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Can a cause-related brand be perceived different from other brands?

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Can a cause-related brand be perceived different from other brands?

1. Introduction

During the last few decades, gaining competitive advantages has become a vital challenge. Marketing scholars and companies show strong interest in the concepts and the mechanisms that can ultimately lead to increasing the value of a company's brand portfolio (Kapferer, 2008). For making such competitive advantage, companies have discovered the strategic role of social association, especially in type of cause-related marketing (CRM) programs. CRM has become a popular form of promotion as a pro-social marketing strategy to connect a company, brand, or product to a worthy cause for a mutually beneficial purpose. CRM creates an opportunity to boost the corporate identity, differentiate a brand, and build the emotional connection between the consumer and brand (Hou et al., 2008). Also to enhance brand image, cause-related marketing is an advisable strategy for managers, studies show that CRM is both a tactical tool that firms employ to increase their sales and a strategic activity aimed at improving brand image (File & Prince, 1998; Müller et al., 2014). For enhancing brand image through CRM activities, strategists must take into consideration that the CRM strategy will be more effective if they develop brand image through brand personality associated with emotional and social aspects, since brand personality can help the marketers build and maintain brand image (Hoeffler & Keller, 2002). It is important to create a strong brand personality and image while consumers' selections are affected by the symbolic association which they perceive from the brand (Levy, 1959). As a result, marketers have found out that enhancing a clear brand personality and image can be an invaluable advantage among competitors (Freling & Forbes, 2005). Also, regarding CRM brands, recognizing the brand personality would be a good base for shaping consumer's perceptions. The efficiency of CRM strategy can be recognised easily by studying the consumers' perception of thereof. Also, the impact of CRM on brand personality, when the consumers are involved with the benefit of promoting a social cause, has not been addressed. This study tries to answer the following question: can CRM strategy put a distinctive added value on consumers to perceive brand image as a more favourable brand and if it can lead consumers to allocate a distinctive brand personality to the CRM brand?

The summary of relationships is shown in Fig 1.

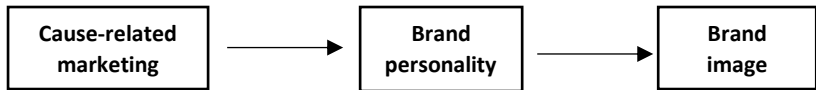


Fig1: Study framework

The purpose of this paper, therefore, is to present evidence that CRM affects the brand image and brand personality. This manuscript is organized as follows. First, we provide a selective review of the cause-related marketing and branding literature to provide the necessary support for this research and describe relationships between these variables showing in Fig1. Finally, we discuss the CRM brand personality and brand image based on the literature in development part.

2. Cause-Related Marketing

Some authors define cause-related marketing as “the process of formulating and implementing marketing activities that are characterized by an offer from the firm to contribute a specified amount to a designated cause when consumers engage in revenue-providing exchanges that satisfy organizational and individual objectives” (Varadarajan & Menon, 1988, p.60). Others use broader terms: “the general alliance between businesses and non-profit causes that provide resources and funding to address social issues and business marketing objectives” (Cui et al., 2003, p.310), which might encompass even sponsorships, sales promotions, volunteering, or public relations (Gao, 2009). Although the range of definitions is quite extensive, the central element is that the relation between the profit-based company and the cause (or charity) should be beneficial to both parties (File & Prince, 1998). CRM campaigns differ from other corporate social initiatives as the total amount of contribution to a cause is directly linked to a consumer’s purchase (Kotler & Lee, 2005). The primary benefit for non-profit organizations is financial support, besides increasing awareness of its services in the public (Hou et al., 2008). In a competitive market, where product attributes such as price or quality are viewed similar to each other, companies use CRM to position and differentiate themselves from competitors (Gupta & Pirsch, 2006). For the company, the potential benefits of increased sales may be moderated by the risks of negative publicity and perceived exploitation of consumers by the company (Varadarajan & Menon, 1988). But generally, attitudes toward firms participating in cause-related marketing are positive (Ross et al., 1991). Companies use CRM as its commitment to the society and it indicates cause as a part of its brand communication with potential target consumers (Gupta & Pirsch, 2006).

In fact, cause-related marketing can be a win-win strategy designed to achieve business objectives through the support of a cause or charity.

Three stakeholders are involved in CRM that they have different motivations and interests to take part in and simultaneously benefit from CRM campaign including companies, non-profit organizations (NPOs) and consumers. Strahilevitz & Myers indicated that consumers experienced an intrinsic benefit in the form of feeling good about supporting a worthy cause (Strahilevitz & Myers, 1998). Consumers feel that they have to give something back to the community in order to justify their purchases or compensate their guilt (Strahilevitz & Myers, 1998). In addition, CRM products can provide extrinsic value to consumers as the purchase can potentially be used to express to others that she/he is socially conscious (Webb & Mohr, 1998). Cause-related marketing provides an added value to the normal purchase (Strahilevitz & Myers, 1998) by enabling the consumer to make a 'donation' to a specified cause (Kropp, Holden, & Lavack, 1998) and stimulating the emotional values. Some researchers have mentioned the additional value of CRM as a warm glow (Strahilevitz & Myers, 1998). Since success or failure of CRM is determined by motivational attribution, it is the centre of the CRM efficiency (Tsai, 2009) and this process determines consumers' perceptions of corporate motives for CRM engagement. Consumer's perception about the company is positive when they perceive altruistic motivation of company for supporting a cause, while negative perception occurs when the motivation of company is perceived egoistic (Gao, 2009). The variables of motivational attribution that effect perception of consumers are categorized in four main dimensions: cause-related dimension, company-related dimension, campaign-related dimension, consumer-related dimension (Hammad et al, 2014) which affect the consumers perceptions toward a brand. For example cause-importance, such as immediate causes that are related to disaster or ongoing causes like poverty alleviation (Hou et al., 2008) is one of these variables. Consumers have shown a higher tendency for supporting disaster causes (Gao, 2009). Another example is campaign feedback that reduces consumer scepticism about corporate honesty (Hammad et al., 2014). Such variables help to generate a motivational attribution process that leads to an attitude toward the company and purchase intention. As a result, strategists must manage the campaign elements in a way that guarantee consumers' perception of altruistic rather than egoistic motivations.

3. Brand

3.1 What Is a Brand?

Based on the American Marketing Association (2016), a brand is a "name, term, design, symbol, or any other feature that identifies one seller's good or service as distinct from those of other sellers.". Based on the above definition a brand is how a

product or service is perceived in the consumer's mind. There is a difference between a product and a brand; the value of a brand is higher than a product. Products and brands are correlative, since products can be copied by competitors, the brand has become the strong feature of products because branded products can make a relationship with their consumers and show their differences to them through advertisement. A product or a service needs to be characterized in the mind of the consumer, in order to be a brand.

3.2 Brand Associations

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

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

Brand associations are used by marketers to enhance differentiation, position, and extension for brands, resulting positive attitudes and feelings toward brands. It is used by consumers to help evaluate brand's information in memory for making

purchase decisions (D. Aaker, 1991). These brand associations are greatly influenced by the brand identity.

3.3 Brand Identity

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

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

- **Functional benefit:** It is based on a product attribute, providing functional utility to the user. Usually, it is directly related to the functions performed by the product for the consumer. Creating a functional benefit which will be remembered by the consumer and can build a strong position towards competitors is important. Although functional benefits can easily be copied, a brand identity can overcome this limitation through making emotional and self-expressive benefits (D. Aaker, 2002).
- **Emotional benefits:** When a consumer feels positive when using or purchasing a brand, that brand is providing an emotional benefit. Usually, the strongest brand identities include emotional benefits, such as the feeling of safety or feeling vibrant and energetic. When a consumer experiences a different usage experience with positive feelings involved, the outcome can be a stronger brand. The strongest brand identities usually include both functional and emotional benefits (D. Aaker, 2002).
- **Self-expressive benefits:** Brands and products can become symbols of a person’s self-concept. A brand can provide a way to communicate a

person's self-image and thus provide a self-expressive benefit. There can be a close connection between self-expressive and emotional benefits. Self-expressive benefits are mostly focusing on self, something which is linked to the personality of the user (D. Aaker, 2002).

The main element of brand identity is brand image and brand personality. Brand image and brand identity are often seen as the same thing (Sheena & Naresh, 2012). Terms of brand image and brand identity are often confused, while they are different concepts, both feed into one another. Brand image relates to how the brand is perceived from consumers' point of view, while brand identity is meaning of the brand which company tries to create in the consumers' mind (Kapferer, 2008). In other words, it is the way a company wants to present its brand to its target groups. Academics typically conceptualize brand identity and image; there are several brand identity frameworks (Aaker, 2002; Keller, 2008; Kapferer, 2008). However, most of the researchers share the opinion that brand identity is best understood from the sender-side and brand image from the receiver-side perspective (Kapferer, 2008). It is important to recognize this distinction between sender and receiver, and each of the comprising elements of brand identity. Since the way that consumers perceive the brand (brand image) may be different from the intended projection (brand identity). A brand image can provide useful and important information when a company is developing a brand identity (D. Aaker, 2002). A brand image is mostly passive and reflects the past, whereas brand identity should be active and focus on the future and also reflect the associations that aspire for the brand (D. Aaker, 2002).

3.4 Brand image

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

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

- A symbol is defined as a thing which stands for or expresses something else (Levy, 1959) which is also one the terms in brand's definition that

consumers can recognize a product by its symbol. Levy argued that the consumer is not functionally oriented and recognition of goods by the consumer is significantly affected by the symbols he/she face in the marketplace. Researchers have recognized that consumers need to simplify buying decisions by creating symbolic representations (Stem et al., 2001).

- Meaning is associated with the differences which consumers ascribe to the brand by relying on what the brand implies or means to them (Swartz, 1983). It Results to distinguish a brand from another brand based on the message communicated by the company. Symbolic meanings can guide purchase decisions, while products are often purchased or avoided not for their functional qualities, but because of how, as symbols, they impact the buyer user's status and self-esteem (Biel, 1992; Levy, 1959).
- The third component is personification, which involves describing a brand as if it was a human being, suggesting that the brand has a distinct personality of its own. Aaker (1997 p. 347) provided a definition of brand personality, seeing it as "a set of human characteristics associated with a brand". Therefore brand personality is formed on the basis of a consumer's perceptions, which are influenced by either the direct or indirect contact the consumer has with a brand (Plummer, 1985). Thereby, consumers express and implicitly communicate their self-identity through brand associations (Belk, 1988; Biel, 1993). As a result, the consumers observe the congruity of their self-identity through brand personality to demonstrate their personality.

When brand image is favorable, it would have a positive influence on consumer behavior towards the brand in terms of increasing loyalty, commanding a price premium and generating positive word of mouth (Völckner et al., 2008). Studies show that brand image is an important factor which influence brand equity (Keller, 1993). It is the central field of marketing, because it presents both for tactical marketing mix issues, also for strategic strategy due to the ability to build long-term brand equity (Koubaa, 2008). Brand image can help consumers to identify a product, give the product a personality and influence consumers' perceptions (Popoli, 2011). When brand image is considered as multidimensional, it affects brand personality while in this research we propose that brand personality can affect brand image, since we assume brand image as one-dimensional variable and also considering brand personality as sub-branch of brand image (Plummer, 1985). Considering the benefits of brand image, recognizing the overall consumer's perception toward the brand image help company to use its distinctive brand image to promote its competitiveness.

One of the key objectives of firms that pursue a cause-related marketing strategy is enhancing brand image (File & Prince, 1998; Smith & Alcorn, 1991) as a strategic

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

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

On the other hand, other researches have suggested multidimensional structures; for example Hsieh (2002) assessed sensory, utilitarian, economic, and symbolic brand image dimensions within a product category in his study about cars. Many researchers have proposed functional and symbolic concepts of brand image (Chiu et al., 2011; Dobni & Zinkhan, 1990; Kennedy, 1977) and also experiential image (Wu & Wang, 2014). The functional brand image is likely to be referred to product-related attributes that are the characteristics of the brand to perform its function. The functional brand image is intended to satisfy consumer's basic motivations and needs. On the other hand, the symbolic brand image is likely to be referred to non-product related attributes of the brand. It can be generally acquired from extrinsic characteristics of the brand to satisfy higher-level needs of consumers such as social approval needs or personal expression that can maintain or increase their self-esteem (Keller, 1993). The experiential image refers to the satisfaction of consumers' pursuance of diversity and stimulation as to provide them experiential pleasures (Keller, 1993). Martínez et al., (2014) in their study regarding the influence of corporate social responsibility (CSR) on hotel brand image and loyalty, they used Kennedy (1977) brand image dimensions. Kennedy suggested that brand image has two main components: the functional and the affective dimension. The functional dimension is related to tangible characteristics, while the emotional dimension is associated with a psychological dimension manifested through feelings and attitude.

In addition, Müller et al. (2014) have modified Völckner et al (2008) scale to evaluate brand image in cause-related marketing context, rating the CRM brand on Likert scales (bad /good, likeable /likeable, quality /high quality, not trustworthy /trustworthy, unpleasant /pleasant, unattractive /attractive). In another research, Koubaa (2008) has found that brand image is multidimensional and the dimensions differ across country of production and across brands that included quality, style, durability and etc.

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

3.5 Brand Personality

3.5.1 Brand personality development

During the last two decades, both academics and marketing practitioners have shown an increasing interest in brand personality (Aaker, 1997; Geuens et al., 2009; Sirgy, 1982). Brand personality is sub-branch of brand image (Biel, 1993; Keller, 1993; Plummer, 1985). Considering brand personality as a component of brand image, we can justify our framework (Fig.1) that brand personality can affect brand image. Despite the similarities between brand image and brand personality, several contemporary studies have conceived that brand image and brand personality as two separate constructs (D. Aaker, 1996; Batra et al., 1993; Biel, 1993; Keller, 1993). Brand image is rooted in tangible and intangible product attributes, where the former refers to physical and functional benefits and the latter to emotional attributes (Biel, 1992). According to Biel (1997), brand personality is based on soft or intangible associations, taking the emotional side of brand image. Brand personality is defined as “the set of human personality traits that consumers attribute to or associate with a brand (J Aaker, 1997, p.347). Also, Azoulay & Kapferer have defined brand personality as “the set of human personality traits that are both applicable to and relevant for brands” (Azoulay & Kapferer, 2003, p.151). Brand personality is the central part of brand associations, it is the human characteristic that consumers can allocate to a specific brand which they feel with all associations. In fact, all brand associations can directly or indirectly generate the brand personality traits in consumer’s mind.

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

Studies show that a well-established brand personality impacts consumer’s perception positively such as increasing consumer preference and usage (Sirgy, 1982) , evoking emotions in consumers (Bloom et al., 2006) , perceiving higher quality

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

Therefore, the measurement of brand personality is critical to marketing activity, offering the potential to serve as a good basis for understanding and shaping consumer preference (Maehle & Shneor, 2010; Sirgy, 1982). Because consumers' perceptions are often expressed through traits. Personality traits are a consequence of brand personification based on brand attributes that influence the emotions of consumers. As a result, brand personality is likely to determine consumers' true emotions and feelings about the brand. Since brand personality is often considered the soft and emotional side of brand image (Biel, 1993) and CRM brand directly affects consumer's feelings, it would be necessary to study brand personality for CRM brand. It is likely to provide a more realistic view of consumers' expressions toward CRM brands.

3.5.2 Personality in human personality scales

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

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

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

conscientiousness is flexible and spontaneous, but can be perceived as sloppy and unreliable (Toegel & Barsoux, 2012).

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

Researchers have tried to show that the five dimensions of human personality could be indicated by a small number of adjectives to reduce the length of questionnaires. These adjectives are named 'markers' of the Big Five (Saucier, 1994). This method enables a psychologist to form a quick evaluation of an individual which is presented in Table 1.

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

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

3.5.3 Brand Personality dimensions

With respect to products and brands, humans seem to like to anthropomorphize objects to improve their interactions with the nonmaterial aspect (Brown, 1991). Apparently, consumers also can assign human characteristics to brands (Aaker, 1997) or build a relationship with brands (Fournier, 1998). Thus if brands, like individuals, can be described with adjectives, the Big Five in psychology can be used and be relevant to the brand personality as perceived by consumers (Azoulay & Kapferer, 2003). Therefore, it is possible that the Big Five structure also extends to brand personality.

Jennifer Aaker's (1997) study has attempted to make the concept clear and build a scale to measure brand personality. Aaker followed the steps of the US psychologists, Costa and McCrae and their personality inventory (NEO-PI-R) (Costa & McCrae, 1992) which is translated into several languages. The study is based on Aaker's definition of the concept of brand personality as 'the set of human characteristics associated with a brand'. Aaker explores brand personality framework based on big five dimensions to describe and measure the "personality" of a brand in five core dimensions, each divided into a set of facets. It is a model to evaluate the profile of a brand by using a comparison with a human being (Aaker, 1997). Aaker developed a 45-item Brand Personality Scale that encompasses five broad dimensions: sincerity, excitement, competence, sophistication, and ruggedness (Figure 2). Starting with 204 traits derived from a series of scales that have been used for developing the big

five human personality and 133 traits from personality scales used by academics and practitioners and also 295 traits from conducting free association task to ensure the list is complete and familiar for people. Deleting the redundant traits, 309 traits remained. Then reducing the traits to a more manageable number of traits and using exploratory research method to identify how consumers perceive the personality of brands. She explored brand personality on the basis of remained 114 traits across 37 brands that cover various product categories (symbolic, utilitarian, symbolic-utilitarian), and then the labels have determined to represent best the types of subsumed in each of the five dimensions. Considering highest item to total correlation in each cluster, leaving 45 traits (3 traits for each 15 facets) in final brand personality. She has used primarily positive traits because the ultimate use of the scale is to determine the extent to which brand personality affects the probability that consumers will like the brands or products not to avoid (Aaker, 1997) which afterwards has increased criticisms about the scale.

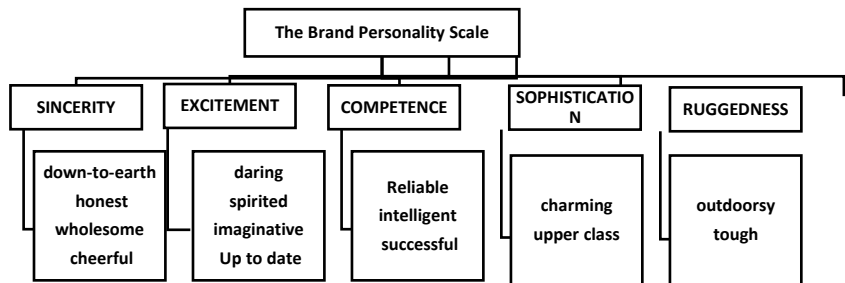


Figure 2. The brand personality scale proposed by Aaker (J. Aaker, 1997).

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

- **Cheerful** is to feel or show happiness (www.merriam-webster.com, n.d.), determined through sentimental and friendly (J. Aaker, 1997).
- **Excitement** is the feeling of being eager enthusiasm and interest (www.merriam-webster.com, n.d.). Regarding Brand personality, the excitement dimension is determined via being daring, spirited, imaginative and Up to date (J. Aaker, 1997).
 - **Daring** is willing to do dangerous or difficult things (www.merriam-webster.com, n.d.), determined through trendy and exciting (J. Aaker, 1997).
 - **Spirited** is full of courage or energy (www.merriam-webster.com, n.d.), determined through cool and young (J. Aaker, 1997).
 - **Imaginative** is the status of having or showing an ability to think of new and interesting ideas (www.merriam-webster.com, n.d.). It is determined through unique (J. Aaker, 1997).
 - **Up to date** is based on or using the newest information, methods, etc. (www.merriam-webster.com, n.d.). It is determined through independent and contemporary (J. Aaker, 1997).
- **Competence** is the ability to do something successfully or efficiently (www.merriam-webster.com, n.d.). Regarding Brand personality, the competence dimension is determined via reliable, intelligent and successful (J. Aaker, 1997).
 - **Reliable** is able to be believed, likely to be true or correct (www.merriam-webster.com, n.d.). It is determined through hardworking and secure (J. Aaker, 1997).
 - **Intelligent** is the status of being able to learn and understand things (www.merriam-webster.com, n.d.). It is determined through technical and corporate (J. Aaker, 1997).
 - **Successful** is the status of having the correct or desired result (www.merriam-webster.com, n.d.). It is determined through leader and confident (J. Aaker, 1997).
- **Sophistication** is to having, revealing, or involving a great deal of worldly experience and knowledge of fashion and culture (www.merriam-webster.com, n.d.). It is the status of being attractive, fashionable and highly developed and complex. Regarding brand personality the sophistication dimension is determined via being charming and upper class (J. Aaker, 1997).

- **Charming** is the status of being very pleasing or appealing (www.merriam-webster.com, n.d.), determined through feminine and smooth (J. Aaker, 1997).
- **Upper class** is a social class that is above the middle class (www.merriam-webster.com, n.d.), determined through glamorous and good looking (J. Aaker, 1997).
- **Ruggedness** is the state of being rough, strong and determined (www.merriam-webster.com, n.d.). Regarding Brand personality, the ruggedness dimension is determined via being outdoorsy and tough (J. Aaker, 1997).
 - **Outdoorsy** is relating to characteristic of, or appropriate for the outdoors (www.merriam-webster.com, n.d.), determined through being masculine and Western (J. Aaker, 1997).
 - **Tough** is to be strong and durable (www.merriam-webster.com, n.d.), determined through being rugged (J. Aaker, 1997).

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

3.5.4 Criticizing the Aaker's scale

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

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

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

Third, the model does not reflect negative human traits, like unreliability or selfishness; these are rarely reflected in brand personalities and the ruggedness dimension of the original study cannot include negative traits, that it reflects a strong, outdoorsy, tough and masculine character (Aaker, 1997). She has focused on desirable brand personality factors (Haji, 2014), while to have a comprehensive personality scale to accommodate consumers' expressions the scale should contain both positive such as extraversion and negative such as neuroticism dimension especially regarding products and brands which try to make an emotional relationship with consumers like cause-related marketing products.

Fourth, testing the model in other countries shows that some dimensions are dependent on culture (Liu et al., 2016); for example, researchers have found that only three of the five factors were valid in Spain (Sincerity, Excitement and Sophistication) and for rest of them peacefulness replaced ruggedness and passion replaced competence. In Japan four of the five factors emerged, whereas Peacefulness again replaced Ruggedness (Aaker et al., 2001). This shortcoming led several researchers to construct a country-specific brand personality scale (Table 2).

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

Brand personality measurements.				
Author(s)	Country	Settings	Similar dimension	Different dimension
Aaker (1997)	United States	commercial brands	Sincerity Excitement Competence Sophistication Ruggedness	
Aaker et al. (2001)	Japan and Spain	commercial brands	Sincerity Excitement Sophistication Competence	Peacefulness (Japan)
			Sincerity Excitement Sophistication	Peacefulness Passion (Spain)

Kim,Han,and Park (2001)	Korea	commercial brands	Sincerity Excitement Competence Sophistication Ruggedness	
Caprara et al. (2001)	Italy	commercial brands		Agreeableness Emotional Stability Extroversion Openness
d'Astous and Lévesque (2003)	Canada	stores		Enthusiasm Unpleasantness Genuineness Solidity
Huang and Lu (2003)	China	commercial brands		Benevolence Wisdom Courage Happiness Elegance
Smit et al. (2003)	Netherlands	commercial brands	Competence Excitement Ruggedness	Gentle Distinction Annoyance
Helgeson and Supphellen (2004)	Sweden	retailers		Modern Classic
Davis,Chun, da Silva, & Lowe (2004)	United States	corporate brands	Competence	Agreeableness Enterprise Ruthlessness Chic Informality Machismo
Rojas-Méndez,Ere nchun-Podlech,and Silva-Olave (2004)	Chile	automobile brands	Excitement Sincerity Competence Sophistication	

Sung and Tinkham (2005)	The United States, Korea	commercial brands	Competence Ruggedness Sophistication	Likeableness Trendiness Traditionalism White collar Androgyny (United States)
			Competence Sophistication Ruggedness	Likeableness Trendiness Traditionalism Western Ascendancy (Korea)
Venable et al. (2005)	United States	Non-profit organizations	Sophistication Ruggedness	Integrity Nurturance
Ekinci and Hosany (2006)	Europe	Tourism destinations	Sincerity Excitement	Conviviality
Murphy et al. (2007)	Australia	Tourism destinations	Exciting Sincere Sophisticated	Upper class Honest Tough (Whitsundays) Outdoorsy (Cairns)
Milas and Mlačić (2007)	Croatia	commercial brands		Extraversion Agreeableness Conscientiousness Intellectual Emotional stability
Bosnjak, Bockmann and Hufschmidt (2007)	Germany	commercial brands		Drive Conscientiousness Emotion Superficiality
Grohmann (2009)	–	commercial brands		Masculine Feminine
Geuens et al (2009)	Belgian	commercial brands		Activity Responsibility Aggressiveness Simplicity Emotionality

Kaplan et al.(2010)	Turkey	Place brand	Excitement Competence ruggedness	Malignancy peacefulness conservatism
Lee and Back (2010)	Southern region, United States	Upper-upscale business hotel	Competence Sophistication	
Chu and Sung (2011)	China	commercial brands	Competence Excitement Sophistication	Traditionalism Joyfulness Trendiness
Kim et al.(2013)	Egypt, Italy, Korea, Japan, United States, Singapore, Sweden, China, Brazil	nation	Excitement Sophistication	Leadership Tradition Peacefulness
Apostolopoulou and Papadimitriou (2014)	Patras, Greece	Tourism destination	Excitement Sincerity	
Liu et al.(2016)	China	tourism real estate firms	excitement	humanity status enhancement professionalism wellness

“Different dimension” in table 2, indicates that there is no absolute and comprehensive brand personality scale to be generalizable for all brands and products in different countries and contexts. As a result, developing brand personality scale especially for a specific type of brand would be beneficial to help marketers to have a deeper understanding of consumer’s perceptions toward the brand.

3.5.5 Developing New Brand Personality scales

To address criticisms, studies have tried to develop brand personality scales. Geuens et al (2009) developed a new scale that has been found to be valid and reliable across brands, product categories, and cultures. They have tried to indicate the importance of investigating the 'Emotional Stability' factor of brand personality and include the negative dimension of human personality (neuroticism) and develop a more generalizable scale for different research purposes and across countries. Considering the precise definition of Azoulay and Kapferer regarding brand personality and by means of five studies, they have proved that the dimensions are reliable and valid and the scale can be used for studies of across multiple brands of different product categories, for studies across different competitors within a specific product category, for studies on an individual brand level, and for cross-cultural studies. The work was based on 12,789 Belgian respondents assessing 193 national and international brands. The factors identified are as follows: responsibility, activity, aggressiveness, simplicity and emotionality (Figure 3).

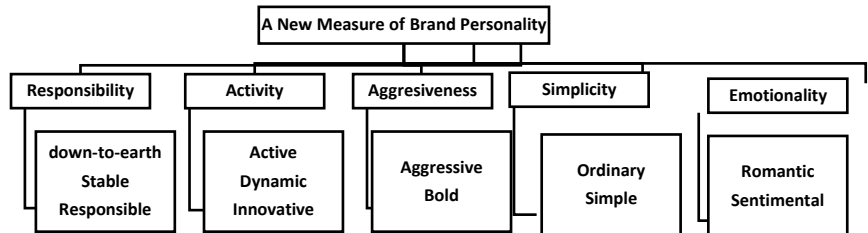


Figure 3. A New Measure of Brand Personality (Geuens et al., 2009)

The initial pool of items was based on two focus groups that brainstormed brand personality traits. The participants in the first focus group were junior researchers in the marketing domain, and the second focus group consisted of ten graduate students in general or marketing management (Geuens et al., 2009). 244 traits were identified by consumers, which were then shortlisted by deleting inappropriate traits by a panel consisting of 8 judges who were active in the marketing profession (either as a marketing professor at a business school or as a marketing manager in a company). Geuens et al assert that the scale shows an affinity with the Big Five human personality dimensions (with responsibility relating to conscientiousness, activity to extraversion, emotionality to emotional stability/neuroticism, aggressiveness to agreeableness, and simplicity to openness) (Geuens et al., 2009),

with the reduction of negative items of neuroticism dimension. Their five-factor solution comprising of 12 items was limited to personality traits as detailed in Figure 3. Responsibility captures some traits of the sincerity and competence dimension and activity captures some traits of the excitement of Aaker's scale. The other three dimensions, emotionality, aggressiveness and simplicity are derived from human personality traits only (Geuens et al., 2009). Although they attempted to explore the negative brand personality trait, they failed to provide a complete understanding of negative brand personality traits that are reflective of consumer's anxious, tense or frustrated emotions (Haji, 2014). Because in the judging procedure the traits like "envious, withdrawn, and fretful and etc." from the trait list were deleted by judges (Geuens et al., 2009), which correspond more to the neuroticism factor of the Big Five human personality factor. The elimination was based on the inappropriateness for a brand to have negative traits (Geuens et al., 2009).

Because of the absence of negative brand personality in Aaker and Geuens et al scales, Haji (2014) has developed negative brand personality scale to show that brand can also be perceived negative. As we discussed before, scales of brand personality try to cover all big five personality dimensions. Although the five dimensions of Geuens (2009) are relevant to brand personality, the model could not reflect consumers negative emotions. They justified the deletion of negative traits in the judging process by the absence of this dimension in previous brand personality studies (Geuens et al., 2009). Haji defined negative brand personality as a set of characteristics ascribed to a brand by the consumer which reflect emotions associated with tension, anxiety or frustration. It was important that the items of Negative Brand Personality were not the direct antonyms of the positive traits established in Aaker's (1997) brand personality framework. It is clear that respondents express their emotional disconnection with a brand through traits other than the positive traits of Aaker's (1997) brand personality. The findings support the fact that negative brand personality traits are manifested in respondents' expressions which reflect their tense or anxious emotions towards brands. The negative expressions are not indicative of the absence of positive traits, such as 'undependable' or 'unsuccessful' - they are, in fact, expressions that capture the importance of consumers' interpretations that are sensitive to being influenced by emotions of anxiety or frustration. The card sorting task has been conducted in this study to enable consumers to categorized traits freely. According to Rosenberg and Kim (1975), in a typical application of the sorting method, the respondent is asked to partition a set of inter-related objects or terms into different groups on the basis of their 'similarity, 'relatedness,' or 'co-occurrence' depending on the particular 'application''. Then experts labelled the groups through considering an overall group name by summing up what consumers initially labelled each group. They found that

there are five factors to indicate negative brand personality including egotistical, boring, lacking logic, critical and socially irresponsible which, together, captured consumers' emotions that stimulate tension, anxiety or incongruity (Table 3).

Table 3: Negative Brand Personality traits. (Haji, 2014)

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

The egotistical factor takes the conflict related to the brand exposure through traits and is therefore defined as “a brand that is expressed to reflect the inflated importance of false pride.” (Haji, 2014, p.154). The boring factor is defined as a brand that is expressed to reflect repetitive and tedious activities (Haji, 2014, p.222). The socially irresponsible factor indicates the conflict of consumers' moral values through traits that show the opposite side of good faith practices of the brand. The lacking logic factor reflects irrational or disapproved social norms of the brand. The critical factor takes the respondents' disapproved judgment of the brand, which is expressed to reflect disapproval through the belief of taking the risk of the self-worth (Haji, 2014).

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

brand personality for NPO is perceived as integrity, nurturance, sophistication, and ruggedness (Figure 3).

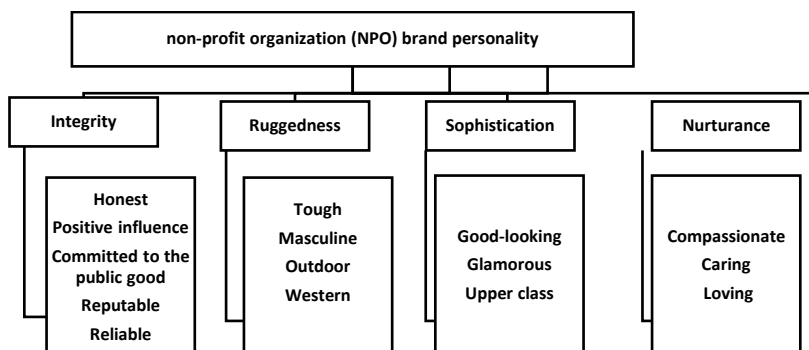


Figure 3. Non-profit organization (NPO) brand personality (Venable et al., 2005)

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

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

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

4. Development of CRM brand personality

Although the brand personality is the idea of researches in which consumers can contribute to a brand, the literature shows that the majority of researches are related to consumer's goods and services especially for commercial purposes. Therefore the current scales may not be extensible to all type of products. It may need to add or

remove some dimensions to modify the scales for a special type of products. In comparison with other products or strategies, cause-related marketing creates an added value which can be perceived as negative or positive, that directly affect consumer's response. It tries to provide the emotional as well as the rational engagement for the consumers (Adkins, 1999). As a result, current brand personality scales (e.g., J Aaker, 1997; Geuens et al, 2009; Haji, 2014; Venable et al., 2005) could not be applicable for evaluating consumer's perception of CRM brands. For example, the most reliable scale belong to Geuens et al (2009), the scale cannot be useable for CRM products, although they claim that their scale is applicable for all type of products and in different cultures. Because the scale fails to contain the negative brand personalities. Also, regarding Venable's scale, although some dimensions like integrity, ruggedness and sophistication are related to usual brand, the scale could not be applicable for CRM brands while the nature of CRM brands is different from NPOs. Because cause-related marketing usually creates an opportunity for non-profit organizations and for-profit corporation to benefit financially from a partnership, and it is considered as social marketing (Kropp et al., 1998). In addition, we could not use the Haji's negative brand personality scale, because a cause-related marketing brand can produce negative or positive perception; therefore, there is a need to evaluate a more relevant brand personality scale in the context of cause-related marketing to recognize the special dimensions regarding CRM products in comparison of usual products. We are going to adopt more relevant personality characteristics from all current scales to theoretically show the difference of the CRM products. The different nature of CRM brand is that they claim to do something altruistically for third party like public issues, environmental issues, cultural issues and etc. This difference between CRM brand and other brands can be perceived altruistic-oriented (do something good for both consumers and society) or egoistic-oriented (do something good only for the brand). These two dimensions which are related to CRM products are the main focus of the brand personality in this study. Since positive attribution emerges in cases of altruistic perceptions about company's motives, whereas negative attribution emerges in cases of egoistic perceptions (Gao, 2009), these aspects should be considered when consumers ascribing brand personality to the CRM brands. Therefore, the main difference between CRM brands and non-CRM brands may be reflected by following personalities, including egoism and altruism.

4.1 Egoism

Egoism or egoistic orientation is a doctrine that individual self-interest is the actual motive of all conscious actions. In this case, consumers perceive the brand as self-serving rather than helping the cause or issue. Regarding CRM products, researches have shown that CRM might raise consumer scepticism about the company's motivation because the donation is conditional on sales and ensures the company's own benefit (Barone et al., 2000). It is likely that brands, like people, may be perceived pretentious or deceiving (Haji, 2014). Also, Varadarajan & Menon (1988)

have warned that firms making CRM offers could be perceived as primarily self-interested and experience negative outcomes. From in-depth interviews with consumers on their views of CRM, Webb & Mohr (1998) found a group who is highly sceptical of this marketing tactic. The negative attitudes stem from consumers' doubt of either the honesty or fairness of the amount (Ellen et al., 2000). As a result, scepticism about the CRM campaign is likely to decrease the positive beliefs through the negative attitudes and, consequently, characterize a brand with a negative brand personality trait (Haji, 2014), which has been omitted in most of studies (J Aaker, 1997; Geuens et al., 2009; Sung & Tinkham, 2005). Therefore there is a need to have a brand personality dimension which reflects egoistic orientation that can be perceived by consumers.

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

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

As we discussed, CRM brand can be perceived as self-serving (Tsai, 2009). Self-serving is the condition of having or showing concern only about your own needs and interests (www.merriam-webster.com, n.d.). Self-serving personality can be shown by traits like snobby, arrogant, and selfish. This characteristic can be perceived by consumers since they may see the cause-related marketing as a way to show the brand is better than other brands just because of supporting a cause. Snobby and arrogant can be perceived altruistic but in an opposite way, when egoistic motivation is behind the helping behaviour. In this case, people help a cause to show themselves more ethical person. This help makes them proud of themselves and gives them the feeling that they are better than others. Also, consumers have doubt about the motivations behind the CRM brand and it is negatively associated with CRM responses (Hammad et al., 2014). Consumers may see the brand as deceiving, manipulative and pretentious which are the traits related to being boastful as an

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

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

egotist. In addition, researches have shown that consumers are worried about the effectiveness of CRM strategy and they may see it as useless or vain. The CRM brand might stimulate the sense of guilt in the consumers (Hammad et al, 2014; Tsai, 2009) when they don't help the cause, as a result, it can be seen as judgmental which separate consumers in caring or not caring (Hammad et al., 2014).

4.2 Altruism

The second dimension is altruistic orientation; when the perception of altruism is higher, positive feelings toward the brand emerges; the consumer feels stronger moral pleasure for participating in the campaign (Tsai, 2009). Such process determines consumers' perceptions of corporate motives for CRM engagement. For positive attributions to emerge, this requires the existence of convincing elements in the CRM campaign showing company's motivation for supporting a cause support fairly (Cui et al., 2003). These factors accordingly act as antecedents for positive attribution (Tsai, 2009). The existence of positive attribution is the centre of the CRM efficiency program, to be viewed by consumers as altruistic and create a positive tendency for consumers to contribute to the cause (Tsai, 2009). These characteristics

that can show the altruistic orientation of campaign are relatively close to integrity dimension of Venable et al (2005) brand personality scale. As we discussed, integrity dimension has found to be the most important dimension of the brand personality regarding NPOs. Although the nature of NPOs is different from CRM brands, the integrity dimension and its traits seem to be important for consumers who are concerned with the efficiency or effectiveness of the campaign. It is based on trust theory which is a crucial factor for consumers for participation (Venable et al., 2005). Moreover, in several studies, it has been shown that dispositional empathy and social responsibility are the core variables of the altruistic personality (Bierhoff & Rohmann, 2004). As a result, being responsible and emotional are the main characteristics of an altruistic person. Considering different traits in brand personality scales, which can reflect the altruistic orientation of CRM campaign and the definition of altruistic, we assume that the altruistic dimension of CRM brand can be characterized by following characteristics (Table 5) to show the positive perception of consumers about the motivation of company.

Table 5: Altruism dimensions of CRM brand personality (definition of traits are adapted from Webster dictionary)

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

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

brand makes an emotional bond between consumers and brand, consumers may also recognize the brand as emotional.

5. Conclusion

Our study has attempted to integrate the existing knowledge of the brand personality in the CRM brand concept by considering the central difference of CRM brand and usual brands to identify the specific dimensions of brand personality regarding CRM. CRM product can create a value which can be perceived by consumers as positive or negative according to the motivations which they perceive from the CRM campaign. We have reviewed the existing brand personality scales and adopt and add more relevant traits by considering the two opposite dimensions that CRM brand can produce. Our review resulted in a specific measure of CRM brand personality that consists of two dimensions which we labelled as egotism and altruism (Fig 4). Egoism and altruism are specifically related to the CRM brands. Because CRM brands claim an altruistic activity of the brand which non-CRM brands do not. This claim also can justify the opposite side (egotism) which cannot be applicable for non-CRM brands.

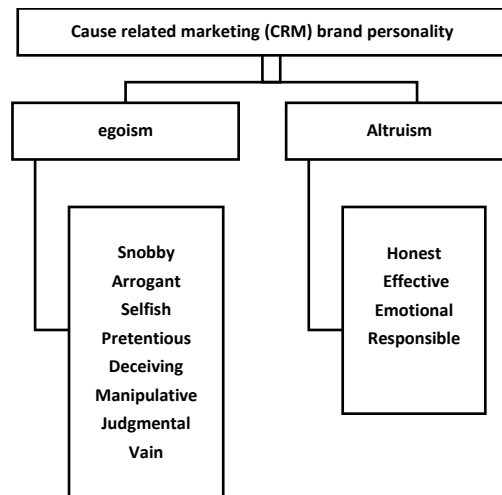


Figure 4. Cause-related marketing (CRM) brand personality

In addition, consumer's perception toward CRM brand ultimately affect brand image, when they perceive brand as altruistic, the image of the brand will improve and CRM makes the brand more favourable, while if they perceive CRM brand as egotism, the

image of the brand will become less favourable and consequently it will have a negative effect on the brand image. As a result, our framework has been presented that CRM can create a specific personality for CRM brands and this personality affects brand image.

Although we do not extract the dimensions from statistical data, we extend brand personality scale for CRM brands. This study can help managers to have a better understanding of how their CRM brands are perceived by consumers. Companies which are using CRM strategy will be able to strengthen their brands by emphasising on the altruism traits (honest, effective, emotional, and responsible) in their advertisement and activities to avoid egotism traits. This would help to have more participation and ultimately more purchase by consumers, because according to the self-expressive theory consumers like to buy a product when they can express something about themselves (Sirgy, 1982). Regarding self-expressive theory, CRM brands can be used by consumers to show themselves as an altruism and social consciousness person, as a result perceiving the brand as altruism brand playing a key role in the success of the CRM strategy.

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