.e. having one more year left to graduation) career opportunities or indirect influences of companies like pollution of environment becomes more important.

Table 16. The Most Relevant Characteristics

		Category	N	Observed Prop.	Test Prop.	Asymp. Sig. (2-tailed)
The characteristics of the firms	First year students	harmful additives	34	0.72	0.50	0.003
	Third year students	career development, environment	13	0.28		

In the next question, participants were asked to identify the meaning of trust, more specifically what could ‘being a trustworthy company’ mean. Since this question will be used to improve the measurement of a trustworthy company its results will be delineated in the next section.

The remaining questions were asked to identify the importance of being a trustworthy company in terms of preferring a socially responsible company. Question 12 was asked whether the participants have purchased from a socially responsible company consciously. According to the results indicated in Table 17, only six participants out of 47 preferred the product of a socially responsible company. In order to compare these

frequencies statistically and understand whether a significant difference could be stated, again a binomial test is applied with a 0.5 probability parameter. Results show that the difference in the number of participants who purchased and who did not purchase from a socially responsible company is statistically significant at 0.01 level.

Table 17. Preferring a Socially Responsible Company

		Category	N	Observed Prop.	Test Prop.	Asymp. Sig. (2-tailed)
Support of a socially responsible company	First year students	No	41	0.87	0.50	0.000
	Third year students	Yes	6	0.13		

Even though participants have not purchased from a socially responsible company, with an expectation that they would deliver positive thoughts about such a company, question 13 was asked. Simply, participants were asked how they would feel about a socially responsible company. The answers to this question will be used to evaluate the measures of company image and therefore delineated in the next section.

To understand why very few people preferred a socially responsible company and thus which characteristics a socially responsible company should have in order to purchase its products, question 14 was asked. As shown in Table 18, 25 percent of the respondents want a socially responsible company to really donate the money it collects from consumers to the cause only and not to use the money for its own interest. The second important characteristic is to have equal price and quality compared with that of the competitors and 19 percent of the participants believed that the company should have this characteristic. Even though, only 15 percent of the participants stated specifically that the company should be trustworthy, it is clear that the first and the last statements in

Table 18 are also related with the concept of trust in companies. One of the male participants in Group 3 stated the importance of being a trustworthy company as “in order to purchase from a socially responsible company, I must be sure that the company really does what it says it will do.” Reminding one of the NGO’s corruption, another male participant in the same group stated that “In Turkey there is the reality of ‘Deniz Feneri’, which is supposed to be the most trusted organizations. The importance of being a trustworthy company will be more essential in our purchases from now on. It will not be so easy to trust a company any longer.”

Table 18. The Characteristics that A Socially Responsible Company Should Have to Be Preferred

	Frequency	Percent
No answer	8	17.0
Should really donate the money to the cause	12	25.6
Should have equal price and quality compared with that of competitors	9	19.1
Should be trustworthy	7	14.9
Should support a necessary cause	7	14.9
Should show that it really supports the cause	4	8.5

After making clear that being trustworthy is a necessary prerequisite to create preference for a socially responsible company, in the last question participants were specifically and directly asked whether a socially responsible company should really be trustworthy. Obviously all of the 47 participants answered positively.

Overall the findings in study one suggest that participants value the importance of company trustworthiness as a prerequisite to purchase from a socially responsible company. Even though almost half of the sample (42 percent) were knowledgeable about what corporate social responsibility is, only 13 percent of the participants have

purchased specifically from a socially responsible company and results show that to prefer a socially responsible company, they first have to trust the company to keep its promises regarding its support in a specified cause. According to the participants, a socially responsible company should create confidence that it really supports a cause seriously and that it really uses the money collected through a CRM campaign for the cause only.

The results do not indicate much difference in the answers of participants in terms of group dynamics, like their gender, age or school year. Only in two cases the school year created significant differences. Analysis showed that, third year students are more knowledgeable about social responsibility and first year students take the direct influences of companies' actions on consumers' health more seriously. Other than these two outcomes, no difference between groups emerged and therefore was not mentioned.

The results also provided an insight about which cause to select for the second study. Among the areas that companies should support, 64 percent of the participants wanted companies to support education. Receiving that much of interest, education should be evaluated seriously as an appropriate cause for the second study. Results also showed that, most of the students interviewed were not knowledgeable about CSR issues and very few of them purchased from a socially responsible company. Additionally, according to their answers, people having high income levels and mostly females could be more inclined to prefer a CSR undertaking company.

Findings in terms of Measure Improvement

In this part, the results of generating items for the measures that will be used in the second study will be revealed. New items are generated for the measures of company trustworthiness, company image and socially responsible consumption behavior.

In question 11 (Appendix A), participants were asked to indicate what could being a trustworthy company mean. Some of the themes stated by literature also emerged in a similar way in this study. Later on, the researcher looked for thoughts that had not been specified by the literature but expressed by some of the participants and several additional themes emerged. All of the themes' frequencies as well as their equivalent dimensions are shown in Table 19. Due to the unique nature of this study, the operationalization of company trustworthiness will not include competence dimension and items found with respect to integrity and benevolence will be included in the second study.

Table 19. Characteristics of a Trustworthy Company

Category (Dimension)	Theme	Frequency	Percent
	No answer	9	18.8
Competence	1) Produces high quality products	5	10.4
	2) Produces healthy products	5	10.4
	3) Finishes its work on time	1	2.1
	4) Does what it says it will do	8	16.7
Integrity	5) Does not have bad news in the past	3	6.3
	6) Does not disappoint the public for long years	1	2.1
	7) Does not disappoint its customers for long years	6	12.5
Benevolence	8) Considers consumer rights important	4	8.3
	9) Cares about the health of its customers	6	12.5

As seen from Table 20, nine themes were generated of which the first, eight and the ninth themes have similar equivalents in literature. In other words, for the dimension of integrity the focus group interviews generated additional items. All of the themes (elements) that are suggested in literature and created in this study are shown in Table 20.

To understand how participants perceive a socially responsible company and thus whether undertaking CRM applications would increase the image of a company, question 13 (how would you feel about a socially responsible company) was asked. At first, most of the participants provided little elaboration and gave short responses like “positively” or “favorable.” As the moderator went on discussing the issue deeper, more specific responses were generated. The answers were again listed and similar themes were put into the same categories. In total, seven themes were generated (shown in Table 21) and they are more or less similar to those stated in literature. In Table 22, the statements used both in the literature and those that emerged in this study are depicted in comparison.

One last measure that is examined in study one belongs to the measurement of socially responsible consumption behavior. To see how participants perceive such a behavior, in the eighth question they were asked to indicate how a socially responsible consumer would behave. Similar themes were put in the same category as mentioned in literature and as a result six themes were generated. Four new themes, other than those stated in the literature, emerged in the focus group interviews. In Table 23 the answers of the participants can be seen clearly and in Table 24, the comparison of the statements that emerged in this study with those stated in literature are revealed. One of the

dimensions of socially responsible consumer behavior, traditional purchase criteria, did not take place in Table 24 as no new item was generated with respect to this dimension.

Table 20. Items of Company Trustworthiness

Category (Dimension)	Statements in Literature	Statements Generated by Focus Group Interviews
Competence	I feel very confident about this organization's skills.	
	This organization is known to be successful at the things it tries to do.	
	This organization has the ability to accomplish what it says it will do.	1) Does what it says it will do
		2) Finishes its work on time 3) Produces high quality products 4) Produces healthy products
Integrity	This organization treats people like me fairly and justly.	
	Whenever this organization makes an important decision, I know it will be concerned about people like me.	
	Sound principles seem to guide this organization's behavior.	
	This organization does not mislead people like me.	
	This company has a fair behavior	
		5) Does not have bad news in the past 6) Does not disappoint the public for long years 7) Does not disappoint its customers for long years
Dependability	This organization can be relied on to keep its promises.	
	I believe that this organization takes the opinions of people like me into account when making decisions.	
	I am very willing to let this organization make decisions for people like me.	
	I think it is important to watch this organization closely so that it does not take advantage of people like me. (<i>Reversed</i>)	
Benevolence	I believe that this company is concerned about the well-being of its stakeholders	8) Considers consumer rights important 9) Cares about the health of its customers

Table 21. Participants' Feelings about a CSR Company

Theme	Frequency	Percent
no answer	10	20.8
would feel it has good image	8	16.7
would feel it is a good company	6	12.5
would feel it is considerate	6	12.5
would feel positively	5	10.4
would feel it is a successful company	5	10.4
would feel it is a favorable company	4	8.3
would feel neutral	4	8.3

Table 22. Items of Company Image

Statement in Literature	Statement Generated by Focus Group Interviews
This company responds to consumer needs	
This company is involved in the community	
This company is a good company to work for	
This company has good products/services	Would feel it is a successful company
This company is well managed	Would feel it is a good company
This company only wants to make money (R)	Would feel it is considerate
	Would feel positively
	Would feel it is a favorable company
	Would feel it has good image

Table 23. Participants' Perception of Socially Responsible Consumer Behavior

Category	Theme	Frequency	Percent
	No answer	1	2.1
Recycle	1) recycles anything that can be recycled	12	25.0
Environment	2) does not throw garbage on the floor	9	18.8
	3) uses plastic bags at minimum levels	8	16.7
	4) prefers paper or fabric bags to plastic bags	8	16.7
	5) does not pollute the environment	6	12.5
CSR performance	6) buys from a socially responsible company	4	8.3

Table 24. Items of Socially Responsible Consumer Behavior

Category (Dimension)	Statement in Literature	Statement Generated y Focus Group Interviews
CSR Performance	I try to buy from companies that help the needy	Tries to buy from a socially responsible company
	I try to buy from companies that hire people with disabilities	
	I avoid buying products or services from companies that discriminate against minorities	
	When given a chance to switch to a retailer that supports local schools, I take it	
	I try to buy from companies that make donations to medical research	
	I make an effort to buy from companies that sponsor food drives	
	When given a chance to switch to a brand that gives back to the community, I take it	
	I avoid buying products made using child labor	
	When given a chance, I switch to brands where a portion of the price is donated to charity	
	I avoid buying products or services from companies that discriminate against women	
	When I am shopping, I try to buy from companies that are working to improve conditions for employees in their factories	
	I try to buy from companies that support victims of natural disasters	
	I make an effort to buy products and services from companies that pay all of their employees a living wage	
Recycling Behavior	I recycle cardboard	Recycles anything that can be recycled
	I recycle plastic containers	
	I recycle magazines	
	I recycle aluminum cans	
	I recycle steel/tin cans	
	I recycle paper	
Environmental Impact on Purchase and Use Criteria	I avoid buying from companies that harm endangered plants or animals	Does not pollute the environment Does not throw garbage on the floor Uses plastic bags at minimum levels Prefers paper or fabric bags to plastic bags
	Whenever possible, I walk, ride a bike, car pool, or use public transportation to help reduce air pollution	
	I avoid using products that pollute the air	
	I avoid buying products that pollute the water	
	I make an effort to avoid products or services that cause environmental damage	
	I avoid buying products that are made from endangered animals	
	I limit my use of energy such as electricity or natural gas to reduce my impact on the environment	

CHAPTER SIX

STUDY TWO: EXPERIMENTAL DESIGN AND PROCEDURE

This chapter delineates the research methodology used to test the hypotheses for the proposed model. This includes the procedure of experimental design with respect to the selection of companies and the stimulus material; implications of the pilot study to finalize the questionnaire; the details of data collection instrument and procedure; sampling considerations regarding method, sample size and characteristics; selection of appropriate method of analysis for the test of hypotheses and finally, the summary of the variables to be used in the analyses.

Experimental Design

In order to test the hypothesized effects regarding the type of CRM (strategic and tactical) campaign and the impact of company trustworthiness (highly, moderately and least trusted) on two outcomes, purchase intention and company image, 2 by 3 factorial design was utilized. Even though two between-subject effects were created with the categories of company trustworthiness and the categories of the type of CRM campaign, only the type of CRM campaign was manipulated with two treatment groups (strategic vs. tactical CRM campaign). Company trustworthiness, on the other hand, was the other between-subject factor that was not manipulated, instead represented three real companies which were found to differ with respect to their trustworthiness levels. Therefore, with two levels of the type of CRM campaign and three levels of company trustworthiness, six between-subject groups were created in order to observe their mean

differences regarding the purchase intention and company image. In the following section, the procedure for the selection of three real companies, aiming to represent the levels of company trustworthiness, will be explained.

Selection of Companies

This study used real companies, since company trustworthiness is hard to manipulate with a single text as a stimulus, considering that trust in companies emerge throughout time on the basis of companies' actions in the market and consumer's evaluation of these actions. Therefore, consistent with the qualitative study, three real company brands operating in yoghurt sector were selected in order to represent three levels of company trustworthiness, i.e. one brand having the highest trustworthiness, another having moderate trustworthiness and the third one having the least trustworthiness. For the identification of these brands, first a list of yoghurt producers was prepared by looking at the web sites of well known retailer chains, like Carrefour, Migros, Real, BIM etc. The examination of which brands are sold in these retailers resulted in 11 yoghurt brands. Then a pilot study was conducted with 46 people. A single question instrument, listing 11 brands and asking respondents to group these brands under three categories of company trustworthiness, was developed. The instrument is presented in Appendix B. Respondents were provided a meaning of company trustworthiness first, since it is an abstract concept which could have different meanings to different people, and then they were asked to group the companies regarding their trustworthiness level. Table 25 reveals the frequencies of each brand, with respect to their alphabetical order, under three categories of trustworthiness. The selection of the companies has been made on the

basis of these results. As observed, Pınar receives the highest frequency (42), within the “trustworthy” category, therefore Pınar is selected to represent the “trustworthy” company. Within the “less trustworthy” category, İçim has the highest frequency (27). However, due to the consumers’ political perception about the brand, Danone is selected as it has the second highest frequency within this category. Finally, Dost is selected to represent the untrustworthy company, since it has a frequency of 33, which is the highest of all in that category.

Table 25. The Frequency of Yogurt Producers Regarding Their Trustworthiness

	Trustworthy	Less trustworthy	Untrustworthy
Ateşoğlu	4	11	31
Danone	11	26	9
Dost	1	12	33
Eker	21	20	5
İçim	10	27	9
Pınar	42	2	2
Sakıpağa	29	12	5
Sek	28	18	-
Sütaş	41	5	-
Tikveşli	30	16	1
Yörsan	22	20	4

Stimulus Material

The stimulus material for this study consisted of a text giving information about a fictitious CRM campaign that is held either at the strategic or tactical level. In order to prevent the variability that would be caused by the real CRM campaign of three companies (if any), a fictitious campaign was developed that was the same for each company. The texts were written considering the characteristics of strategic and tactical CRM campaigns as indicated in literature (Brink et al., 2006; Varadarajan and Menon, 1998). The selection of the cause – education – was made by considering the results of

the focus group interviews, where education was rated highest among other causes with respect to its importance. In order to eliminate the possibility of confounds due to variations in contextual cues, a fictitious CRM campaign was selected rather than the real CRM engagements of the companies (Pinar, Danone and Dost). The text was identical for each company with respect to its layout and copy, and only the name of the company changed.

Accordingly, the text regarding the strategic CRM campaign mentioned that the company promises to give certain amount of the revenue obtained from each product being sold for an education supporting project, where company managers identify the areas that need school and the students that need scholarships (showing there is employee interest and support at the managerial level), by working together with a nongovernmental organization and Ministry of Education (showing its seriousness), since June 2000 (showing that it has a long term support). On the other hand, the text of a tactical CRM campaign mentioned that the company engages in an education supporting campaign since June 2009 (portraying the company having a short term support), on its own (without the aid of a nongovernmental or a governmental organization), by promising that schools will be opened and scholarships will be given as the product is purchased (no employee interest). The stimulus material is provided in Appendix C.

Pilot Study

After the selection of items through the contribution of literature and study one, the questions and the stimulus material were first shown to four academicians, three from

Bogazici University and one from Istanbul Bilgi University, in order to see whether there are unnecessary items, ambiguous words or phrases. With the careful examination of each item, these four judges expressed their considerations as to which measurements should be shortened by the deletion of which items and which items needed rewording. In light of their critical comments, the data collection instrument was redesigned by omitting unnecessary items, by rewording and by changing the order of some items.

After deciding on the appropriate items, a pilot study was done in order to understand whether the questions were clear and easy enough to answer and how many minutes it would take to answer the questions. Therefore, the questions were administered to 28 people, who are the students or the acquaintances of the researcher, and on the basis of their feedbacks, minor changes were made by rewording and rephrasing some of the items. Additionally, it was also understood that approximately 20 minutes were required to answer all of the questions. The resulting Cronbach's Alpha values of each construct was encouraging enough to proceed with the remaining items, as they were above the acceptable limit of 0.70 as suggested by Nunnally (1978). Therefore, the procedure of purifying the items resulted in ten items for company trustworthiness, four items for the attitude toward the CRM campaign, four items for the type of CRM campaign, one item for purchase intention, six items for company image, 16 items for socially responsible consumer behavior and 15 items for general trust (Table 29 through Table 35 presents the results of the reliability analysis). In the following section, the parts of the data collection instrument are explained in detail.

Data Collection Instrument

The data collection instrument used in this study is a questionnaire involving the questions of variables of interest and the experimental stimulus. The questionnaire is designed such that it has four sections.

The first part of the questionnaire included questions to understand the respondents' knowledge level about the three companies to be used in this study, namely Pinar, Danone and Dost. The questionnaire first started with three questions that were asked to understand yoghurt eating habits of the respondents. Following the third question, probing questions were asked, such as which brand come to their mind when thinking of yoghurt, which of the listed companies they can recognize, which company they prefer most while purchasing yoghurt etc. Then came the first section's final questions, which attempted to measure each company's trustworthiness and the respondents' initial perceptions of each company's image.

Following the first part of the questionnaire, the second part included the stimulus material, i.e. text about either a strategic or a tactical campaign. After the text, questions attempting to measure attitude toward the CRM campaign, type of the CRM campaign, purchase intention, and company image came in this order. Each question had three versions to be asked for the three companies.

The third part had only two, yet very long, questions which attempted to measure respondents' socially responsible consumer behavior and general trust characteristics.

Finally, the last part of the questionnaire included demographic questions, such as gender, age, income, education, marital status, occupation, number of children, and the district they live. The questionnaire can be observed in Appendix D.

Data Collection and Experimental Procedure

Data collection was made by the recruitment of a professional market research company². Two different questionnaires, having the measures of constructs of interest and the experimental stimulus, one with a strategic CRM campaign and the other with a tactical CRM campaign, were administered to respondents by five interviewers, who were trained as to how they should administer the questionnaires. The interviewers administered the questionnaires through face-to-face interviews conducted at the respondents' home settings. A relatively equal distribution of the two different questionnaires in the selected districts of Istanbul was assured. The interviews started on February 15, 2010 and lasted for about three weeks.

The experimental procedure was followed by assigning subjects randomly to two treatment groups (strategic vs. tactical CRM campaign), where half of the sample were read an information regarding strategic CRM campaign and the other half were read an information regarding tactical CRM campaign. The experiment began with a verbal description of the aim of the study. Then respondents were asked whether they have any familiarity with the companies Pınar, Danone and Dost. In the case of not recognizing even one of these companies resulted in the end of the interview with that respondent. If a respondent expressed his/her knowledge about three of these companies, the experiment proceeded by asking questions about the respondent's yoghurt eating habits and then questions that measured company trustworthiness and company image for Pınar, Danone and Dost were asked. After these initial questions, respondents were read the text of either the strategic or tactical CRM campaign and asked to answer the

² Related expenditures are funded by Bogazici University Research Fund

remaining questions as if Pınar undertakes this campaign. As the questions related to Pınar finished, the same text was read again, this time as if Danone undertook the campaign and again respondents were asked to answer the remaining questions considering Danone. The same procedure was followed for Dost as well.

Sampling Considerations

Sampling Method

Istanbul is selected as the sampling setting, since with its total population of 12,697,164 by the end of 2008 (TSI, n.d.), Istanbul captures many people all around Turkey, providing generalizability of the findings to the whole population. A two-stage cluster sampling procedure was utilized in order to obtain sample representativeness. To this end, by the help of the recruited research agency, the city was divided into 15 districts, ten of which are at the European side and the remaining five are at the Anatolian side. Within each district questionnaires were filled out by one member of the randomly selected 40 households.

Sample Size

Multivariate analysis can be markedly influenced by the number of people added in the sample, therefore it is essential to identify the required sample size. According to Hair et al. (2010), the sample in each cell (group) must be greater than the number of dependent

variables and the minimum cell size should be 20 observations. As the number of dependent variables and groups increase, so does the necessary sample size. Even though two dependent variables are used in this study, having a group number of six might require high sample sizes for each group. As tabulated by Lauter (1978), on the basis of the number of groups, number of dependent variables, selected alpha level and observed power (an indicator of the probability of making Type II error) the ideal sample size in each group can be identified. As in most social science studies, in this research a significance level of 0.05 and an observed power of 0.80 is selected.

Accordingly, having two dependent variables, six groups, with 0.05 significance level and 0.80 observed power, the minimum cell requirement is identified as 135.

Considering six groups, a total of 810 ($=135 \times 6$) respondents were needed. Even though questionnaires were collected from 600 respondents, who answered the same questions for three companies Pınar, Danone and Dost respectively, for ease of analysis the answers were combined for each company resulting in 1800 ($=600 \times 3$) observations with a minimum cell size of 262. Therefore, sample size requirement is assured.

Since sample size is aggregated, the identification of sample characteristics of 1800 observations would not be logical as each respondent takes place three times within these 1800 observations. Therefore, following section will portray the sample characteristics by taking 600 respondents into consideration.

Sample Characteristics

Sample is distributed almost equally across the two genders, while females account for 53 percent, males account for 47 percent of the sample. Majority of the respondents are

young adults, since 38 percent of them are below the age of thirty and 25 percent are between the age of 31-40. The remaining 37 percent are aged above 41. There is an uneven distribution across education and income categories as well. Most of the respondents have primary school (35 percent), secondary school (20 percent) or high school (33 percent) degrees. University and other higher education degrees account for only 11 percent of the sample. Of the participants 95 percent have low (49 percent) and low-to-middle (46 percent) incomes. Additionally, while 41 percent of the respondents are working full time, 70 percent are not married and 34 percent of them do not have a child. Details about the demographic characteristics of the sample are provided in Table 26.

Table 26. Sample Characteristics

Characteristics	Number	Percentage	Characteristics	Number	Percentage
Gender (<i>n</i> =600)			Education (<i>n</i> =600)		
Female	315	53%	No formal education	9	1.5%
Male	285	47%	Primary school	209	35%
			Secondary school	121	20%
Age (<i>n</i> =600)			High school	198	33%
18-30	229	38%	University	54	9%
31-40	147	25%	Master's Degree	8	2%
41-50	112	18.5%	PhD	1	0%
>51	112	18.5%			
Income (<i>n</i> =600)			Marital Status (<i>n</i> =600)		
<1000TL	292	49%	Married	419	70%
1000-3000TL	276	46%	Single	159	27%
>3000TL	32	5%	Widow	15	2%
			Divorced	7	1%
Work Status (<i>n</i> =600)			Children (<i>n</i> =600)		
Not employed	334	56%	None	205	34%
Full time	244	41%	1	102	17%
Part time	22	4%	2	164	27%
			3-4	102	17%
			5-6	27	5%

Selection of Appropriate Method of Analysis for the Test of Hypotheses

Rationale for MANCOVA

Hypothesis 1 is tested by using MANCOVA, since the proposed model depicted in Fig. 3 has two dependent variables (purchase intention and company image), two independent variables (company trustworthiness and the type of CRM campaign) and a set of control variables (e.g. income, socially responsible consumer behavior, general trust, attitude toward the CRM campaign etc.). Since H2a through H4b are designed to depict the univariate aspects of H1, these hypotheses will require a univariate analysis of covariance (ANCOVA hereafter). However, applying MANCOVA to test H1 will already provide outputs for the test of H2a through H4b, and therefore there is no need to conduct separate ANCOVAs for these hypotheses.

According to Hair et al. (2010), the selection of MANOVA – that is multivariate analysis of variance without control variables – “is based on the desire to analyze a dependence relationship represented as the differences in a set of dependent measures across a series of groups formed by one or more categorical independent variables” (p. 399). As the control variables are included in the analysis, with an intention to remove variation in the dependent variables, the procedure becomes MANCOVA, namely multiple analysis of covariance. Thus, MANCOVA is selected as an appropriate method to test the hypotheses in order to account for the differences in the responses due to consumers’ unique characteristics with respect to some control variables, such as their level of socially responsible consumer behavior, income, attitude toward the CRM campaign etc.

Additionally, MANCOVA should be selected when dependent variables are correlated (Hair et al., 2010). Otherwise, there would be no need for a multivariate test and the usage of separate ANCOVAs examining the group differences in one dependent variable would be enough to draw conclusions. To see whether the linear combination of the dependent variables may account for group differences and thus, to understand whether the dependent variables in the proposed model are significantly correlated with each other Barlett's Test of Sphericity is examined. Therefore, the null hypothesis that the covariance matrix is proportional to an identity matrix (an identity matrix would indicate all dependent variables were uncorrelated) (Garson, 2010) is tested by Barlett's Test of Sphericity. Table 27 shows that the test results are significant at 0.01 level, indicating that the dependent variables, purchase intention and company image, are significantly intercorrelated. Therefore the analysis will proceed with the usage of MANCOVA rather than a series of ANCOVAs.

Table 27 Bartlett's Test of Sphericity

Likelihood Ratio	0.000
Approx. Chi-Square	666.767
Df	2
Sig.	0.000

Rationale for Repeated Measures MANCOVA

The second proposed model in this study, which is tested by H5, will be analyzed by the utilization of Repeated Measures MANCOVA. This method is preferred when the same respondent provides several measures, such as test scores over time, and when there is a need to examine them to see whether any trend emerges (Hair et al., 2010). In other words, as stated by Hair et al. (2010), the interest is in "how much each person changes,

not necessarily the changes in group means” (p. 408). In this study, H5 assumes that there will be an improvement in company image after the company engages in a CRM campaign. Therefore, there is a need to explain how the scores of company image before applying a CRM campaign relate to company image after applying a CRM campaign. Additionally, it is also expected that different trends for those with low versus high company image scores will emerge with respect to company trustworthiness and the type of CRM campaign. Therefore, each respondent’s scores with respect to company image scores should be matched while performing the analysis. Repeated measures MANCOVA is specifically designed for this purpose and therefore it will be used instead of MANCOVA.

Summary of the Variables Used in the Analyses

Before going on with hypotheses testing, the summary of the variables is provided for ease of understanding. In Table 28, each variable’s meaning, abbreviation used in reporting the results and for which purposes they were used are presented.

Table 28. Summary of each Variable Used in the Analyses

Variable Name	Abbreviation	Meaning	Purpose
Company trustworthiness (metric)	Trust	Measures the trustworthiness of each company	Used for manipulation check
Company trustworthiness (categorical)	CT	Represents trustworthiness with each company's name	Used as an independent variable (representing trustworthiness) in MANCOVA and Repeated Measures MANCOVA
Type of CRM campaign (metric)	Campaign	Measures whether the CRM campaign is perceived as strategic or tactical	Used for manipulation check
Type of CRM campaign (categorical)	Type _{CRM}	Shows whether the campaign is strategic or tactical	Used as an independent variable in MANCOVA and Repeated Measures MANCOVA
Purchase intention	PI	Measures the purchase intention of respondents	Used as a dependent variable in MANCOVA
Initial company image	CI _{initial}	Measures the perceived company image before CRM campaign is mentioned	Used as a control variable in MANCOVA and as a dependent variable in Repeated Measures MANCOVA
Final company image	CI _{final}	Measures the perceived company image after CRM campaign is mentioned	Used as a dependent variable in MANCOVA and Repeated Measures MANCOVA
Attitude toward the CRM campaign	Att _{CRM}	Measures respondents' attitude toward the CRM campaign	Used as a control variable in MANCOVA and Repeated Measures MANCOVA
Socially responsible consumer behavior	SRCB	Measures respondents' socially responsible behavior	Used as a control variable in MANCOVA and Repeated Measures MANCOVA
General trust	GT	Measures respondents' general trust characteristics	Used as a control variable in MANCOVA and Repeated Measures MANCOVA
Product usage	Y _{usage}	Measures the usage level of yoghurt	Used as a control variable in MANCOVA and Repeated Measures MANCOVA
Income	Income	Measures the income level of respondents	Used as a control variable in MANCOVA and Repeated Measures MANCOVA
Age	Age	Measures the age of respondents	Used as a control variable in MANCOVA and Repeated Measures MANCOVA

CHAPTER SEVEN

RESULTS OF STUDY TWO

In Chapter Seven, first results pertaining to measure validation are provided. Then the procedure of outlier check and elimination is explained. In the next section, results with respect to the testing of assumptions of MANCOVA and Repeated Measures MANCOVA are presented. After the results of manipulation checks are mentioned, the results of the hypotheses testing are provided.

Measure Validation

For all study constructs' scales, unidimensionality and internal reliability were examined. Dunn, Seaker and Waller (1994) define unidimensionality as the existence of a single trait or construct underlying a set of measures. Reliability, on the other hand, refers to the internal consistency of items that measure a latent construct (Nunnally, 1978). Since reliability tests assume unidimensionality, Garver and Mentzer (1999) suggested that unidimensionality be assessed before reliability. Throughout this section, each construct will be evaluated with respect to their 1) unidimensionality, which will be confirmed through exploratory factor analysis (EFA) and item-to-total correlations, which is the statistical correlation between a given item and the scale to which it belongs to (Dunn et al., 1994), and 2) reliability, which will be estimated by Cronbach's coefficient alpha.

The primary criteria used for assessing unidimensionality and reliability, and hence considering the elimination of any item from the analysis is stated as follows:

- The number of dimensions for each construct will be assessed using eigenvalue-over-one criterion.
- Considering that a unidimensional construct's items will load heavily only on one factor, items with loadings less than 0.30 will be eliminated.
- Items having item-to-total correlations less than 0.30 will be eliminated (Dunn et al., 1994).
- Cronbach's alpha of each construct higher than 0.70 will indicate reliability (Nunnally, 1978).
- If alpha improves considerably as the item is deleted from the scale, that item will be eliminated.

With a goal to identify the items which were unidimensional for each construct and to assess the constructs' reliability, first EFA with principal component extraction and varimax rotation was conducted for each scale and then reliability analysis was utilized. Each construct will be evaluated separately in the next section. Since purchase intention was a single item scale, its unidimensionality and reliability will not be assessed.

Measures of Company Trustworthiness

The ten items, proposed to belong to a single company trustworthiness scale, indeed yielded a one factor solution, which accounted for 57 percent of the variance as identified by eigenvalue-over-one criterion. None of the other factors accounted for more than 8.1 percent of the variance. All of the items loaded heavily on this first factor,

since the smallest loading is 0.704. As shown in Table 29, item to total correlations are at least 0.60, much more above than the specified level of 0.30. The coefficient alpha for the ten items is 0.917 and the deletion of any item will not improve alpha. Since, unidimensionality and reliability is achieved, all of the items can be used in the main analyses.

Table 29. Unidimensionality and Reliability Statistics for the Measures of Company Trustworthiness

	Factor Loading	Item-total Correlation	Cronbach's Alpha	Alpha If Item Deleted
...treats its consumers fairly and justly	0.745	0.672	0.917	0.909
Sound principles guide ...'s behavior	0.794	0.731		0.906
... does not mislead people	0.758	0.688		0.908
...can be relied on to keep its promises	0.799	0.736		0.906
... does what it says it will do	0.745	0.676		0.909
... is concerned about the well-being of its stakeholders	0.779	0.718		0.907
There is no need to watch ...closely to see whether it takes advantage of people	0.739	0.672		0.909
I do not believe the negative comments about...	0.729	0.664		0.910
I would trust ...in that it really spends the money collected from consumers on its education campaign	0.704	0.634		0.912
I trust ... in all ways	0.782	0.725		0.906
57% of variance is explained The KMO Measure of Sampling Adequacy=0.924 The Bartlett's Test of Sphericity (significance level)=0.00				

Measures of Attitude toward the CRM Campaign

Similar to company trustworthiness scale, the four items of attitude toward the CRM campaign revealed a single factor solution, which accounted for 79 percent of the

variation. The four items all loaded heavily on this one factor as the minimum loading is 0.85. As observed from Table 30, item-to-total correlation ranged from 0.74 to 0.84. The coefficient alpha for this scale was 0.913 and alpha did not improve with the deletion of any item.

Table 30. Unidimensionality and Reliability Statistics for the Measures of Attitude toward the CRM Campaign

	Factor Loading	Item-total Correlation	Cronbach's Alpha	Alpha If Item Deleted
Positive/Negative	0.851	0.743	0.913	0.908
Very attractive/Least attractive	0.906	0.826		0.879
Very appealing/Very unappealing	0.918	0.846		0.872
Like quite a lot/ Dislike quite a lot	0.891	0.802		0.889
79% of variance is explained				
The KMO Measure of Sampling Adequacy=0.847				
The Bartlett's Test of Sphericity (significance level)=0.00				

Measures of the Type of the CRM Campaign

Measures of the type of the CRM campaign has six items all which can be grouped under one factor according to eigenvalue-over-one criterion since it accounts for 61 percent of the variation. All items loaded heavily on this factor and all of them have item-to-total correlation above the specified level. The Cronbach's alpha is estimated as being 0.870. coefficient alphas with each item deleted does not reveal any item that demanded deletion from the scale. All relevant statistics are portrayed in Table 31.

Table 31. Unidimensionality and Reliability Statistics for the Measures of the Type of the CRM Campaign

	Factor Loading	Item-total Correlation	Cronbach's Alpha	Alpha If Item Deleted
The type of cause that is supported by ... is very much in line with its core business	0.643	0.530	0.870	0.870
... 's campaign can be considered a long-term campaign	0.755	0.654		0.853
... considers the selection of an appropriate cause important	0.848	0.754		0.836
... company invests a large amount of resources (e.g. time, money, expertise) in the campaign	0.840	0.743		0.837
... 's effort to support a cause in the area of education is very appropriate	0.830	0.722		0.842
The duration of ... 's campaign is long	0.783	0.656		0.852
61% of variance is explained The KMO Measure of Sampling Adequacy=0.853 The Bartlett's Test of Sphericity (significance level)=0.00				

Measures of Company Image

Not surprisingly, the six items designed to measure company image also result in a one factor solution, which accounted for 66 percent of the variation based on eigenvalue-over-one criterion. Item loadings and item-to-total correlations are all above 0.30. Even though the third item (... does not only consider to make money) has a relatively low level of factor loading (0.644) and item-to-total correlation of 0.533, its deletion does not improve Cronbach's alpha, which is found to be 0.89. The results can be observed in detail in Table 32.

Table 32. Unidimensionality and Reliability Statistics for the Measures of Company Image

	Factor Loading	Item-total Correlation	Cronbach's Alpha	Alpha If Item Deleted
...has good products/services	0.809	0.710	0.893	0.874
...is well managed	0.846	0.756		0.868
...does not only consider to make money	0.644	0.533		0.889
...responds to consumer needs	0.851	0.767		0.865
...involved in the community	0.831	0.742		0.869
...is a good company to work for	0.869	0.791		0.861
65% of variance is explained The KMO Measure of Sampling Adequacy=0.894 The Bartlett's Test of Sphericity (significance level)=0.00				

Measures of Socially Responsible Consumer Behavior

A different pattern of unidimensionality is observed for the measures of socially responsible consumer behavior (SRCB) construct. Originally, this construct has four dimensions and consistently the utilization of EFA resulted in four factors even though the inclusion of items into each factor differed. Table 33 shows each item with their item no as they appear in the questionnaire. The factor loadings of each item in the factor that it has the most contribution is revealed. Accordingly, the first factor included seven items, all of which are moderately loaded (loadings range from 0.483 to 0.594) and have moderate item-to-total correlations, but they are still above the specified value of 0.30. None of the items' deletion leads to an increase in the coefficient alpha, which is 0.688. Each of the remaining three factors includes three variables, all of which have adequate factor loadings and item-to-total correlation. On the other hand, item 15 and item 9, which are loaded in the third and the fourth factors respectively, have low levels of item-to-total correlation and their deletion increases the alpha level so encouragingly that these items were not included in the main analyses. After applying the reliability

analysis with the remaining 14 items resulted in the exclusion of items six and eight as their removal increased the alpha level incredibly. With the final set of 12 questions, Cronbach's Alpha is settled to 0.745. Additionally, the utilization of EFA with 12 items have yielded four factors again.

Table 33. Unidimensionality and Reliability Statistics for the Measures of SRCB

	Factor Loading				Cronbach's Alpha	Item-total Correlation	Alpha If Item Deleted
	1	2	3	4			
7)If I can, I try to buy from a socially responsible company	0.594				0.688	0.330	0.671
13)I avoid buying the products of companies that pollute the environment	0.586					0.445	0.640
11)I try not to throw garbage on the ground	0.553					0.441	0.645
14)I avoid using plastic bags when I shop	0.548					0.471	0.632
1)I try to buy from companies that help the needy	0.546					0.313	0.674
12)I try to recycle plastic/aluminium/steel containers	0.508					0.449	0.641
5)I try to use paper or fabric bags instead of plastic bags when I shop	0.483					0.353	0.672
16)I limit my use of electricity to save energy		0.767			0.572	0.469	0.325
10)I limit my use of natural gas not to pollute the environment		0.723				0.428	0.395
2)I try to recycle papers, magazines or newspapers		0.498				0.361	0.560
6)I buy the high quality product, regardless of its impact on the environment.			0.805		0.603	0.452	0.443
8)I buy the lowest priced product, regardless of its impact on the environment.			0.801			0.498	0.405
15)When I am shopping, I buy the lowest priced product regardless of the working conditions in the factory			0.566			0.317	0.672
4)I avoid buying products that pollute the water resources				0.779	0.557	0.400	0.412
3)I avoid buying the products of companies using child labor				0.770		0.444	0.327
9)I avoid buying the products of companies that test on animals				0.508		0.271	0.610
49% of variance is explained The KMO Measure of Sampling Adequacy=0.755 The Bartlett's Test of Sphericity (significance level)=0.00							

Measures of General Trust

The measures of general trust (GT) consisted of 15 variables, which are shown in Table 34 in accordance with the same item numbers stated in the questionnaire. The source of this measure (Rotter, 1967) did not establish any dimensions of the construct, however, EFA yielded three factors, with five items in the first factor, and four items in each of the remaining two factors. Item 11 and 15 were not loaded on any of the factors and therefore they will not be included in the further analyses. Considering the first factor, all relevant items seem to have high loadings and item-to-total correlations, having a coefficient alpha of 0.672 and none of the item's deletion improves the scale's reliability. Therefore no omissions will be made in the first factor. The second factor, on the other hand, has one problematic item (item ten), which has a low level of correlation with the remaining items (0.203) and the deletion of this item increases coefficient alpha to 0.544. Similarly, in the third factor item two seems not to correlate well with others (0.268) and coefficient alpha increases to 0.562 as it is deleted. Therefore, it is decided that item two and ten should not be included in the main analyses. After the omission of four items, the Cronbach's alpha of the remaining 11 items is estimated to be 0.679. EFA with the remaining 11 items again yields three factors.

Table 34. Unidimensionality and Reliability Statistics for the Measures of GT

	Factor Loading			Cronbach's Alpha	Item-total Correlation	Alpha If Item Deleted
	1	2	3			
13)In this time most people try to take advantage of others	0.727			0.672	0.480	0.602
12)In dealing with strangers one is better off to be cautious until they have provided evidence that they are trustworthy	0.696				0.416	0.629
9)In spite of what people say most people are primarily interested in their own welfare	0.624				0.460	0.606
14)A large share of accident claims filed against insurance companies is phony	0.595				0.427	0.620
5)Most people can not be counted on to do what say they will do	0.511				0.366	0.646
1) Not having a teacher present during exams would probably result in increased cheating		0.674		0.459	0.279	0.370
3) If we really knew what was going on in international politics the public would have reason to be more frightened then they now seem to be		0.594			0.251	0.398
4) Many major national sport contests are manipulated in one way or another		0.571			0.314	0.339
10) It is hard to believe how much news that the public hears and sees is distorted		0.361			0.203	0.544
2)The United Nations is an effective force in keeping world peace			0.759	0.513	0.268	0.562
8)The judiciary is the place where we can all get unbiased treatment			0.738		0.379	0.320
6) Fear and social disgrace rather than conscience prevents most people from breaking the law			0.464		0.347	0.380
7) Parents can be usually be relied on to keep their promises			0.626		0.364	0.467
44% of variance is explained The KMO Measure of Sampling Adequacy=0.772 The Bartlett's Test of Sphericity (significance level)=0.00						

As the unidimensionality and the internal consistency of the constructs were assessed, some of the items needed to be excluded from the further analyses. Table 35 summarizes each construct's resulting coefficient alpha levels and the items omitted.

Table 35. Reliabilities of Scales Used in the Study

	Cronbach's Alpha	Items Excluded to Improve Alpha	Cronbach's Alpha After Items Excluded	Number of Items After Exclusion
Company Trustworthiness	0.917	-	-	10
Attitude toward the CRM Campaign	0.913	-	-	4
Type of CRM Campaign	0.870	-	-	6
Company Image	0.893	-	-	6
Socially Responsible Consumer Behavior	0.637	Item no: 6 Item no: 8 Item no: 9 Item no: 15	0.745	12
General Trust	0.584	Item no: 2 Item no: 10 Item no: 11 Item no: 15	0.679	11

Outlier Check and Elimination

MANCOVA is especially sensitive to outliers and they must be eliminated from the data before the assumptions are checked and the required analyses are carried out (Hair et al., 2010). Since MANCOVA is a multivariate analysis that includes multiple dependent variables, a univariate identification of outliers would have been useless. A very common measure for detecting multivariate outliers is Mahalanobis Distance, which measure's each observations distance in multidimensional space from the mean center of all observations (Hair et al., 2010). For the identification of outliers by using Mahalanobis Distance values of each observation, a method suggested by Tabachnick

and Fidell (2007) was utilized. To this end, a regression analysis was carried out where the dependent variable was set as the questionnaire number of each observation and the dependent variables used in MANCOVA and Repeated Measures MANCOVA – PI, CI_{final} and $CI_{initial}$ – were set as the independent variables. Since multivariate outliers are unaffected from the dependent variable, the selection of questionnaire number as the dependent variable was suitable (Tabachnick and Fidell, 2007). As the regression analysis was carried out, Mahalanobis Distance values for each observation was requested from SPSS. Then, as suggested by Tabachnick and Fidell (2007), critical chi-square values, where the degrees of freedom was determined by the number of independent variables (two), were identified. Table 36 presents the number of observations indicated as outliers and should be deleted at different critical values.

Table 36. Number of Outliers Identified at Different Chi-Square Values

p-value	Critical Chi-square value	Number of observations that should be deleted
0.001	13.8	41
0.005	10.6	72
0.010	9.21	92
0.050	5.99	129
0.100	4.61	180

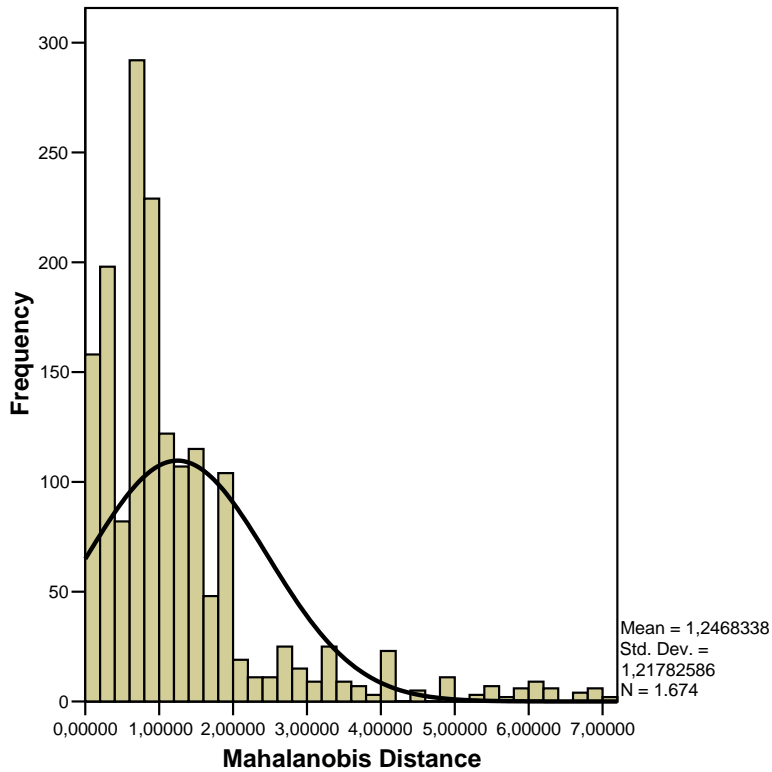


Fig. 4 Histogram of the values of Mahalanobis Distance

Even though Tabachnick and Fidell (2007) suggested using a p-value of 0.001, no logical explanation was made as to the selection of this critical value. As seen from the Fig. 4 above, a histogram of Mahalanobis Distance values shows that, values above five appear to be in the extreme right tail of the distribution. Since the closest critical value to five is 5.99, which has a p-value of 0.05 and since a significance level of 0.05 is mostly used in social sciences, the critical value of 5.99 is selected. Thus, observations having Mahalanobis Distance values above 5.99 were detected and eliminated from the data set. Accordingly, 129 observations were deleted and 1671 observations remained in the data.

Testing the Assumptions of MANCOVA and Repeated Measures MANCOVA

For the multivariate test procedures of MANCOVA and Repeated Measures

MANCOVA to be valid, six assumptions must be met (Hair et al., 2010):

- Observations must be independent.
- Variance-covariance matrices must be equal for all treatment groups.
- The set of dependent variables must follow a multivariate normal distribution.
- The dependent variables and the covariates should have a linear relationship.
- The covariates should be perfectly measured.
- The regression of the dependent variable on the independent ones is linear with the same slopes across all involved groups.

Independence of Observations

The most basic, yet most serious, violation of an assumption comes from a lack of independence among observations, meaning that the responses in each cell (group) are not made independently of responses in any other group (Hair et al., 2010).

Unfortunately there is no test that can detect the dependence level of observations. Yet, for MANCOVA to proceed, random selection of the respondents into the sample provides enough certainty for the independence of observations (Garson, 2010).

The effect of independence of observations is more vital to the results of Repeated Measures MANCOVA, since the respondents provide same measures over different times, trials or occurrences, i.e. data for different conditions have come from the same people (Field, 2009). For instance, in this study respondents are asked to reveal their evaluation of a company's image before and after the CRM campaign is used. Even though repeated measures models account for this dependence, they still ascertain

whether any differences occurred across individuals for the set of dependent variables (Hair et al., 2010). Therefore, an additional assumption should be tested, called assumption of sphericity, where it is assumed that the relationship between pairs of experimental conditions (in this case before and after CRM is used) is similar, i.e. the level of dependence between pairs of groups is roughly equal (Field, 2009). On the other hand, for sphericity to be an important issue, repeated measures variable should have at least three conditions (Field, 2009). In the case of having two conditions – as it is the case in this study by having two levels of company image, one measured before the CRM campaign was introduced, the other measured after the campaign was introduced – sphericity is already met. After providing all of this information, it is a relief to say that no further analysis is needed to ensure assumption of sphericity.

Equality of Variance-Covariance Matrices

Being the second assumption, the equivalence of covariance matrices across the groups is assessed by two analyses. The first analysis is made at the univariate level by evaluating the univariate homogeneity of variance across the groups, that is each dependent variable should have similar variances for all groups. Levene's Test of Equality of Variances is used to test univariate homogeneity. As shown in Table 37, Levene's test for the two dependent variables used in MANCOVA – PI and CI_{final} – are significant at the 0.01 level, indicating that the groups do not have equal variances. Similar results pertain for repeated measures MANCOVA, since the variances of the two dependent variables – CI_{initial} and CI_{final} – are significantly different from each other at 0.01 level.

Table 37. Levene's Test of Equality of Error Variances in MANCOVA and Repeated Measures MANCOVA

	MANCOVA		Repeated Measures MANCOVA	
	PI	CI _{final}	CI _{initial}	CI _{final}
F	6.967	3.420	6.512	6.722
df1	11	11	5	5
df2	1659	1659	1665	1665
Sig.	0.000	0.000	0.000	0.000

The second analysis of homoscedasticity is made at the multivariate level by testing the equality of the entire variance-covariance matrices between the groups. To assess the equality of the covariance matrices Box's M Test is used, where the null hypothesis that the observed covariance matrices of the dependent variables are equal across groups is tested. (Garson, 2010). In Table 38, the test results shows that covariance matrices differ significantly in MANCOVA and repeated measures MANCOVA respectively.

Table 38. Box's Test of Equality of Covariance Matrices in MANCOVA and Repeated Measures MANCOVA

	MANCOVA	Repeated Measures MANCOVA
Box's M	134.049	100.177
F	4.038	6.658
df1	33	15
df2	4116956	14899446.687
Sig.	0.000	0.000

The two analyses made for the assessment of homoscedasticity have shown that this assumption is violated. Fortunately, a violation of this assumption has minimal impact if the group sizes in MANCOVA are of approximately equal size (Hair et al., 2010). In other words, as long as the division of the largest group size by the smallest group size is less than 1.5 (largest group size ÷ smallest group size < 1.5), the failure to meet this

assumption is not fatal to MANCOVA. As shown in Table 39 below, the largest group size is 292 (for Pınar – Strategic) and the smallest group size is 262 (for Danone – Tactical). Since the ratio of the largest group size to the smallest is 1.11 ($=292/262$), the effect of unequal variances will not be problematic. Considering repeated measures MANCOVA, equality of group sizes is not relevant, since within subjects effects are examined without examining the between subject group effects.

Table 39. Group Sizes in MANCOVA

CN	Type _{CRM}	N
Pınar	Tactical	269
	Strategic	292
Danone	Tactical	262
	Strategic	288
Dost	Tactical	273
	Strategic	287

Normality

Another assumption is the multivariate normal distribution of the dependent variables, that is the joint effect of two variables should be normally distributed. Unfortunately SPSS does not provide a direct test to assess multivariate normality. However, when the univariate normality of each variable is met, any departures from multivariate normality are considered inconsequential (Hair et al., 2010). Therefore, in order to assess the univariate normality of the dependent measures in MANCOVA and repeated measures MANCOVA (PI, CI_{final}, CI_{initial}), skewness and kurtosis measures and Kolmogorov Smirnov test are utilized. Table 40 presents the result of this test and the measurement of

skewness and kurtosis along with their z values³. The dependent measures used in MANCOVA and repeated measures MANCOVA have negative skewness and positive kurtosis. Additionally the z values of the skewness and kurtosis exceed a specified critical z score (for $\alpha=0.05$ it is 1.96) and this indicates that the variables are not normally distributed. Considering the Kolmogorov-Smirnov test, the result of this test should not be significant in order to say that the distribution is normal (Hair et al., 2010). As shown in Table 40, the Kolmogorov-Smirnov test provides significant results for the dependent variables, once more indicating that the dependent measures have significant departure from normality.

Table 40. Distributional Characteristics and Testing for Normality

Variable	Shape Descriptors						Test of Normality	
	Skewness			Kurtosis			Kolmogorov-Smirnov	
	Stat.	Std.err	z value	Stat.	Std.err	z value	Stat.	Sig.
PI	-1.040	0.060	-17.33	0.540	0.120	4.50	9.682	0.00
CI _{final}	-0.657	0.060	-10.95	0.057	0.120	0.47	4.180	0.00
CI _{initial}	-,788	0.060	-13.33	1,392	0.120	11.58	3,819	0.00

Unfortunately, none of the dependent measures are found to distribute normally. To overcome the nonnormal distribution various transformations were used. According to Hair et al. (2010), negatively skewed distributions are best transformed by employing a squared or cubed transformation. Another suggestion is to subtract all values from the highest value plus 1, then to apply square root, inverse or logarithmic transforms (Garson, 2010). Regrettably, applying all of the transformations suggested above could

³ Z values were calculated as suggested by Hair et.al. (2006) by using the following formula for skewness and kurtosis:

$$Z_{skewness} = \frac{skewness}{std.err} \quad Z_{kurtosis} = \frac{kurtosis}{std.err}$$

not cure the nonnormal distribution of the dependent measures. Therefore, further analyses were made without transforming the data.

Even though normality assumption is not met, it is a relief to know that MANCOVA and repeated measures MANCOVA are robust to the violation of this assumption if the sample size is not small (ex. under 20) and there are no outliers (Hair et al., 2010). In this study, the sample size is large enough and the outliers are already removed from the data.

Linearity among the Dependent Variables and the Covariates

The dependent measures should have a linear relationship with each other and with the covariates (Hair et. al., 2010). The correlations of dependent measures – both in MANCOVA and repeated measures MANCOVA – between themselves and with the covariates are shown in Table 41. The two dependent variables used in MANCOVA, PI and CI_{final} , have a correlation of 0.463, which is significant at 0.01 level. As for the correlations of CI_{initial} and CI_{final} , which are used as dependents in repeated measures MANCOVA, a high and a significant correlation of 0.653 is observed.

For ease of understanding, the table continues to reveal the correlations of the covariates in a descending order. In the case of MANCOVA, the highest correlation belongs to the attitude toward the CRM campaign, which has a correlation of 0.556 with PI and 0.464 with CI_{final} . Another covariate that has high correlations with PI and CI_{final} is the CI_{initial} , for which the correlations are 0.364 and 0.653 respectively. Apart from age, all correlations are significant at 0.01 or 0.05 level. Therefore, the variable age may not be included in the analysis as a control variable in MANCOVA. There is a special

case for income. Even though it is not significantly correlated with CI_{final} , it is significantly correlated with PI and thus, income should be included in the analysis.

Table 41. Correlations of the Dependent Variables and the Covariates

		PI	CI_{final}	$CI_{initial}$
PI	Pearson Correlation	1		
	Sig.	.		
CI_{final}	Pearson Correlation	0.463(**)	1	
	Sig.	.000	.	
$CI_{initial}$	Pearson Correlation	0.364(**)	0.653(**)	1
	Sig.	0.000	0.000	.
Att _{CRM}	Pearson Correlation	0.556(**)	0.464(**)	0.408(**)
	Sig.	0.000	0.000	0.000
SRCB	Pearson Correlation	0.104(**)	0.190(**)	0.108(**)
	Sig.	0.000	0.000	0.000
GT	Pearson Correlation	0.089(**)	0.188(**)	0.107(**)
	Sig.	0.000	0.000	0.000
Income	Pearson Correlation	0.077(**)	-0.022	-0.031
	Sig.	0.002	0.370	0.209
Y_{usage}	Pearson Correlation	-.061(*)	-.093(**)	-0.039
	Sig.	0.012	0.000	0.113
Age	Pearson Correlation	-0.024	0.015	-0.003
	Sig.	0.322	0.537	0.894

** Correlation is significant at the 0.01 level (2-tailed).

* Correlation is significant at the 0.05 level (2-tailed).

As for the control variables of Repeated Measures MANCOVA, again attitude toward the CRM campaign has high correlations with CI_{final} and $CI_{initial}$ (0.464 and 0.408 respectively). Although not high, SRCB and GT are also significantly correlated to CI_{final} and $CI_{initial}$. However, the correlations of income, age and Y_{usage} are not significant at 0.05 level and therefore the inclusion of these control variables should be taken into consideration before conducting repeated measures MANCOVA.

Perfectly Measured Covariates

Kahneman (1965) suggests that the covariates be measured without error for the results from MANCOVA to be reliable. In practical terms, high internal reliability (e.g. at least above .80) would fulfill the requirement of this assumption (Raykov and Marcoulides, 2008). In this study, being the four covariates that are measured with multiple items, GT, SRCB, Att_{CRM} and CI_{initial} have internal reliabilities of 0.679, 0.745, 0.913 and 0.893 respectively (as previously indicated in Table 35.). According to Overall and Woodward (1977), as long as the sample is randomly selected, the assumption of no measurement error in covariates is not essential in MANCOVA. Since the criterion of random sampling from the population is satisfied in this study, the impacts of violation of this assumption would not be severe.

Homogeneity of Regressions

The assumption of regression homogeneity, which holds for MANCOVA, is needed to ensure that the within-group regression coefficients for the relationship of dependent variable to covariates are the same, so that the groups can be pooled to estimate those common values (Raykov and Marcoulides, 2008). In other words, there should not be an interaction between the control variables and the independent variables. Therefore, the interaction effects should be nonsignificant in order to say that the homogeneity of regressions assumption is met. Pillai's Trace criterion is selected as a basis and the rationale for selecting this criterion will be explained in the next section. As seen in Table 42, all interaction effects are nonsignificant at 0.05 significance level. Therefore, it is a relief that the homogeneity of regressions assumption is not violated.

Table 42. Interaction of Covariates with the Independent Variables in MANCOVA

Effect		Value	F	Sig.
CT * income	Pillai's Trace	0.003	1.075	0.367
	Wilks' Lambda	0.997	1.075	0.367
	Hotelling's Trace	0.003	1.074	0.367
	Roy's Largest Root	0.002	1.911	0.148
CT * CI _{initial}	Pillai's Trace	0.005	1.940	0.101
	Wilks' Lambda	0.995	1.939	0.101
	Hotelling's Trace	0.005	1.939	0.101
	Roy's Largest Root	0.004	3.013	0.049
CT * GT	Pillai's Trace	0.001	0.216	0.929
	Wilks' Lambda	0.999	0.216	0.929
	Hotelling's Trace	0.001	0.216	0.930
	Roy's Largest Root	0.001	0.426	0.653
CT * SRCB	Pillai's Trace	0.003	1.225	0.298
	Wilks' Lambda	0.997	1.224	0.298
	Hotelling's Trace	0.003	1.224	0.298
	Roy's Largest Root	0.002	1.880	0.153
CT * Att _{CRM}	Pillai's Trace	0.005	1.928	0.103
	Wilks' Lambda	0.995	1.927	0.103
	Hotelling's Trace	0.005	1.926	0.103
	Roy's Largest Root	0.003	2.653	0.071
Type _{CRM} * Income	Pillai's Trace	0.002	1.405	0.246
	Wilks' Lambda	0.998	1.405	0.246
	Hotelling's Trace	0.002	1.405	0.246
	Roy's Largest Root	0.002	1.405	0.246
Type _{CRM} * CI _{initial}	Pillai's Trace	0.005	4.491	0.011
	Wilks' Lambda	0.995	4.491	0.011
	Hotelling's Trace	0.005	4.491	0.011
	Roy's Largest Root	0.005	4.491	0.011
Type _{CRM} * GT	Pillai's Trace	0.003	2.623	0.073
	Wilks' Lambda	0.997	2.623	0.073
	Hotelling's Trace	0.003	2.623	0.073
	Roy's Largest Root	0.003	2.623	0.073
Type _{CRM} * SRCB	Pillai's Trace	0.000	0.387	0.679
	Wilks' Lambda	1.000	0.387	0.679
	Hotelling's Trace	0.000	0.387	0.679
	Roy's Largest Root	0.000	0.387	0.679
Type _{CRM} * Att _{CRM}	Pillai's Trace	0.002	1.356	0.258
	Wilks' Lambda	0.998	1.356	0.258
	Hotelling's Trace	0.002	1.356	0.258
	Roy's Largest Root	0.002	1.356	0.258

The results of the assumption checks revealed that among the six assumptions, two of them were not met, namely normality of the dependent variables and the equality of variance-covariance matrices. Yet, the violation of these two assumptions do not pose serious problems since the outliers are already removed from the data set, sample size is large enough, and the group sizes are almost equal (Hair et al., 2010). Therefore, hypotheses testing with MANCOVA and repeated measures MANCOVA can proceed confidently.

Manipulation Checks

Manipulation Check for Company Trustworthiness

Even though there was not a manipulation for company trustworthiness, in order to place it as a between subjects factor, there is a need to show whether the selected three companies differ on the basis of their trustworthy levels. To this end, first, the average scores of the ten items of company trustworthiness is taken and then a one-way ANOVA is conducted with the new variable (average of company trustworthiness) and the company variable (the variable that shows the three companies – Pınar, Danone, and Dost). The result of the ANOVA showed that the average score of company trustworthiness is significantly different between the three companies ($F=16.864$, $p=0.00$). However, equality of variance between the distribution of three companies is not observed. The results of ANOVA test and Post Hoc test are revealed in Table 43 and Table 44 respectively (Since the variance of the three companies differ, the results of “Dunnett’s C” criterion are taken into consideration). The mean score of Pınar ($M=4.64$,

SD=0.70) is significantly greater than the mean scores of Danone (M=4.52, SD=0.83) and Dost (M=4.37, SD=0.76). The mean difference of Danone and Dost is also statistically significant at 0.05 level. However, even though the companies' mean scores differed, it should be realized that all of them have high levels of scores, which necessarily does not put Dost into untrustworthy company position. Therefore, a change in the categorization is made by assigning Pınar as the most trustworthy company and Dost as the least trustworthy company. Danone's trustworthiness categorization did not change, as it is again taken as a moderately trustworthy company.

Table 43. Mean Differences of Companies Regarding Company Trustworthiness

	Mean	Std. Deviation	Std. Error	Levene Test		ANOVA	
				Statistic	Sig.	F Statistic	Sig.
Pınar (n=561)	4.64	0.70022	0.02954	3.819	0.022	16.864	0.00
Danone (n=550)	4.53	0.83025	0.03537				
Dost (n=560)	4.38	0.76582	0.03236				

Table 44. Multiple Comparisons of the Companies' Trustworthiness

Company	Mean Difference	Sig.
Pınar - Danone	0.11	0.050
Pınar - Dost	0.26	0.000
Danone - Dost	0.15	0.004

Manipulation Check for the Type of CRM Campaign

As indicated previously, half of the respondents received a questionnaire in which there was a text about a strategic CRM campaign and the other half received a questionnaire in which there was a text about a tactical CRM campaign. The scale of Type_{CRM} had six items and for the manipulation check, the mean scores of these six items were calculated first. The manipulation check was made by using an Independent Samples t-test. The

results showed that the mean score of strategic CRM campaign (M=5.24, SD=0.48) is significantly higher than that of tactical CRM campaign (M=4.36, SD=0.69) at 0.01 significance level indicating that the manipulation was effective. Table 45. reveals the results more specifically.

Table 45. Manipulation Check of the Type of the CRM Campaign

	Type _{CRM}	Mean	Std. Deviation	t value	Sig.
Average of Type of CRM	Tactical (n=804)	4.36	0.6949	-30.407	0.00
	Strategic (n=867)	5.24	0.4801		

Hypotheses Testing

In order to test H1 and thus to understand the effect of the level of company trustworthiness and the type of CRM campaign on purchase intention and company image, a multivariate analysis of covariance (MANCOVA) was performed with SRCB, GT, Att_{CRM}, CI_{initial}, income, Y_{usage}, as control variables. At this point it should be added that, even though it was not foreseen before, inclusion of the variable regarding the yogurt eating habit into MANCOVA resulted in a significant effect on the proposed model. Therefore, Y_{usage}, representing the level of yogurt usage is added in the analyses. A preliminary examination of Table 46. for the mean values of each group provides an insight that group means are more or less in the expected direction. More specifically, the most trustworthy company –Pinar – having a strategic CRM campaign is expected to result in the highest mean score for PI and CI_{final}. Indeed, among other group means

Pınar with a strategic CRM campaign has the highest mean score for PI (M=5.983, SD=0.932) and CI_{final} (M=4.989, SD=0.557). On the other hand, it was also expected that a less trustworthy company's tactical CRM undertaking would result in the lowest mean score both for purchase intention and company image. This expectation was not realized, since when Dost – being the least trustworthy company – has a tactical CRM campaign, it does not have the lowest mean score for purchase intention. The lowest mean score belongs to Dost, yet for its strategic CRM campaign (M=5.875, SD=1.207). Considering company image, expected pattern of mean scores are observed, as Dost's tactical CRM campaign receives the lowest mean score (M=4.849, SD=0.774).

Table 46 Means and Standard Deviations for Each Group in MANCOVA

	Company	Type of CRM	Mean	Std. Deviation	N
PI	Pınar	Tactical	5.918	1.201	269
		Strategic	5.983	0.932	292
	Danone	Tactical	5.938	1.213	262
		Strategic	5.972	1.039	288
	Dost	Tactical	5.910	1.270	273
		Strategic	5.875	1.207	287
CI _{final}	Pınar	Tactical	4.890	0.738	269
		Strategic	4.989	0.557	292
	Danone	Tactical	4.893	0.740	262
		Strategic	4.980	0.620	288
	Dost	Tactical	4.849	0.774	273
		Strategic	4.873	0.623	287

The MANCOVA statistics are revealed in Table 47. Before going on with the interpretation of the results, it should be clarified that among the four MANCOVA test criteria (Hottelling's Trace, Wilks' Lambda, Pillai's Trace and Roy's Largest Root), Pillai's Trace is selected with a rationale that it may be more robust to lack of homogeneity of dispersion matrices – as it is the case in this study – than the other three

MANCOVA criteria (Barker and Barker, 1984). Considering the results of MANCOVA, it was found that each independent variable (CN and Type_{CRM}) exerts a significant impact ($p < 0.05$) on the dependent variables (PI and CI_{final}) when SRCB, GT, Att_{CRM}, CI_{initial}, income, Y_{usage} are controlled. However, the independent variables' interaction effect is found to be insignificant. On the other hand, the effects of the control variables are all significant at 0.01, except Y_{usage}, which is significant at 0.1 level. Therefore, it can be concluded that H1 is partially supported, since the main effect of the company trustworthiness and the type of CRM campaign is significant, but the interaction effect of them is not significant.

According to Hair et al. (2010), large sample sizes reduce the sampling error component to such a small level that most small differences are regarded as statistically different. As they suggest, even though statistically significant results are achieved, practical significance should also be sustained through the examination of effect size (values of partial eta squared) and observed power.

Partial eta-square is a nonlinear analog to R-square in regression (Garson, 2010). Also called the effect size, the partial eta squared values show the percent of the variance explained by each variable. The results reveal that effect sizes are too small. While independent variables have a very small value of partial eta squared (0.03 percent for the company trustworthiness and 0.04 percent for Type_{CRM}), the control variables have higher effect sizes. Especially, CI_{initial} and Att_{CRM} have a relatively higher effect sizes, meaning that they accounted for 29 percent and 24 percent of the group differences respectively. The effect sizes of the remaining control variables are less than two percent.

Table 47. Statistics for the Test of Hypothesis 1

Effect		Value	F	Sig.	Partial Eta Squared	Observed Power
CT	Pillai's Trace	0.007	2.503	0.040	0.003	0.627
	Wilks' Lambda	0.995	2.095	0.040	0.003	0.627
	Hotelling's Trace	0.007	2.097	0.040	0.003	0.627
	Roy's Largest Root	0.007	4.191	0.015	0.005	0.738
Type _{CRM}	Pillai's Trace	0.004	3.093	0.046	0.004	0.597
	Wilks' Lambda	0.996	3.093	0.046	0.004	0.597
	Hotelling's Trace	0.004	3.093	0.046	0.004	0.597
	Roy's Largest Root	0.004	3.093	0.046	0.004	0.597
CT* Type _{CRM}	Pillai's Trace	0.001	0.526	0.717	0.001	0.179
	Wilks' Lambda	0.999	0.526	0.717	0.001	0.179
	Hotelling's Trace	0.001	0.526	0.717	0.001	0.178
	Roy's Largest Root	0.001	1.045	0.352	0.001	0.234
Income	Pillai's Trace	0.008	6.753	0.001	0.008	0.918
	Wilks' Lambda	0.992	6.753	0.001	0.008	0.918
	Hotelling's Trace	0.008	6.753	0.001	0.008	0.918
	Roy's Largest Root	0.008	6.753	0.001	0.008	0.918
CI _{initial}	Pillai's Trace	0.289	336.432	0.000	0.289	1.000
	Wilks' Lambda	0.711	336.432	0.000	0.289	1.000
	Hotelling's Trace	0.406	336.432	0.000	0.289	1.000
	Roy's Largest Root	0.406	336.432	0.000	0.289	1.000
GT	Pillai's Trace	0.008	7.015	0.001	0.008	0.928
	Wilks' Lambda	0.992	7.015	0.001	0.008	0.928
	Hotelling's Trace	0.008	7.015	0.001	0.008	0.928
	Roy's Largest Root	0.008	7.015	0.001	0.008	0.928
SRCB	Pillai's Trace	0.017	14.207	0.000	0.017	0.999
	Wilks' Lambda	0.983	14.207	0.000	0.017	0.999
	Hotelling's Trace	0.017	14.207	0.000	0.017	0.999
	Roy's Largest Root	0.017	14.207	0.000	0.017	0.999
Att _{CRM}	Pillai's Trace	0.239	260.465	0.000	0.239	1.000
	Wilks' Lambda	0.761	260.465	0.000	0.239	1.000
	Hotelling's Trace	0.314	260.465	0.000	0.239	1.000
	Roy's Largest Root	0.314	260.465	0.000	0.239	1.000
Y _{usage}	Pillai's Trace	0.003	2.631	0.072	0.003	0.525
	Wilks' Lambda	0.997	2.631	0.072	0.003	0.525
	Hotelling's Trace	0.003	2.631	0.072	0.003	0.525
	Roy's Largest Root	0.003	2.631	0.072	0.003	0.525

One final area that needs to be examined is the Observed Power of each independent and control variables. In simple terms for MANCOVA, power is the probability that a

statistical test will identify a treatment's effect if it actually exists (Hair et al., 2010). In other words, the higher the power level, the lesser the probability of making Type II error will be. Hair et al. (2010) suggest power level to be at least 0.80. Unfortunately, the power levels of the independent variables and their interaction are less than 0.80. On the other hand, the control variables have observed power values above 0.80 except that of Y_{usage} .

Provided that the overall model as stated in H1 is partially supported, testing the univariate effects as asserted in hypotheses H2a, 2b, 3a, and 3b is of crucial importance. Table 48. shows the statistics that are relevant to these hypotheses.

Starting from H2a first, this hypothesis stated that consumers' purchase intention for a company having a CRM campaign would depend on the company's trustworthiness. Unfortunately results do not provide significant results ($F=0.729$, $p>0.05$). Therefore H2a is not supported. In H2b the aim is to show that consumers' evaluation for the image of a company having a CRM campaign would depend on the company's trustworthiness. H2b is supported at the 0.05 significance level ($F=4.00$). However, having a partial eta squared value of 0.005, company trustworthiness is found to explain only 0.5 percent of the variance in company image. Additionally, the observed power value of 0.71 is below the suggested value of 0.80.

H3a was developed to examine whether consumers' purchase intention for a company that has a CRM campaign depends on the type of the CRM campaign. No support was found for this hypothesis ($F=0.172$, $p>0.05$).

H3b, which attempted to show that consumers' evaluation for the image of a company having CRM campaign depends on the type of CRM campaign, finds support since the effect of $Type_{CRM}$ is significant at 0.05 level ($F=6.176$). However, as it was the

case in H2b, the effect size of Type_{CRM} is too small since it can explain the variation in company image only by 0.4 percent with a power of 0.70.

Table 48 Statistics for the Tests of Hypotheses 2a, 2b, 3a, 3b, 4a and 4b

Source	Dependent Variable	F	Sig.	Partial Eta Squared	Observed Power
Corrected Model	PI	78.300	0.000	0.342	1.000
	CI _{final}	148.754	0.000	0.497	1.000
CT	PI	0.729	0.483	0.001	0.174
	CI _{final}	4.000	0.018	0.005	0.717
Type _{CRM}	PI	0.172	0.678	0.000	0.070
	CI _{final}	6.176	0.013	0.004	0.700
CT * Type _{CRM}	PI	0.411	0.663	0.000	0.117
	CI _{final}	0.840	0.432	0.001	0.195
Income	PI	10.232	0.001	0.006	0.892
	CI _{final}	1.195	0.274	0.001	0.194
CI _{initial}	PI	46.047	0.000	0.027	1.000
	CI _{final}	671.501	0.000	0.288	1.000
GT	PI	4.159	0.042	0.003	0.531
	CI _{final}	6.970	0.008	0.004	0.751
SRCB	PI	12.090	0.001	0.007	0.935
	CI _{final}	21.966	0.000	0.013	0.997
Att _{CRM}	PI	476.546	0.000	0.223	1.000
	CI _{final}	124.444	0.000	0.070	1.000
Y _{usage}	PI	0.186	0.667	0.000	0.071
	CI _{final}	5.263	0.022	0.003	0.630

The final hypotheses within this set of hypotheses are H4a and H4b, which were designed to see whether the interaction of company trustworthiness and the type of CRM campaign would influence the purchase intention of consumers (H4a) and the evaluation of consumers' company image (H4b). Since this interaction effect was not found significant when testing for H1, it is not surprising to see that H4a and H4b are not significant as well. Therefore H4a and H4b are not supported since the two hypotheses have p-values of 0.663 and 0.432 respectively.

Even though no interaction effect of company trustworthiness and type of CRM campaign was found, Fig. 5 and Fig. 6 presents interesting results about purchase intention and company image. Considering purchase intention, there are two interesting outcomes. The first is that, interaction effect might actually work for Pinar and Danone, since crossing lines (rather than parallel lines) between the levels of the second independent variable (Type_{CRM} in this case) indicate some interaction (Hair et al. 2010). The interesting second consequence is the observation of Dost having more purchase intention for its tactical CRM campaign than for its strategic CRM campaign.

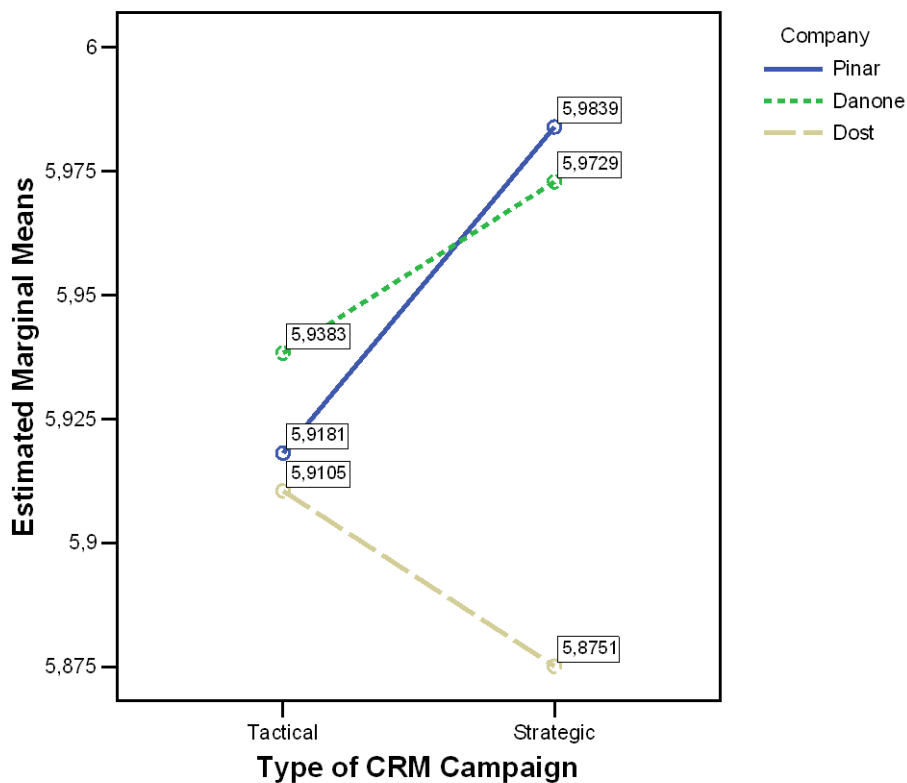


Fig. 5 Estimated Marginal Means of Purchase Intention

As illustrated in Fig. 6, Pinar and Danone again seem to have an interaction effect on company image, even though this effect is not as obvious as it was in the case

of purchase intention. As for Dost, the company image resulted after a tactical CRM campaign is observed to be less than that of a strategic CRM campaign. The implications of all these outcomes as well as with the results of above tested hypotheses will be discussed in detail in Chapter Eight.

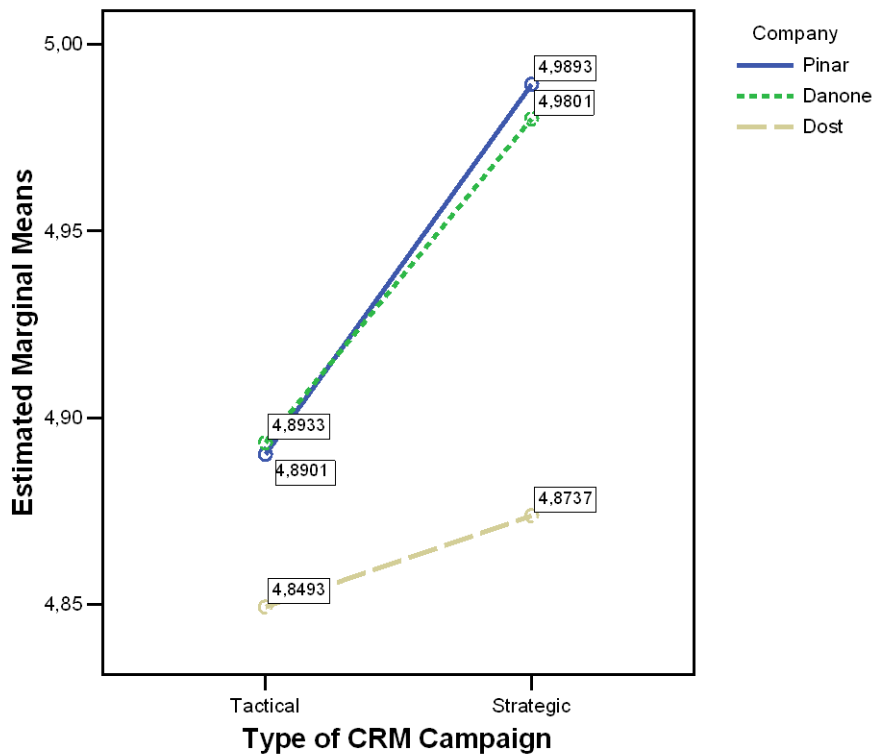


Fig. 6 Estimated Marginal Means of Company Image

Referring back to Table 48, the effect of the control variables should also be examined.

Among the control variables Att_{CRM} and $CI_{initial}$ provide the highest effect on the dependent variables. More specifically, $CI_{initial}$ explains 29 percent of the variation in CI_{final} ($F= 671.571, p<0.01$) and Att_{CRM} explains the variation of PI by 22 percent ($F=476.546, p<0.01$). Even though the remaining control variables as well as the

independent variables have minor effects on the dependent variables, in total, all the independent and control variables account for the 34 percent of the variation in PI ($F=78.300$, $p<0.01$) and 50 percent of the variation in CI_{final} ($F=148.754$, $p<0.01$). On the other hand, two insignificant effects belongs to income's effect on CI_{final} ($F=1.195$, $p>0.05$) and Y_{usage} 's effect on PI ($F=.186$, $p=0.05$).

To test H5 (a, b and c) Repeated Measures MANCOVA analysis was carried out. To start from H5a – the level of improvement in the company image changes based on company trustworthiness as the company engages in a CRM campaign – the within-subjects effect of CRM (before and after CRM application) and company trustworthiness on company image is portrayed in Table 49. Based on Pillai's Trace criterion, the within subjects effect is not ($F=0.439$, $p>0.05$). Therefore, H5a is not supported.

Table 49. Within Subjects Statistics of Before-After CRM and Company Trustworthiness on Company Image

Effect		Value	F	Sig.	Partial Eta Squared	Observed Power
CRM * CT	Pillai's Trace	0.001	0.439	0.645	0.001	0.122
	Wilks' Lambda	0.999	0.439	0.645	0.001	0.122
	Hotelling's Trace	0.001	0.439	0.645	0.001	0.122
	Roy's Largest Root	0.001	0.439	0.645	0.001	0.122

To develop a better understanding of the consequences of H5a, the mean values of each within-subjects factor should be examined. To this end, Table 50. is prepared to present the mean values of company image for each level of company trustworthiness at two levels of CRM applications, i.e. before and after CRM campaign is applied. It is observed that engaging in a CRM campaign results in an increase in the company image no matter what the level of company trustworthiness is, i.e. company image increases for

all companies after the CRM campaign is applied. Additionally, the level of improvement for all companies is also quite similar, since the company image of Pınar increased from M=4.78 to M=4.98 (with an increase of 0.20), Danone increased from M=4.71 to M=4.94 (with an increase of 0.23), and finally Dost increased from M=4.57 to M=4.80 (with an increase of 0.23). The visual observation of this result is illustrated in Fig. 7. This similarity in the mean differences of company image before and after the CRM campaigns did not create a significant influence of company trustworthiness on the company image improvement, and that is why H5a did not receive any support.

Table 50. Means of Company Image for Company Trustworthiness *Before-After CRM

Company	CRM	Mean	Mean Difference *	Std. Error
Pınar	Before	4.781	0.20	0.029
	After	4.980		0.026
Danone	Before	4.712	0.23	0.029
	After	4.944		0.026
Dost	Before	4.570	0.23	0.029
	After	4.802		0.026

* Indicates the mean differences of company images after and before the CRM is applied

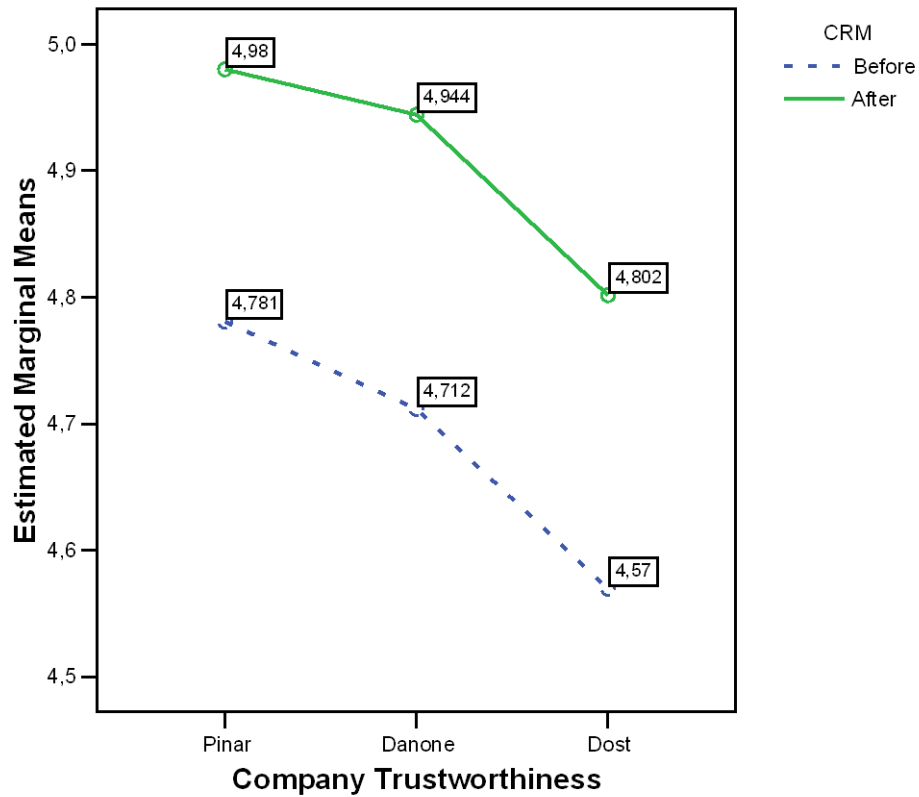


Fig. 7 Estimated Marginal Means of Company Image for Company Trustworthiness*Before-After CRM

As for H5b, which stated that based on the type of CRM campaign, the level of improvement in the company image changes as the company engages in a CRM campaign, there is a significant support of within-subjects effect of the Type_{CRM} and CRM applications (before-after CRM is applied) on the company image. As shown in Table 51 on the basis of Pillai's Trace criterion this effect is significant at 0.01 significance level ($F=20.946$). The observed power (0.996) is also above the expected limit of 0.80, which suggests that the probability of making Type II error is low. However, the partial eta squared value, indicating the effect size of Type_{CRM} and CRM

applications (before-after CRM is applied) on the company image is 0.1 percent, which is too low to explain the variation in company image.

Table 51. Within Subjects Statistics of Before-After CRM and Type of CRM on Company Image

Effect		Value	F	Sig.	Partial Eta Squared	Observed Power
CRM* Type _{CRM}	Pillai's Trace	0.012	20.946	0.000	0.012	0.996
	Wilks' Lambda	0.988	20.946	0.000	0.012	0.996
	Hotelling's Trace	0.013	20.946	0.000	0.012	0.996
	Roy's Largest Root	0.013	20.946	0.000	0.012	0.996

To understand the magnitude of the change in company image, Table 52 is presented which shows the mean values of company image for tactical and strategic CRM campaigns before and after the CRM campaign takes place. Again an increase of company image after applying the CRM campaign is observed, but this time the size of improvement in the company image is different for different types of CRM campaigns. To be more specific, it is observed that while the company image, when tactical CRM is used, increased from M=4.47 to 4.77 (with an increase of 0.30); in the case of applying a strategic CRM campaign, company image increased from M=4.90 to M=5.04 (with an increase of 0.14) after engaging in a CRM campaign. The visual illustration of the change in company image depending on Type_{CRM} before and after applying the campaign is provided in Fig. 8. As seen from this figure, tactical CRM campaign resulted in a greater improvement in company image after the campaign is used. The consequences of this change in company image will be discussed in detail in Chapter Eight.

Table 52. Means of Company Image for Type of CRM*Before-After CRM

Type _{CRM}	CRM	Mean	Mean Difference *	Std. Error
Tactical	Before	4.472	0.30	0.025
	After	4.771		0.022
Strategic	Before	4.903	0.14	0.024
	After	5.046		0.021

* Indicates the mean differences of company images after and before the CRM is applied

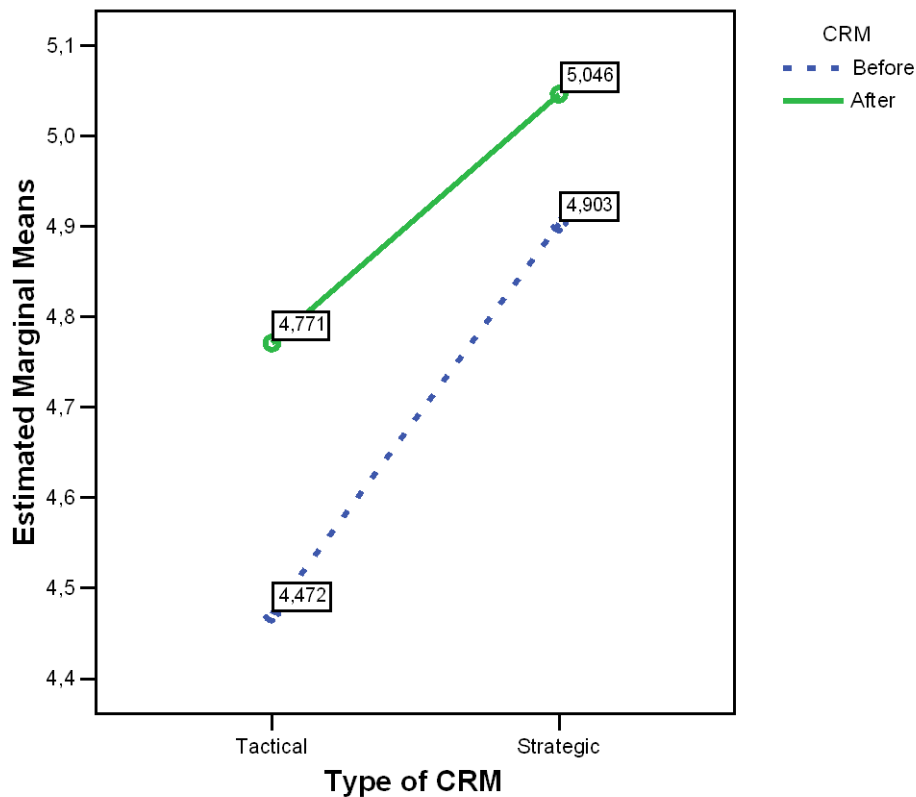


Fig. 8 Estimated Marginal Means of Company Image with respect to Type of CRM * Before-After CRM

Considering the final set of H5 (H5c), which attempted to show the within subjects effect of applying a CRM campaign and the interaction of company trustworthiness and the type of CRM campaign on the company image, significant results were not obtained.

As shown in Table 53, taking Pillai's Trace criterion into consideration, within subjects interaction effect is not significant at 0.05 level ($F=0.16$).

Table 53. Within Subjects Statistics of Before-After CRM, Company Trustworthiness and $Type_{CRM}$ on Company Image

Effect		Value	F	Sig.	Partial Eta Squared	Observed Power
CRM* CT * $Type_{CRM}$	Pillai's Trace	0.000	0.160	0.852	0.000	0.075
	Wilks' Lambda	1.000	0.160	0.852	0.000	0.075
	Hotelling's Trace	0.000	0.160	0.852	0.000	0.075
	Roy's Largest Root	0.000	0.160	0.852	0.000	0.075

The results presented in Table 54 provide an explanation of why H5c did not receive support. As observed from this table, the mean difference for company image of Pinar's, Danone's and Dost's tactical CRM campaigns ($M\Delta=0.27$, $M\Delta=0.31$ and $M\Delta=0.32$ respectively) have similar values with respect to before and after the campaign is applied, as it is also the case for strategic CRM campaign (for Pinar, $M\Delta=0.13$; for Danone, $M\Delta=0.15$; for Dost, $M\Delta=0.14$). Even though tactical CRM has received more improvement in company image, there is the same pattern of change in the mean values of company image for each company regardless of their trustworthiness and the type of CRM campaign. A visual presentation of this finding is unfortunately not provided by SPSS.

Considering the influence of control variables in the hypothesized relationships stated in H5, only three of them were found to have a significant impact – GT, SRCB, Y_{usage} – and therefore, the other two control variables, income and Att_{CRM} , were removed from the analysis. The statistics pertaining to remaining control variables are revealed in Table 55. Even though their effects are significant at either 0.01 or 0.05 significance levels, control variables can explain very small part of the variation in changes in company image before and after the CRM campaign is applied. More specifically, the

effect size of GT is 0.07 percent, SRCB is 0.03 percent and Y_{usage} is 0.03 percent.

Additionally, only the power of GT is above the specified limit of 0.80, indicating that the results of SRCB and Y_{usage} are exposed to a Type II error.

Table 54. Means of Company Image for the Interaction of Company Trustworthiness* Type of CRM*Before-After CRM

CN	Type _{CRM}	CRM	Mean	Mean Difference *	Std. Error
Pınar	Tactical	Before	4.556	0.27	0.042
		After	4.824		0.038
	Strategic	Before	5.005	0.13	0.041
		After	5.137		0.036
Danone	Tactical	Before	4.482	0.31	0.043
		After	4.792		0.038
	Strategic	Before	4.942	0.15	0.041
		After	5.097		0.037
Dost	Tactical	Before	4.377	0.32	0.043
		After	4.698		0.038
	Strategic	Before	4.762	0.14	0.041
		After	4.905		0.036

* Indicates the mean differences of company images after and before the CRM is applied

Table 55. Within Subjects Statistics of Before-After CRM and the Control Variables

Effect		Value	F	Sig.	Partial Eta Squared	Observed Power
CRM * GT	Pillai's Trace	0.007	11.838	0.001	0.007	0.930
	Wilks' Lambda	0.993	11.838	0.001	0.007	0.930
	Hotelling's Trace	0.007	11.838	0.001	0.007	0.930
	Roy's Largest Root	0.007	11.838	0.001	0.007	0.930
CRM * SRCB	Pillai's Trace	0.003	5.487	0.019	0.003	0.648
	Wilks' Lambda	0.997	5.487	0.019	0.003	0.648
	Hotelling's Trace	0.003	5.487	0.019	0.003	0.648
	Roy's Largest Root	0.003	5.487	0.019	0.003	0.648
CRM * Y_{usage}	Pillai's Trace	0.003	4.480	0.034	0.003	0.562
	Wilks' Lambda	0.997	4.480	0.034	0.003	0.562
	Hotelling's Trace	0.003	4.480	0.034	0.003	0.562
	Roy's Largest Root	0.003	4.480	0.034	0.003	0.562

As a summary of the findings considering the proposed model, Table 56 shows the results of hypotheses testing and Fig. 9 portrays the influence of the independent variables with their effect sizes. Due the high number of control variables their effect sizes can be seen in Fig.10.

Table 56. Summary of Hypotheses

Hypotheses		Result
H1	Consumers' purchase intention and the evaluation of company image are affected by the level of company trustworthiness and the type of CRM campaign.	Partially supported
H2a	Consumers' purchase intention for a company that has a CRM campaign depends on the company's trustworthiness.	Not supported
H2b	Consumers' evaluation for the image of a company that has a CRM campaign depends on the company's trustworthiness.	Supported
H3a	Consumers' purchase intention for a company that has a CRM campaign depends on the type of the CRM campaign.	Not supported
H3b	Consumers' evaluation for the image of a company that has a CRM campaign depends on the type of the CRM campaign.	Supported
H4a	The interaction of company trustworthiness and the type of CRM campaign will influence the purchase intention of consumers.	Not supported
H4b	The interaction of company trustworthiness and the type of CRM campaign will influence the evaluation of consumers' company image.	Not supported
H5a	The level of improvement in the company image changes as the company engages in a CRM campaign based on company trustworthiness.	Not supported
H5b	The level of improvement in the company image changes as the company engages in a CRM campaign based on the type of CRM campaign.	Supported
H5c	The level of improvement in the company image changes as the company engages in a CRM campaign based on the interaction of company trustworthiness and the type of CRM campaign.	Not supported

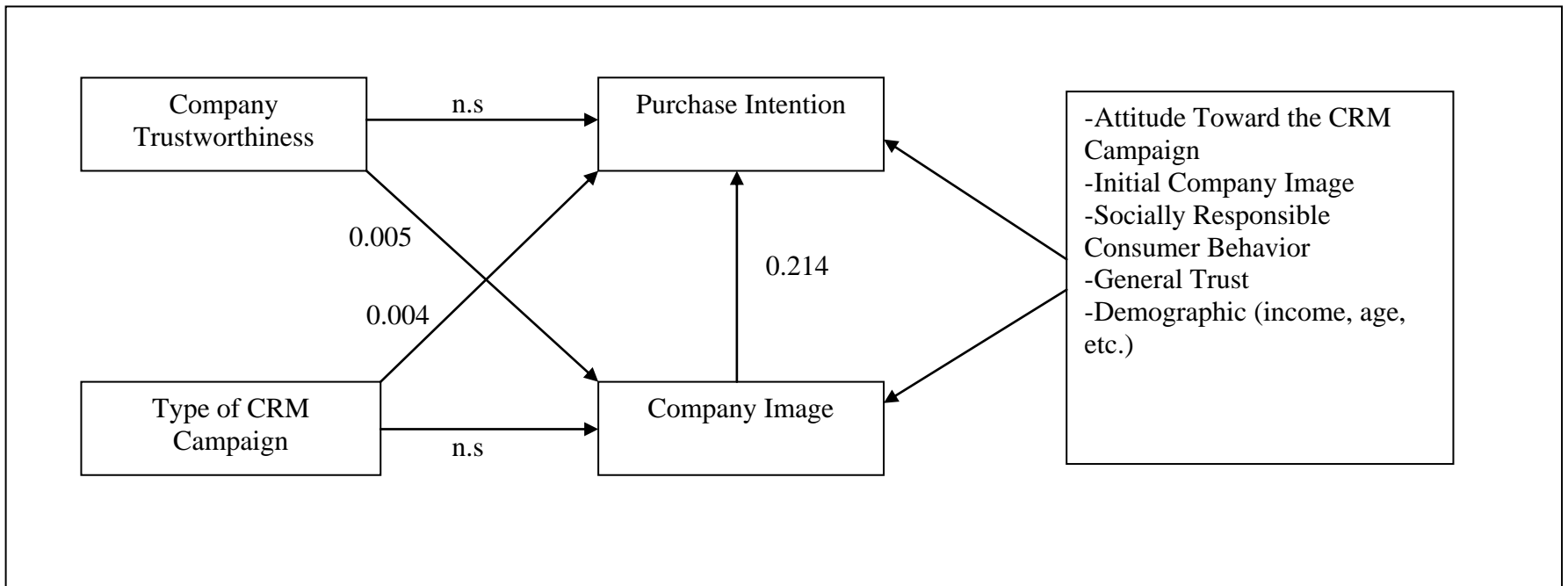


Fig. 9 Effect Sizes of the Independent Variables on Dependent Variables

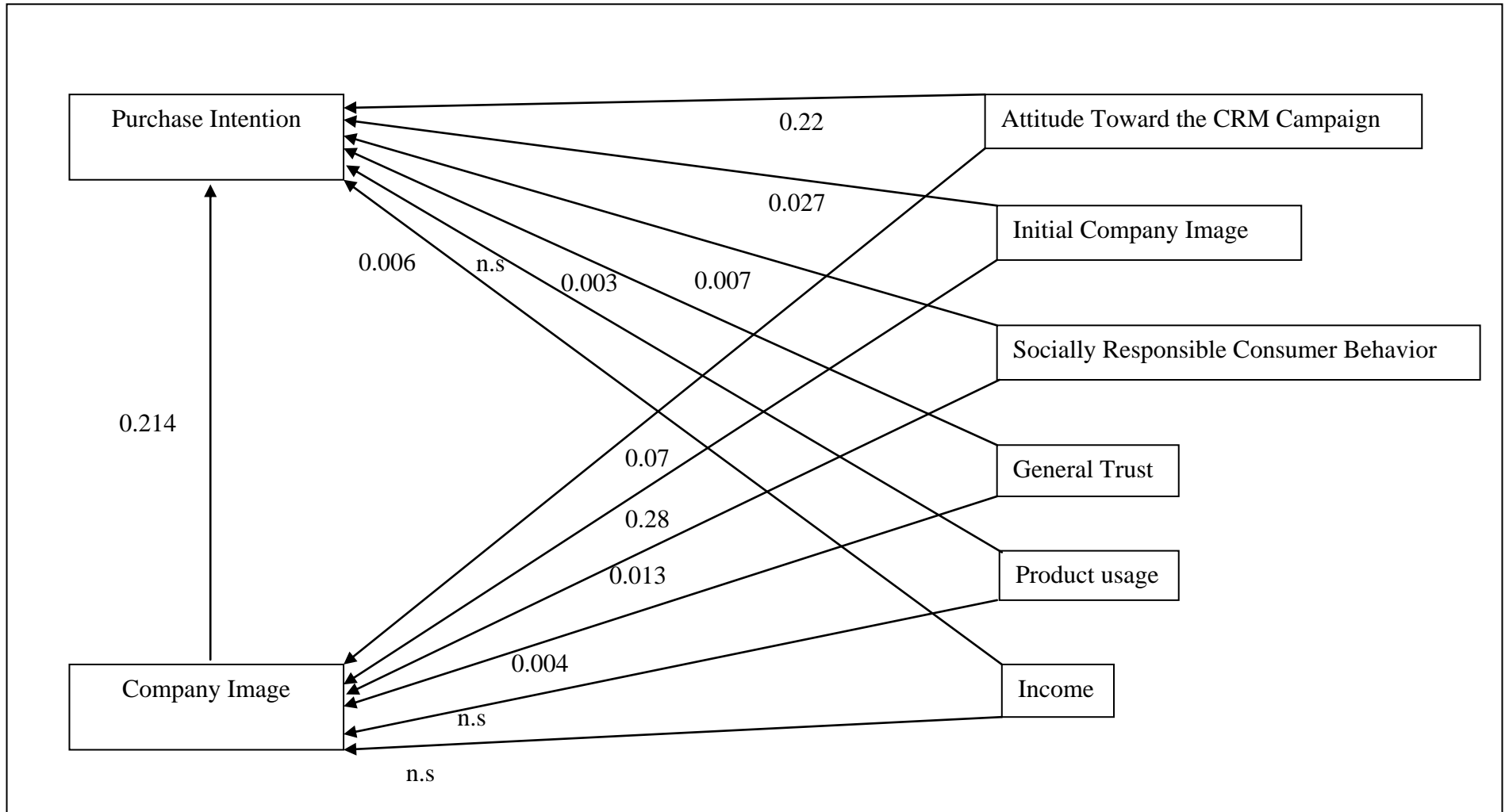


Fig. 10 Effect Sizes of the Controlled Variables

CHAPTER EIGHT

DISCUSSION, IMPLICATIONS AND CONCLUSION

This concluding chapter first provides an overview of the study findings by discussing the reasons of the results found. Supporting evidences are also provided where they apply. In the next section, implications of the study both for marketing theory and practice are presented. Finally, the limitations of this research as well as potential areas for further research are discussed.

Discussion

In the last two decades, increased attention has been given both in academic and business world to corporate social responsibility applications. The number of companies that undertake responsibility projects has been boosting day by day, the reason being that to behave in a socially responsible manner brings a lot to the companies in terms of performance and profitability. As it has been argued, social responsibility activities increase sales and customer loyalty, enhance corporate reputation and brand image, increase ability to attract and retain employees, and foster employee morale and motivation (Aupperle et al., 2001). Since to focus on all of these outcomes in one study is impossible, this study took purchase intention and company image into consideration as the two outcomes generated within the domain of cause-related marketing (CRM).

In that sense, this study is not unique, as several other research attempts have been made to examine purchase intention and company image in order to find out the circumstances needed for CRM campaigns to provide an increase in these two outcomes.

Literature presents an abundance of evidence such that, when consumers are aware of company's CRM actions (Mohr et al., 2001), there is cause-brands alliance (Gupta and Pirsch, 2006; Lafferty and Goldsmith, 2005), the cause is important for consumers (Ellen et al, 2000), the company engages in a long-term commitment with high financial contributions (Brink et al., 2004). CRM indeed leads to increase purchase intention and company image. What makes this study unique is the examination of one such prerequisite, which has not been investigated before, namely company trustworthiness.

Previous research has found consumers' trust in a company as the resulting consequence of CRM activities (e.g. Aqueveque, 2005; Golin and Harris, 2005). The first attempt (to the knowledge of the author) to conceptualize company trustworthiness as an antecedent was suggested by Atakan and Eker (2006), since the consumers in that study demanded a company to be trustworthy in order to support that company's CRM campaigns. Finding that the trust in a company is really important for the acceptance and support of a company's CRM activities, the study of Atakan and Eker (2006) formed the basis of this study with the development of a model that is examined more systematically and empirically.

With this focus in mind, the study was organized around two studies, one being exploratory and the other being experimental. The objective of the exploratory study was to gain an initial understanding of whether company trustworthiness plays a key role in affecting purchase intention and company image through CRM applications. This first study also aimed to decide on the appropriate cause and measures to be used in the second study.

In general, the findings of study one suggested that participants value the importance of company trustworthiness as a prerequisite to purchase from a socially

responsible company. Yet, when it comes to prefer and support such companies, very few of them were found to purchase from socially responsible companies (only 13 percent of the sample). The proposed model has received initial support on the basis of participants' statements, since it was shown that, to prefer a socially responsible company they really need to trust the company to keep its promises regarding its support in a specified cause.

The results also provided an insight about which cause to select for the second study. Since 64 percent of the participants revealed education is the most important cause to them, this gave rise to the development of a stimulus material of an education supporting CRM application in the second study. Results also added new items into the measurement of constructs in question. Especially in measuring company trustworthiness and socially responsible consumer behavior, those additional items were very helpful.

Study two investigated the main aim of this research, which was to understand whether company trustworthiness (operationalized as a company that behaves fair and just, keeps its promises and does not mislead its consumers) is required for a CRM application to bring increased purchased intention and positive company image. Since within the domain of CSR, company trustworthiness was previously operationalized as a company's true and sincere intention, without considering any financial returns while engaging in social responsibility projects (Osterhus, 1997), this way of thinking was also included in the model but by operationalizing it as the type of CRM campaign, being either strategic or tactical. Therefore, the composite model attempted to test the influence of company trustworthiness and the type of CRM campaign on purchase intention and company image. More specifically, it was expected that a company having

high trustworthiness and applying a strategic CRM campaign would have more purchase intention and company image than a company having less trustworthiness and following a tactical CRM campaign. Some demographic and consumer related variables were also controlled in order to observe the mere impact of trustworthiness and CRM type.

This study had an additional objective to understand the extent of improvement in company image in comparison with before and after CRM campaign is applied. Taking into the type of CRM campaign and company trustworthiness into account, the magnitude of the improvement in company image was also tested by controlling some consumer characteristics.

An experiment was designed to test the hypothesized model by using three yogurt producers as subject matters, namely Pinar, being the most trusted company, Danone being the moderately trusted company, and Dost being the least trusted company. Not the companies but the type of CRM campaign has been manipulated by giving half of the respondents a stimulus of a tactical CRM campaign and the other half a strategic CRM campaign. Therefore the study was designed as a 2 by 3 factorial experiment, where the type of CRM was manipulated and the companies were not manipulated but added as a second between-subjects factor.

Considering the main objective of the study, findings reveal interesting outcomes. The model being suggested, where company trustworthiness and the type of CRM campaign would influence purchase intention and company image, is partially supported since trustworthiness and CRM type are found to affect the two outcomes but without any interaction effect. While this result seems encouraging, single examination of each independent variable (company trustworthiness and the type of CRM) with the dependent variables (purchase intention and company image) might create

disappointment as the only significant effect was observed on company image. To a certain extent, however, expected relationships were observed. Indeed, company trustworthiness and the type of CRM were found to influence company image, i.e. a highly trusted company (Pınar) had a better company image than a less trusted company (Dost) and following a strategic CRM campaign provided better company image than applying a tactical CRM campaign. This result is in line with that of Brink et al. (2006), who found that consumers have more brand loyalty as a result of strategic CRM as long as the firm has a long-term commitment to this campaign.

Even though no significant support was obtained regarding the interaction effect of company trustworthiness and the type of CRM campaign on company image, results provided an interesting finding. The difference in the company image created by a strategic CRM campaign and a tactical CRM campaign is more obvious in the case of a trustworthy company than a less trustworthy company. More specifically, it was observed that the company image of Pınar created by a tactical CRM campaign ($M=4.89$) increased to $M= 4.98$ when it followed a strategic CRM campaign, an increase of 0.09 was observed. In the case of Dost, however, the change in company image was only 0.03, since company image had a mean of 4.84 when it followed a tactical CRM campaign, and increased to $M= 4.87$ when it followed a strategic CRM campaign. This result could be due to the fact that, when consumers trust a company they believe the company has sincere intentions to improve the well being of the society with its strategic CRM campaign and thereby company can achieve high levels of company image. On the other hand, when consumers trust a company, but the company does not seem sincere enough by engaging in a tactical CRM campaign, then company image might stay at low levels. With respect to less trustworthy companies, consumers do not trust

them anyway and therefore, whether to get into a strategic or a tactical CRM campaign may not create much difference.

Considering purchase intention, no significant effect was created by company trustworthiness and the type of CRM campaign, and no interaction effect was observed either. No matter how strategic its CRM campaign or how highly trusted the company, purchase intention is not delivered for a company that undertakes a CRM campaign. As evidenced by Waddock and Graves (1997), several contingencies are likely to intervene for the purchase intention to arise. For instance, purchase intention can be created in the case of less price trade-offs (Barone et al., 2000). Since Pinar sets higher prices than Danone and Dost, no matter how trusted it is, purchase intention may not be created through a CRM campaign considering that the customers are price conscious. As witnessed, majority of the participants in this study are either low or low-to-middle income consumers (95 percent have monthly income less than 3000 TL), and therefore it is understandable that they do not want to reward a highly priced brand just because of its CRM campaign. Even though the results were not significant, some interesting patterns emerged. Firstly, an interaction effect could actually be observed between a highly trusted company (Pinar) and a moderately trusted company (Danone) in a way that, a tactical CRM campaign of a highly trusted company might receive less purchase intention than a moderately trusted company following a tactical CRM campaign. On the other hand, strategic CRM campaign of a trusted company might create more purchase intention than that of a moderately trusted company. The second interesting finding is that, a less trustworthy company achieves more purchase intention for its tactical CRM campaign than its strategic CRM campaign. By simply putting price as their main concern, consumers might have believed that as the company engages in a strategic

CRM campaign, it will need to spend more of its resources to the cause and therefore, may end up increasing its prices.

In the second objective of the study, the improvement level of company image compared to before and after CRM applications has been tested with respect to company trustworthiness and the type of CRM campaign. A significant effect was only observed in the type of CRM campaign. Regardless of the level of company trustworthiness and the interaction of company trustworthiness with the type of CRM campaign, company image before the CRM application, has increased with a similar amount after the CRM campaign was applied.

Noticeably an examination of the effect of CRM type provided interesting results, such that strategic CRM campaign resulted in a smaller improvement in company image after the campaign is applied than did tactical CRM. While an increase of 0.30 in the mean score of company image was observed in the case of tactical CRM, this increase was only 0.14 for strategic CRM campaign. Even though it seems quite unexpected to see this result, previous research provides some support. Examining the influence of corporate sponsorship on company image, Javalgi, Traylor, Gross and Lampman (1994) have confirmed that any initial effort will be rewarded by improvement in company image, regardless of the nature of the event. Thus, participants who were exposed to tactical CRM applications, might have developed positive feelings toward a company without questioning the company's insincerity by simply considering that it is better than doing nothing. On the other hand, why strategic CRM campaign had less contribution to the improvement in company image have yet question marks and more elaboration is required.

It should not be forgotten that, above mentioned findings occur under the control of some specific consumer related factors. Among those, consumers' attitude toward the CRM campaign and their initial company image perception (before showing the stimulus) had greatly contributed to the proposed model. Although posing significant impacts, other controlled variables –socially responsible consumer behavior, general trust, income, yogurt eating habits – did have minor effects.

Implications for Theoreticians

Not only its unique nature of examining an untouched subject area, but also the findings of this study add to the body of literature on CRM and CSR in several ways. Since no previous empirical and systematic attempt was made (to the knowledge of the author) to understand the impact of company trustworthiness and the type of CRM campaign as an antecedent on the success of CRM applications, this study can be considered a corner stone in that manner. Taking company trustworthiness as a consequence of CSR and CRM applications, academicians can now be aware of the fact that the construct can indeed be a requirement for the success of CRM campaigns. Even though this success appeared only with respect to better company image, rather than increased purchase intention, the results could be deemed satisfactory as an initial contribution. At this point, this study also confirms the findings of other authors (Schuler and Cording, 2006) that searching for a direct link between CSR performance and financial performance may not be that possible.

This research also adds to the current body of knowledge in CSR by showing that results could be highly consumer specific. By the addition of several control

variables that are consumer related, this study has revealed that such variables (socially responsible consumer behavior, trust in others, income level, etc.) could have huge contributions to the realization of the outcomes (in this study, purchase intention and company image). Therefore, this study has also shown that when studying the outcomes of CRM applications, the impact of several controlling variables – such as those in this study – should be evaluated on the proposed model.

This study also supports the evidence provided by Brink et al. (2006) with respect to the type of CRM campaigns. Similar to Brink et al.'s (2006) findings, this study found that strategic CRM campaign can result in better company image than tactical CRM campaign. However, this study also indicates that, in the case of company trustworthiness the impact of strategic CRM becomes more obvious than tactical CRM campaign. By initializing such an understanding that the impact of the type of CRM campaign may actually depend on other factors, a new research avenue has been opened with this study.

Implications for Managers

Findings from this study have important implications for marketing managers employing CRM as a tool for making their brands successful. The results of this study have confirmed that companies' trustworthiness and sincerity in applying CRM campaigns can account for this success with respect to company image.

As found, consumers' trust in a company and the type of CRM campaign did not lead to purchase intention. Considering that this could be due to the limitations of the study, as discussed below, managers should still be cautious in applying CRM

campaigns. They should bare in mind that, if the true intention is to increase sales, neither being a trusted company nor the type of CRM campaign can increase the success of CRM campaigns in that manner. Therefore, companies are advised first to understand which aspects of purchase intention are more important for their target consumers, and then see whether being a socially responsible company is one of the driving forces of willingness to purchase.

On the other hand, if the managers want CRM application to nourish the company's image, then they should first make the company trustworthy and follow strategic CRM applications. If the company already has a high level of trustworthiness, managers should keep in mind that engaging in a strategic CRM would remarkably add more to the companies' image than a tactical CRM. On the other hand, for less trustworthy companies the advantages of strategic CRM campaign might be less realized compared to tactical CRM. Therefore, managers are suggested not to invest huge amount of resources or efforts on their CRM campaigns by following a strategic CRM, since just a little less influence on company image can be created through a tactical CRM campaign as well.

Referring back to the results, it was found that when a company is not engaged in CRM, if later on it wants to apply a CRM campaign, to start with a tactical CRM would add more to the company's image, regardless of company's trustworthiness. In other words, if a company needs an incremental improvement in its image, then it is advised that such an increase can be achieved through tactical CRM without any need to focus on a long term orientation as in strategic CRM.

These findings are particularly essential to the managers who work in countries where skepticism toward companies are high. Besides, since real brands were used to

describe the products, managers who work especially in the dairy products sector would highly benefit from this study.

Implications for Future Research

This study is one of the first attempts to examine the role of company trustworthiness as an antecedent to successful CRM programs, yet there are several research areas that are uncovered. The limitations presented below provide opportunities for future research. For instance, considering the measurement of purchase intention, future research should elaborate on how to measure the construct in order to reflect consumers' real willingness to purchase from a CRM applying company. Additionally, due to MANCOVA's inability to include categoric variables as control variables, in this study the effect of gender, education, marital status or having children could not be examined. Therefore, in a future research, perhaps with other statistical analysis, the possible influence of above-mentioned variables could be included in the model. For example, it could be interesting to find out whether a mother having her first child would have a different evaluation of company trustworthiness and the type of CRM campaign than women with more or no children.

The findings of this study are limited to the companies, the product, and the cause that were selected. Therefore, future research should examine whether these findings apply to companies other than Pinar, Danone and Dost; to products other than yogurt and to the cause other than education. In addition, the reliability and the validity of the model should be tested on other cultures in order to see whether the results could be culture specific or not.

The results of this study have shown that, while examining possible antecedents for successful CRM applications, some consumer specific factors are needed to be controlled. For example, consumers' attitudes toward the CRM campaign, initial company image, their trust in others and socially responsible consumer behavior are found to have an influence on purchase intention and company image. However, there could be other variables that were not controlled in this study and it is suggested in future research that more elaboration be made to find out such variables to be controlled.

Limitations of the Study

As in other studies, this research has its limitations. One of the very important limitations of the study is the measurement of purchase intention, which was assessed with a single item. Literature provides several items that attempt to measure purchase intention (e.g. Zhang and Buda, 1999) such as bi-polar scales anchored by "likely/unlikely", "probable/improbable", and "possible/impossible". However, the translation of these items into Turkish created some confusion as their meanings were very similar. That was the rationale for going after a one item scale, yet it probably could not embrace the true intention of consumers to purchase the brands.

Another limitation of the study is related to the selected cause and the stimulus material. Since, companies' support in education were found to be very important for consumers, the experiments used a CRM campaign supporting education. However, the unexpected results, where tactical CRM was found to create more purchase intention for a less trustworthy company and provide more improvement in company image, might be due to consumers' sensitivity in the country's limited resources in education. No matter

what the type of the CRM campaign is, respondents might have thought that the companies' support in education is a very meaningful undertaking. The unexpected results related to tactical CRM campaign might also be generated by the wording of the stimulus materials. The text of the strategic CRM campaign stated that the company supports education since 2000, indicating that its CRM campaign is long term oriented. However, even though the text of the tactical CRM campaign reveals that the company supports education since 2009, it does not specifically indicate that this support will not continue for the coming years. Therefore, respondents might not have considered the tactical CRM campaign to be short term oriented, and thereby might have thought the company engages in a sustainable campaign.

With regard to the industry (dairy products), the findings are limited to the companies and the product that were selected. Additionally, this study used participants living in Istanbul. Therefore, the findings should not be generalized to the companies operating in other industries and to consumers living in other cities of Turkey.

Conclusion

Reichheld and Schefter (2000) once wrote "To gain the loyalty of customers, you must first gain their trust" (p. 107). One part of this study have asked whether this saying can be converted to "To gain out of CRM most, you must first gain the consumers' trust." The answer would be yes, to a certain extent, why not?

The experiment used in this study has confirmed that being a trustworthy company is needed if the aim is to have positive company image. To apply strategic CRM programs is also required for that outcome to arise. Considering the interaction of

these two factors, results have shown that, while company image was lower for the less trustworthy company than high trustworthy company in tactical CRM campaign, as expected, strategic CRM campaign improved company image toward the trustworthy company more than it did for the less trustworthy company. Even though this result is sample specific, as no statistical significance was achieved, it gives rise to a reason to delve into this research area.

Just like companies do when engaging in CRM campaigns, consumers also put their welfare to the first sight and consider their own good when it comes to support a CRM campaign. There is no guarantee that consumers will always and consistently choose good companies when purchasing products (Castaldo and Perrini, 2004). As it is found in this study, the so-called two antecedents – company trustworthiness and the type of CRM campaign – are not necessarily needed in the case of obtaining purchase intention. At this point, there must have been other consumer considerations that this study could not detect.

The study also provides evidence that the level of company image increases more with tactical CRM than it would with strategic CRM. While previous research has attempted to show, as did this study, that strategic CRM campaign results in better company image than does tactical CRM campaign (Brink et al., 2006), this comparison was made without considering the initial company image perceptions of consumers. When this effect is included, tactical CRM is found to contribute more to the magnitude of image improvement and this consequence deserves further elaboration.

Finally, the study provided several implications for theoreticians, managers and future research. Suggestions were made for theoreticians to understand the impact of company trustworthiness on successful CRM applications, for managers to make

decisions regarding their CRM campaigns and for future research to examine areas that this study did not capture. Perhaps the most meaningful of all is that, other than examining what type of a consumer is more inclined to prefer socially responsible companies, future research should focus on what can be done to make consumers socially responsible. After all, we are living in a world where resources are exhausted day by day and immediate precautions are needed for our survival.

APPENDIX A. The Interview Guide (Turkish version)

Tartışma konusu 1: Katılımcıların Kurumsal Sosyal Sorumluluk (KSS) kavramı hakkındaki bilgi seviyeleri ve işletmelerin KSS faaliyetleri kapsamında destekte bulunmaları gereken paydaş ve alanların belirlenmesi.

Elimde görmüş olduğunuz kartlar yoğurt üretiminde bulunan üç firmaya aittir. Birinci firma ürettiği 5kg.lık yoğurtların alınması durumunda yanında 1 kg.lık bir adet yoğurt hediye ediyor. İkinci firma, ürettiği 5 kg.lık yoğurtların %20 daha ucuz fiyatla satıldığını söylüyor. Üçüncü firma ise, ürettiği 5kg.lık yoğurtların alınması durumunda fiyatın %10'unu kimsesiz çocuklara anaokulu açılması için kullanacağını belirtiyor.

Birinci Firma



**5 Kg.lık yoğurt alana
1 Kg.lık yoğurt BEDAVA!**

İkinci Firma



5Kg.lık yoğurt şimdi %20 daha UCUZ!

Üçüncü Firma



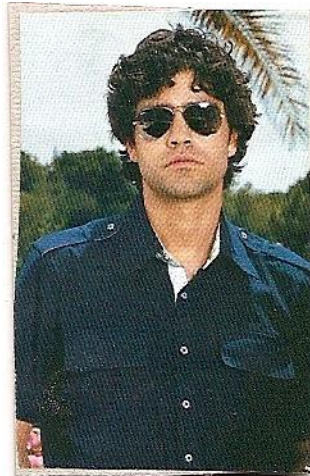
5Kg.lık yoğurt alın
Fiyatın %10'unuyla kimsesiz
cocuklara anaokulu açalım

Sorular:

- 1) Sizce bu üç firma belirtilen çalışmalarını ne amaçla yapıyor olabilir?
- 2) Aşağıda yer alan sekiz farklı tüketici profiline ait resimlerden hangisi birinci tip firmayı tercih eder? İkinci firmayı kimler tercih eder? Üçüncü firmayı kimler tercih eder?



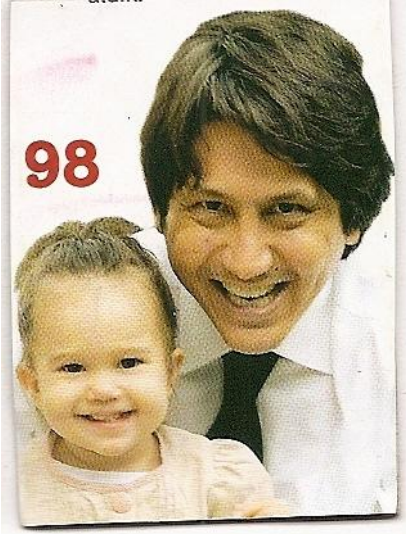
Genç Kadın



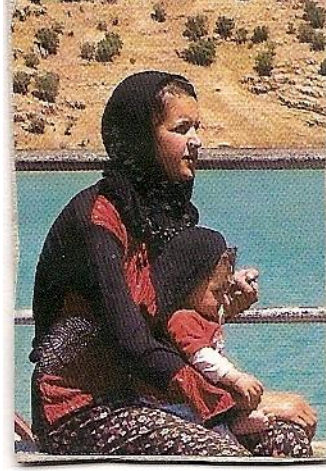
Genç Erkek



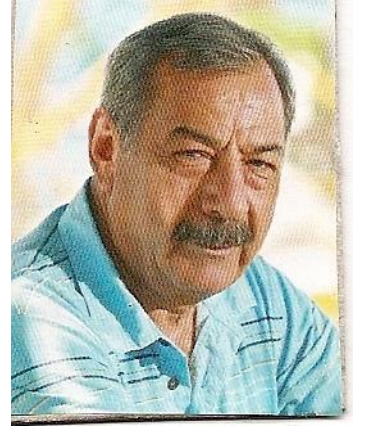
Çocuklu Kadın



Çocuklu Erkek



Anadolu Kadını



Anadolu Erkeği



Orta Yaşlı Çalışan Kadın



Orta Yaşlı Çalışan Erkek

- 3) Siz ürün alımı sırasında hangi firmayı tercih edersiniz?
- 4) KSS terimini daha önce duydunuz mu? Nereden duydunuz?
- 5) KSS terimi sizce ne anlama gelebilir?
- 6) KSS çalışmasında bulunan işletme(ler) biliyor musunuz? Aklınıza gelen Türk ya da yabancı işletme(ler) var mı? Bu bilgiyi nereden edindiniz?
- 7) Sizce işletmeler hangi alanlarda KSS çalışması yapıyorlar? Yapmalıdırlar?
- 8) Sosyal sorumluluğu olan tüketici nasıl davranır?

Tartışma konusu 2: Firmaya duyulan güvenin KSS çalışmalarının sonuçları açısından öneminin belirlenmesi.

Gıda sektöründe yer alan dört firma düşünün.

Birinci Firma:

- Ürün satışını arttırmak için dönemsel indirimler uyguluyor.
- Çalışanlarının kariyer gelişimine pek önem vermiyor ve ürün üretimi sırasında çevre kirliliğine yaptığı katkıyı da pek önemsemiyor.
- Ürünlerinin sağlığa zararlı maddeler içermesine pek dikkat etmiyor.
- Ürünlerinin alınması durumunda her üründen elde edilecek gelirin %10'unu kullanarak Doğu Anadolu Bölgesinde bir okul yaptıracağını vaad ediyor.

İkinci Firma:

- Ürün satışını arttırmak için dönemsel indirimler uyguluyor.
- Çalışanlarının kariyer gelişimine pek önem vermiyor ve ürün üretimi sırasında çevre kirliliğine yaptığı katkıyı da pek önemsemiyor.
- Ürünlerinin sağlığa zararlı maddeler içermemesine çok dikkat ediyor.
- Ürünlerinin alınması durumunda her üründen elde edilecek gelirin %10'unu kullanarak Doğu Anadolu Bölgesinde bir okul yaptıracağını vaad ediyor.

Üçüncü Firma:

- Ürün satışını arttırmak için dönemsel indirimler uyguluyor.
- Çalışanlarının kariyer gelişimine önem veriyor ve çevreye zarar verecek her türlü uygulamadan kaçınıyor.
- Ürünlerinin sağlığa zararlı maddeler içermesine pek dikkat etmiyor.
- Ürünlerinin alınması durumunda her üründen elde edilecek gelirin %10'unu kullanarak Doğu Anadolu Bölgesinde bir okul yaptıracağını vaad ediyor.

Dördüncü Firma:

- Ürün satışını arttırmak için dönemsel indirimler uyguluyor.
- Çalışanlarının kariyer gelişimine önem veriyor ve çevreye zarar verecek her türlü uygulamadan kaçınıyor.
- Ürünlerinin sağlığa zararlı maddeler içermemesine çok dikkat ediyor.
- Ürünlerinin alınması durumunda her üründen elde edilecek gelirin %10'unu kullanarak Doğu Anadolu Bölgesinde bir okul yaptıracağını vaad ediyor.

Sorular:

- 1) Bu firmalardan hangisini tercih edersiniz?
- 2) Tercihinizi belirlerken bu iki firmanın hangi özelliklerini dikkate aldınız?
- 3) "Güvenilir bir firma olmak" sizce ne anlama geliyor olabilir?
- 4) KSS çalışmaları olan bir işletmeye ait bir ürünü bilinçli olarak aldınız mı?
- 5) KSS çalışmaları olan bir işletmeyi tercih etmeseniz dahi, firma hakkında ne tip düşüncelere sahip olursunuz?
- 6) Bir işletmenin KSS faaliyetlerini desteklemek ve onun ürününü tercih etmek için işletmenin hangi özelliklere sahip olmasını beklersiniz?
- 7) Bir işletmenin KSS faaliyetlerini desteklemek için güvenilir bir işletme olması gerekir mi?

APPENDIX A. The Interview Guide (English version)

Discussion topic 1: To identify the level of participants' knowledge of Corporate Social Responsibility (CSR) concept, and the stakeholders and the causes that companies should support.

The cards you see in my hand belong to three companies that produce yogurt. The first company says that it gives 1 kg. of yogurt free when consumers purchase 5 kg. of yogurt. The second company says that it sells 5 kg. of yogurt with a 20% discount. The third company says that it will use the 10% of the yogurt price to open a kindyarden for orphans. İkinci firma, ürettiği 5 kg.lık yogurtların %20 daha ucuz fiyatla satıldığını söylüyor.

The First Company



**Buy 5 Kg. of yogurt
Get 1 Kg. of yogurt FREE!**

The Second Company



5Kg. of yogurt is now with a %20 discount!

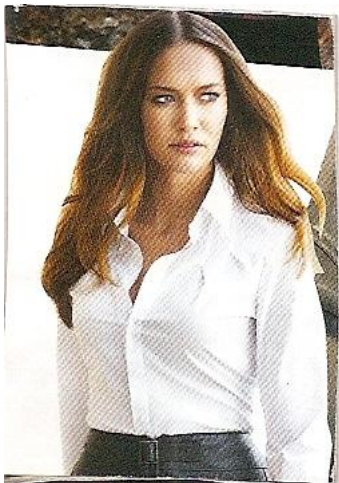
The Third Company



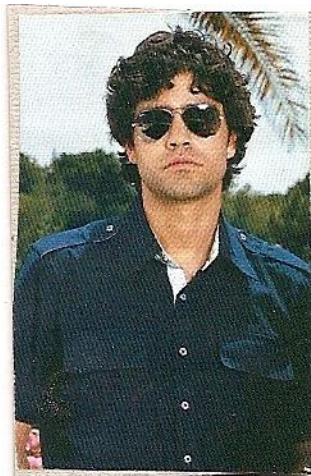
**Buy 5Kg. of yogurt and
Donate %10 of the price
to open a kindy garden
for orphans**

Questions:

- 1) Why do you think these three companies undertake such activities?
- 2) Among the eight different consumer profiles as shown below, which one would prefer the first company? The second company? The third company?



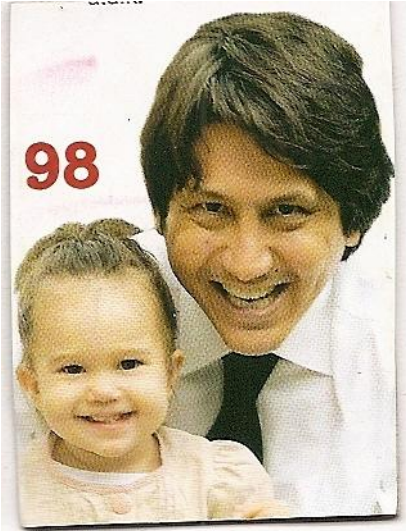
Young woman



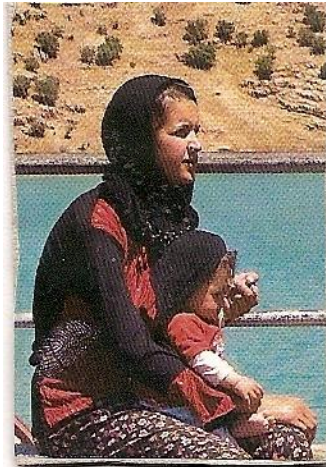
Young man



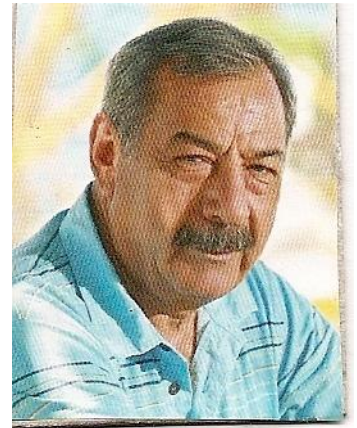
Woman with a child



Man with a child



Anatolian woman



Anatolian man



Working middle aged woman



Working middle aged man

- 3) Which company would you prefer when purchasing yogurt?
- 4) Have you heard CSR before? If so, from where?
- 5) What do you think CSR could mean?
- 6) Do you know companies that undertake CSR activities? Can you name foreign or local companies?
Where did you obtain this information?
- 7) In which areas do companies undertake CSR activities? In which areas should they undertake CSR activities?
- 8) How do you think a consumer who is socially responsible behave?

Discussion topic 2: To identify the importance of company trustworthiness with respect to the results of CSR activities.

Please think of four companies operating in foods sector.

First Company:

- Applies discounts periodically to increase its sales.
- Does not consider the career planning of its employees and the pollution of environment during the production of its products.
- Does not consider whether its products contain harmful additives.
- Proposes that for each product being sold, it will use 10% of the price to build a school in eastern Turkey.

Second Company:

- Applies discounts periodically to increase its sales.
- Does not consider the career planning of its employees and the pollution of environment during the production of its products.
- Considers whether its products contain harmful additives.
- Proposes that for each product being sold, it will use 10% of the price to build a school in eastern Turkey.

Third Company:

- Applies discounts periodically to increase its sales.
- Considers the career planning of its employees and the pollution of environment during the production of its products.
- Does not consider whether its products contain harmful additives.
- Proposes that for each product being sold, it will use 10% of the price to build a school in eastern Turkey.

Fourth Company:

- Applies discounts periodically to increase its sales.
- Considers the career planning of its employees and the pollution of environment during the production of its products.
- Considers whether its products contain harmful additives.
- Proposes that for each product being sold, it will use 10% of the price to build a school in eastern Turkey.

Questions:

- 1) Which of these companies would you prefer?
- 2) Which characteristics of the companies did you take into account while deciding on your preference?
- 3) What do you think “Being a trusted company” means?
- 4) Have you ever purchased from a CSR undertaking company consciously?
- 5) Even though you do not prefer a CSR undertaking company, what kind of thoughts would you have for that company?
- 6) In order to support CSR activities of a company and prefer its products, what kind of characteristics should a company have?
- 7) Is it necessary for a company to be trustworthy in order to support its CSR activities?

APPENDIX B. Instrument of the Pilot Study (Turkish version)

Lütfen aşağıda yer alan 11 adet **yoğurt** üreten firmayı **güvendiğiniz**, **az güvendiğiniz** ve **güvenmediğiniz** firmalar olarak üç grup altında toplayınız (güven tanımı = tüketiciyi aldatacak/yanıltacak davranışlardan kaçınma, dürüst ve adil davranma, verdiği sözü tutma v.b).

Firmalar (Alfabetik sıra ile):

Ateşoğlu
Danone
Dost
Eker
İçim
Pınar
Sakıpağa
Sek
Sütaş
Tikveşli
Yörsan

<u>Güvenilen</u>	<u>Az güvenilen</u>	<u>Güvenilmeyen</u>

APPENDIX B. Instrument of the Pilot Study (English version)

Please group the 11 yogurt producing companies, as alphanatically listed below, under the three categories of trustworthy, less trustworthy and untrustworthy companies (definition of trust= avoiding behaviors that mislead consumers, being fair and just, keeping promises etc.).

Companies (In alphabetical order):

Ateşoğlu
Danone
Dost
Eker
İçim
Pınar
Sakıpağa
Sek
Sütaş
Tikveşli
Yörsan

<u>Trustworthy</u>	<u>Less Trustworthy</u>	<u>Untrustworthy</u>

APPENDIX C. Stimulus Materials (Turkish version)

Stratejik NBP Kampanyası Metni

... firması, Çağdaş Yaşamı Destekleme Derneği ve Milli Eğitim Bakanlığı ile birlikte Haziran 2000'den bu yana Doğu Anadolu'da eğitimi destekleme projesini yürütmektedir. Bu kapsamda, tüketicilerin aldığı her Danone yoğurdunun gelirinden elde edilen belli bir miktarı firma eğitim projesi için kullanmaktadır. Firma yetkilileri okulun yetersiz olduğu alanları ve yardıma muhtaç aileleri saptayarak gerekli gördükleri yerlerde okul açmakta ve yardıma muhtaç çocuklara burs sağlamaktadır.

Taktiksel NBP Kampanyası Metni

...firması Haziran 2009'dan bu yana Doğu Anadolu'da eğitimi destekleme projesini yürütmektedir. Firma bu kapsamda, tüketicilerin aldığı her yoğurdun gelirinden elde edilen belli bir miktarı eğitim projesi için kullanmaktadır. Firma gerekli gördüğü yerlerde okul açmayı ve yardıma muhtaç çocuklara burs sağlamayı vaad etmektedir.

APPENDIX C. Stimulus Materials (English version)

Text of a Strategic CRM Campaign

... (firm name) executes an education supporting project in Eastern part of Turkey since 2000, with the contribution of the Association in Support of Contemporary Life and the Ministry of Education. For every product being sold, the company uses certain amount of the revenue for its education supporting project. The managers of the company detects the areas where schools are lacking and opens new schools, and identifies helpless families and provides scholarship for their children.

Text of a Tactical CRM Campaign

... (firm name) executes an education supporting project in Eastern part of Turkey since 2009. For every product being sold, the company uses certain amount of the revenue for its education supporting project. The company opens new schools and provides scholarship for children.

APPENDIX D. The Questionnaire (Turkish version)

T1. Evinizde ne sıklıkta yoğurt tüketiyorsunuz?

- Her gün 1
- 2 günde 1 2
- 3-4 günde 1 3
- Haftada 1 4
- 2 haftada 1 5
- Daha seyrek 6
- Hiç 7

T2. Tükettiğiniz yoğurdu hazır marka olarak mı satın alıyorsunuz yoksa kendiniz mi mayalıyorsunuz?

- Her zaman markalı Yoğurt alıyorum 1
- Bazen markalı alıyorum, bazen kendim mayalıyorum 2
- Her zaman kendim mayalıyorum 3

T3. Peki, evinizde hangi durumlarda yoğurt tüketiyorsunuz?

- Yemeklerle birlikte 1
- Ara öğünlerde 2
- Yemek yapımında (Çorba, mantı vs.) 3
- Ayran Yapımında 4

T4a. Yoğurt denince aklınıza ilk gelen marka hangisidir?

T4b. Aklınıza gelen diğer markalar hangisidir?

T5. Kartta gördüğünüz yoğurt markalarından satın almış olmasanız bile hangilerini biliyorsunuz?

T6. “Son bir ayda” evinizde tüketmek için aldığınız yoğurt markaları hangileridir?

T7. Evinizde tüketmek için “en sık satın aldığınız yoğurt markası” hangisidir?

T8. Satın almayı kesinlikle reddettiğiniz markalar hangileridir?

Markalar	T4a.	T4b.	T5.	T6.	T7.	T8.
Ateşoğlu	1	1	1	1	1	1
Aynes	2	2	2	2	2	2
Bio yoğurt	3	3	3	3	3	3
Çoban	4	4	4	4	4	4
Danone	5	5	5	5	5	5
Dost	6	6	6	6	6	6
Eker	7	7	7	7	7	7
İÇİM	8	8	8	8	8	8
Pınar	9	9	9	9	9	9
SEK	10	10	10	10	10	10
Sütaş	11	11	11	11	11	11
Tikveşli	12	12	12	12	12	12
Yörsan	13	13	13	13	13	13
Yörükoğlu	14	14	14	14	14	14
Diğer (Belirtin).....						
Diğer (Belirtin).....						
Böyle bir marka yok						99

S1. (İFADE) ifadesine (MARKA) markası için ne derece katılıp katılmadığınızı elinizdeki kart yardımı ile söyler misiniz? (1=Kesinlikle Katılmıyorum, 6=Kesinlikle Katılıyorum)

	DANONE	DOST	PINAR
1. Tüketicilerine dürüst ve adil davranır.			
2. Davranışlarını sağlam prensiplerle yürütmektedir.			
3. İnsanları yanlış yönlendirmez.			
4. Verdiği sözü tutar.			
5. Yapacağı dediğini yapar.			
6. Paydaşlarının (tüketiciler, tedarikçiler, yatırımcılar vs.) iyiliğini düşünür.			
7. Tüketiciyi aldatmaması/yanıltmaması için(MARKA)'nin yakından izlenmesine gerek yoktur.			
8. Hakkındaki olumsuz yorumlara inanmam.			
9. Eğitime destek sağlayan projeleriyle, tüketiciden aldığı parayı gerçekten eğitime harcayacağına ait güvenim tam.			
10. Her şekilde güvenirim.			
11. Ürünleri güzeldir.			
12. İyi yönetilen bir firmadır.			
13. Sadece para kazanmakla ilgilenmez.			
14. Tüketici ihtiyaçlarını karşılamaktadır.			
15. Topluma karşı duyarlı bir firmadır.			
16. Çalışılabilecek iyi firmalardan birisidir.			

Şimdi size bir senaryo okuyacağım ve bu senaryoda anlatılanları göz önünde bulundurarak 3 marka için sorduğum sorulara cevap vermenizi isteyeceğim. Soruları cevaplarken marka hakkındaki genel düşüncelerinizden ziyade tamamen okuduğum senaryoyu marka ile bağdaştırarak cevaplamanızı rica ediyorum.

Firma **Haziran 2009'dan** bu yana Doğu Anadolu'da eğitimi destekleme projesini yürütmektedir. Firma bu kapsamda, tüketicilerin aldığı her yağurdun gelirinden elde edilen belli bir miktarı eğitim projesi için kullanmaktadır. Firma gerekli gördüğü yerlerde okul açmayı ve yardıma muhtaç çocuklara burs sağlamayı vaad etmektedir.

Yukarıda bahsi geçen sosyal sorumluluk projesine yönelik olası tutumlar zıt kutuplar halinde elinizdeki karta gösterilmiş ve yedi farklı bölme ile derecelendirilmiştir. Buna göre;

- S2.** Bu senaryoyu (MARKA) markası uyguluyor olsa, (MARKA) markası için bu tutumu ne derece “**OLUMLU**” bulduğunuzu elinizdeki karta bakarak söyler misiniz?
- S3.** Bu senaryoyu (MARKA) markası uyguluyor olsa, (MARKA) markası için bu tutumu ne derece “**ILGI ÇEKİCİ**” bulduğunuzu elinizdeki karta bakarak söyler misiniz?
- S4.** Bu senaryoyu (MARKA) markası uyguluyor olsa, (MARKA) markası için bu tutumu ne derece “**CAZİP**” bulduğunuzu elinizdeki karta bakarak söyler misiniz?
- S5.** Bu senaryoyu (MARKA) markası uyguluyor olsa, (MARKA) markası için bu tutumu ne derece “**BEĞENDİĞİNİZİ**” elinizdeki karta bakarak söyler misiniz?

Çok Olumlu	7	6	5	4	3	2	1	Çok Olumsuz
Çok ilgi çekiyor	7	6	5	4	3	2	1	Hiç ilgi çekmiyor
Çok cazip	7	6	5	4	3	2	1	Hiç cazip değil
Çok beğendim	7	6	5	4	3	2	1	Hiç beğenmedim

	DANONE	DOST	PINAR
S2			
S3			
S4			
S5			

- S6.** Okumuş olduğum sosyal sorumluluk projesini düşündüğünüzde İfadesine(MARKA) için ne derece katılıp katılmadığınızı elinizdeki kart yardımı ile belirtir misiniz? (1=Kesinlikle Katılmıyorum, 6=Kesinlikle Katılıyorum)

	DANONE	DOST	PINAR
1. Desteklediği alan kendi faaliyet alanıyla ilintilidir.			
2. Bu kampanyaya uzun süredir devam etmektedir.			
3. Sosyal sorumluluk projesinin yapılacağı alanın seçimine önem vermektedir.			
4. Kampanya için ayırdığı kaynağın (para,zaman,uzmanlık) yüklü miktarda olduğu söylenebilir.			
5. Eğitim ile ilgili bir proje desteklemesi çok yerindedir.			
6. Bu kampanyanın uzun süreli olması gerekir.			

- S7.** Yoğurt almak istediğinizde, az önce okuduğum sosyal sorumluluk projesini gerçekleştirdiği için özellikle (MARKA) markasını tercih etme olasılığınızı elinizdeki kart yardımıyla değerlendiriniz.

Çok Olası	7	6	5	4	3	2	1	Hiç olası değil
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	DANONE	DOST	PINAR
S7			

- S8.** Okumuş olduğum sosyal sorumluluk projesini göz önünde bulundurduğunuzda okuyacağım ifadelere, okuduğum her bir marka için ne derece katıldığınızı elinizdeki kart yardımı ile belirtir misiniz? (1=Kesinlikle Katılmıyorum, 6=Kesinlikle Katılıyorum)

	DANONE	DOST	PINAR
1. Ürünlerinin güzel olduğunu düşünürüm.			
2. İyi yönetilen bir firma olduğunu düşünürüm.			
3. Sadece para kazanmakla ilgilenmediğini düşünürüm.			
4. Tüketici ihtiyaçlarını karşıladığını düşünürüm.			
5. Topluma karşı duyarlı olduğunu düşünürüm.			
6. Çalışılabilecek iyi firmalardan birisi olduğunu düşünürüm.			

59. Okuyacağım ifadelere ne derece katıldığınızı lütfen elinizdeki kart yardımı ile belirtir misiniz?

	Kesinlikle Katılmıyorum	Katılmıyorum	Kısmen Katılmıyorum	Kısmen Katılıyorum	Katılıyorum	Kesinlikle Katılıyorum
1. Maddi durumu iyi olmayan insanlara yardım ettiğini öğrendiğim firmaların ürünlerini almayı tercih ederim.	1	2	3	4	5	6
2. Kullanılmış kâğıt, gazete veya dergileri varsa geri dönüşüm çöp kutusuna atarım.	1	2	3	4	5	6
3. Çocuk işçi çalıştırdığını bildiğim bir firmanın ürününü almaktan kaçınırım.	1	2	3	4	5	6
4. Su kaynaklarını kirleten firmaların ürünlerini almaktan kaçınırım.	1	2	3	4	5	6
5. Alışveriş yaparken plastik torba yerine kâğıt veya kumaş torba kullanırım.	1	2	3	4	5	6
6. Kalitesi yüksek bir ürünü çevreyi kirletse bile alırım.	1	2	3	4	5	6
7. İmkânım dâhilinde olsa eğitime destek sağlayan bir firmanın ürününü tercih ederim.	1	2	3	4	5	6
8. En ucuz ürünü çevreyi kirletse bile alırım.	1	2	3	4	5	6
9. Hayvanlar üzerinde deney yapılan ürünleri almaktan kaçınırım.	1	2	3	4	5	6
10. Çevreye zarar vermemek için doğal gaz kullanımımı sınırlandırırım.	1	2	3	4	5	6
11. Elimde çöp varsa yere atmak yerine çöp kutusu bulmaya çalışırım.	1	2	3	4	5	6
12. Kullanılmış plastik kapları, çelik /teneke/alüminyum kutuları varsa geri dönüşüm çöp kutusuna atarım.	1	2	3	4	5	6
13. Çevreye zarar veren firmaların ürünlerini almaktan kaçınırım.	1	2	3	4	5	6
14. Alışveriş yaparken mümkün olduğu kadar az plastik torba kullanmaya çalışırım.	1	2	3	4	5	6
15. İşçilerinin çalışma koşulları ne olursa olsun en ucuz ürün sunan firmayı tercih ederim.	1	2	3	4	5	6
16. Enerji tasarrufu için elektrik kullanımımı sınırlandırırım.	1	2	3	4	5	6

S10.Okuyacağım ifadelere ne derece katıldığınızı lütfen elinizdeki kart yardımı ile belirtir misiniz?

	Kesinlikle Katılmıyorum	Katılmıyorum	Kısmen Katılmıyorum	Kısmen Katılıyorum	Katılıyorum	Kesinlikle Katılıyorum
1. Sınavlarda gözetmen bulundurmamak kopya çekme oranını artırır.	1	2	3	4	5	6
2. Dünya barışını korumada Birleşmiş Milletler yeterlidir.	1	2	3	4	5	6
3. Uluslararası politikada neler olup bittiğini gerçekten bilseydik halk şimdikinden daha çok endişeye kapılırdı.	1	2	3	4	5	6
4. Birçok spor yarışmalarına hile karıştırılır.	1	2	3	4	5	6
5. İnsanlara söylediklerini yapacakları konusunda güvenilmez.	1	2	3	4	5	6
6. İnsanların yasalara aykırı davranmalarını kendi vicdanlarından çok toplumdaki dışlanma ya da cezalandırılma korkusu engeller.	1	2	3	4	5	6
7. Ebeveynlere çocuklarına verdikleri sözleri tutmaları konusunda güvenilir.	1	2	3	4	5	6
8. Mahkemeler bütün insanların tarafsız muamele görecekları yerlerdir.	1	2	3	4	5	6
9. Başkaları ne derse desin birçok insan öncelikle kendi refahını/iyiliğini düşünür.	1	2	3	4	5	6
10. Medyadaki haberlerin tarafsız olduğuna inanmak güçtür.	1	2	3	4	5	6
11. Politikacılar seçim süresince verdikleri sözleri tutarlar.	1	2	3	4	5	6
12. Güvenilir olduklarına dair kesin kanıt elde edene kadar tanımadığımız kişilere kuşkuyla yaklaşılmalıdır.	1	2	3	4	5	6
13. Bu zamanda herkes birbirinden faydalanmaya bakıyor.	1	2	3	4	5	6
14. Sigorta şirketlerine yapılan hasar başvurularında belirtilen miktarın çoğu doğru değildir.	1	2	3	4	5	6
15. Birçok insan kamuoyu yoklaması anketlerine dürüst cevap verir.	1	2	3	4	5	6

DEMOGRAFI

D1. Cinsiyetiniz: Kadın 1
Erkek 2

D2. Medeni durumunuz: Evli 1
Bekâr.....2
Dul..... 3
Boşanmış..... 4

D3. Yaşınız (YAZIN): _____

D4. Yaş Grubunu İşaretleyin 17 ve daha küçük..... 1
18-30..... 2
31-40..... 3
41-50..... 4
51-60..... 5
61 ve daha büyük..... 6

D5. Kaç çocuğunuz var?
Yok..... 99

D6. En küçük çocuk yaşı
D7. 2. Çocuk yaşı
D8. 3. Çocuk yaşı
D9. 4. Çocuk yaşı
D10. 5. Çocuk yaşı
D11. 6. Çocuk yaşı

D12. Çalışıyor musunuz? Evet, Tam zamanlı 1
Evet, Yarı zamanlı... 2
Hayır..... 3

D13. Mesleğiniz (YAZIN) : _____
D14. Göreviniz / Pozisyonunuz : _____

D15. Aylık hane geliriniz: <1000TL..... 1
1000 - 3000TL 2
3000 - 6000TL 3
6000 -10000TL 4
>10000TL 5

D16. En son bitirdiğiniz okul: Diplomasız 1
İlkokul.....2
Ortaöğretim..... 3
Lise4
Üniversite.....5
Yüksek lisans6
Doktora7

KATILIMCININ: **D17. Adı Soyadı** : _____
D18. Adresi : _____
D19. İlçe : _____

D20. Telefon Numarası : _____

APPENDIX D. The Questionnaire (English version)

T1. How frequently do you consume yogurt at home?

- Every day 1
- Once in two days 2
- Once in 3-4 days 3
- Every week 4
- Once in two weeks 5
- Rarely 6
- Never 7

T2. Do you buy branded yogurts or do you make it yourself?

- Always buy branded yogurts 1
- Sometimes buy branded yogurts, sometimes make it myself 2
- Always make yogurt myself 3

T3. In which occasions do you consumer yogurt?

- With meals 1
- As a snack 2
- To cook meals (soup, mantı etc.) 3
- To make ayran 4

T4a. Which yogurt brand comes to your mind first?

T4b. What are the other brands that come to you mind?

T5. Which of the yogurt brands do you know as shown in the cards?

T6. Which yogurt brands did you buy within the “last month”?

T7. Which yogurt brand do you buy mostly to consume at home?

T8. What are the brands that you never buy?

Brands	T4a.	T4b.	T5.	T6.	T7.	T8.
Ateşoğlu	1	1	1	1	1	1
Aynes	2	2	2	2	2	2
Bio yoğurt	3	3	3	3	3	3
Çoban	4	4	4	4	4	4
Danone	5	5	5	5	5	5
Dost	6	6	6	6	6	6
Eker	7	7	7	7	7	7
İÇİM	8	8	8	8	8	8
Pınar	9	9	9	9	9	9
SEK	10	10	10	10	10	10
Sütaş	11	11	11	11	11	11
Tikveşli	12	12	12	12	12	12
Yörsan	13	13	13	13	13	13
Yörükoğlu	14	14	14	14	14	14
Other						
Other.....						
There is no such a brand						99

S1. Please indicate to what extent you agree with the following statements (1=Strongly disagree, 6=Strongly agree)

	DANONE	DOST	PINAR
1. Treats its consumers fairly and justly.			
2. Sound principles guide’s behavior.			
3. Does not mislead people.			
4. Keeps its promises.			
5. Does what it says it will do.			
6.is concerned about the well-being of its stakeholders (consumers, suppliers, shareholders).			
7. There is no need to watch closely to see whether it takes advantage of consumers.			
8. I do not believe the negative comments about			
9. I would trust ...in that it really spends the money collected from consumers on its education campaign.			
10. I trust in all ways.			
11. has good products/services			
12. is well managed.			
13. does not only consider to make money.			
14.responds to consumer needs.			
15. is involved in the community.			
16. is a good company to work for.			

Now I will read you a scenario and kindly ask you to answer the following questions for the three companies by taking this scenario into account. Rather than your general thoughts about the companies please take the scenario into consideration while answering the questions.

... (firm name) executes an education supporting project in Eastern part of Turkey since 2009. For every product being sold, the company uses certain amount of the revenue for its education supporting project. The company opens new schools and provides scholarship for children.

Your possible attitudes toward the above mentioned social responsibility project are shown as bi-polar adjectives with seven intervals. According to this:

- S2. If (**brand**) applies this project, please indicate to what extent you believe this project is “positive”?
- S3. If (**brand**) applies this project, please indicate to what extent you believe this project is “attractive”?
- S4. If (**brand**) applies this project, please indicate to what extent you believe this project is “appealing”?
- S5. If (**brand**) applies this project, please indicate to what extent you like this project?

Very positive	7	6	5	4	3	2	1	Very negative
Very attractive	7	6	5	4	3	2	1	Very unattractive
Very appealing	7	6	5	4	3	2	1	Very unappealing
Like quite a lot	7	6	5	4	3	2	1	Dislike quite a lot

	DANONE	DOST	PINAR
S2			
S3			
S4			
S5			

S6. By considering the scenario into account, please indicate to what extent you agree with the following statements? (1=Strongly disagree, 6=Strongly agree)

	DANONE	DOST	PINAR
1. The type of cause that is supported by ... is very much in line with its core business.			
2. ...'s campaign can be considered a long-term campaign.			
3. ...considers the selection of an appropriate cause important.			
4. Invests a large amount of resources (e.g. time, money, expertise) in the campaign.			
5. ...'s effort to support a cause in the area of education is very appropriate.			
6. The duration of ...'s campaign is long.			

S7. By considering the scenario into account, please state to what extent you would be willing to purchase from..... (brand) when you want to buy yogurt?

Very probable	7	6	5	4	3	2	1	Not at all probable
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	DANONE	DOST	PINAR
S7			

S8. By considering the scenario into account, please indicate to what extent you agree with the following statements? (1=Strongly disagree, 6=Strongly agree)

	DANONE	DOST	PINAR
1. has good products/services			
2. is well managed.			
3. does not only consider to make money.			
4.responds to consumer needs.			
5. is involved in the community.			
6. is a good company to work for.			

S9. Please indicate to what extent you agree with the following statements.

	Strongly Disagree	Disagree	Somewhat Disagree	Somewhat Agree	Agree	Strongly Agree
1. I try to buy from companies that help the needy.	1	2	3	4	5	6
2. I try to recycle papers, magazines or newspapers.	1	2	3	4	5	6
3. I avoid buying the products of companies using child labor.	1	2	3	4	5	6
4. I avoid buying products that pollute the water resources.	1	2	3	4	5	6
5. I try to use paper or fabric bags instead of plastic bags when I shop.	1	2	3	4	5	6
6. I buy the high quality product, regardless of its impact on the environment..	1	2	3	4	5	6
7. If I can, I try to buy from a socially responsible company	1	2	3	4	5	6
8. I buy the lowest priced product, regardless of its impact on the environment.	1	2	3	4	5	6
9. I avoid buying the products of companies that test on animals.	1	2	3	4	5	6
10. I limit my use of natural gas not to pollute the environment.	1	2	3	4	5	6
11. I try not to throw garbage on the ground.	1	2	3	4	5	6
12. I try to recycle plastic/aluminium/steel containers.	1	2	3	4	5	6
13. I avoid buying the products of companies that pollute the environment.	1	2	3	4	5	6
14. I avoid using plastic bags when I shop.	1	2	3	4	5	6
15. When I am shopping, I buy the lowest priced product regardless of the working conditions in the factory.	1	2	3	4	5	6
16. I limit my use of electricity to save energy.	1	2	3	4	5	6

S10. Please indicate to what extent you agree with the following statements.

	Strongly Disagree	Disagree	Somewhat Disagree	Somewhat Agree	Agree	Strongly Agree
1. Not having a teacher present during exams would probably result in increased cheating.	1	2	3	4	5	6
2. The United Nations is an effective force in keeping world peace.	1	2	3	4	5	6
3. If we really knew what was going on in international politics the public would have reason to be more frightened than they now seem to be.	1	2	3	4	5	6
4. Many major national sport contests are manipulated in one way or another.	1	2	3	4	5	6
5. Most people can not be counted on to do what say they will do.	1	2	3	4	5	6
6. Fear and social disgrace rather than conscience prevents most people from breaking the law.	1	2	3	4	5	6
7. Parents can be usually be relied on to keep their promises.	1	2	3	4	5	6
8. The judiciary is the place where we can all get unbiased treatment.	1	2	3	4	5	6
9. In spite of what people say most people are primarily interested in their own welfare.	1	2	3	4	5	6
10. It is hard to believe how much news that the public hears and sees is distorted.	1	2	3	4	5	6
11. Politicians keep their election campaign promises.	1	2	3	4	5	6
12. In dealing with strangers one is better off to be cautious until they have provided evidence that they are trustworthy.	1	2	3	4	5	6
13. In this time most people try to take advantage of others.	1	2	3	4	5	6
14. A large share of accident claims filed against insurance companies is phony.	1	2	3	4	5	6
15. Most people answer public opinion polls honestly.	1	2	3	4	5	6

DEMOGRAPHICS

D1. Gender: Female 1
Male 2

D2. Marital status: Married 1
Single 2
Widow 3
Divorced 4

D3. Age: _____

D4. Age group < 17 1
18-30 2
31-40 3
41-50 4
51-60 5
> 61 6

D5. Number of children
Yok 99

D6. Age of the youngest child
D7. 2. Child's age
D8. 3. Child's age
D9. 4. Child's age
D10. 5. Child's age
D11. 6. Child's age

D12. Do you work? Yes, full time 1
Yes, part time 2
No 3

D13. Occupation : _____
D14. Position : _____

D15. Monthly household income: <1000TL... 1
1000 - 3000TL 2
3000 - 6000TL 3
6000 -10000TL 4
>10000TL 5

D16. Last graduated school: No graduate 1
Primary 2
Secondary 3
High school 4
University 5
Master 6
PhD 7

PARTICIPANT'S: **D17. Name-Surname** : _____
D18. Adress : _____
D19. District : _____
D20. Telephone No : _____

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