TOWARD DEVELOPING A MODEL FOR FIT IN CAUSE-RELATED MARKETING

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Abstract

The main purpose of this thesis was to illuminate the concept of fit in cause-related marketing (CRM) by proposing and testing a valenced model for CRM fit. The model was created based on an integration of extant CRM fit literature and theoretical frameworks. It distinguishes three general fit types (positive, neutral, negative) along the two dimensions of commonality and valence. Within the general fit categories, a further classification into nine sub-types of fit was suggested. In two studies it was shown that negative fit, compared to positive and neutral fit, constituted a fit type that was most difficult to interpret and classify in that it was seen as negative, positive, and also neutral fit. Commonality and valence ratings, together with fit categorizations, suggested a re-ordering of some fit categories, particularly natural theme, prevention, created theme, and general interest fit. In terms of CRM attitudes and purchase intentions, positive fit types were rated most favorable. The negative prevention fit sub-type evoked responses comparable to positive fit sub-types. Generally, negative fit types were regarded as most unfavorable relative to positive fit and neutral fit.

Keywords: fit, cause-related marketing, CRM, associative network theory, balance theory, categorization, commonality, valence

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Chapter 1: Introduction

Motivation, Purpose, and Objectives

Cause-related marketing (CRM) has become one of the most prominent consumer engagement programs in modern marketing, bridging the gap between corporate philanthropy and business strategy. While North American companies spent around $700 million on the sponsorship of causes in 2000, this number is expected to reach $2.06 billion in 2017 (IEG, 2017). Moreover, cause-related marketing seems to be a successful tool for impacting and changing consumer behavior. According to the 2015 Cone Global CSR Study, 90% of consumers are likely to switch brands to support a good cause, given similar price and quality (Cone Communications/Ebiquity, 2015).

Generally, CRM involves a for-profit organization, subsequently referred to as 'company', partnering with a nonprofit organization, subsequently referred to as 'charity', with the aim to support a good cause and engage consumers in revenue-generating transactions (Varadarajan & Menon, 1988). Companies are expected to perform prosocial behavior through Corporate Social Responsibility, also referred to as CSR (Runté, Basil, & Deshpande, 2009), and CRM can be one vehicle for CSR implementation. Under the traditional, transactional form of CRM the company's main intention is to engage in a revenue-generating promotion that usually links the support of a cause to the sale of a product or service (Wymer & Samu, 2003). An example of a recent, traditional CRM campaign is Ben & Jerry's "I Dough, I Dough", launched in late June, 2015. In line with their social mission to "make the world a better place", Ben & Jerry's partnered with the Human Rights Campaign to celebrate the equal marriage ruling in the USA (Ben and Jerry's, n.d.; Causeupdate, 2015). The core of this CRM campaign: Ben & Jerry's promised to donate 100% of the purchase price of their re-named "I Dough, I Dough"

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cookie dough ice cream to the Human Rights Campaign, supporting the fight for lesbian, gay, bisexual, and transgender equality. The example of Ben & Jerry's campaign, launched in line with the company's mission, points to the strategic nature of CRM. Generally, the strategic importance of cause-related marketing emerges from the interplay of corporate philanthropy, public relations, and advertising that coalesce into a partnership promoting the company's image and, at the same time, supporting the cause (Porter & Kramer, 2002; Zdravkovic, Magnusson, & Stanley, 2010).

Researchers and practitioners alike have leaped at this particular marketing strategy. There has been a surge in the number of publications and augmented diversity in researching CRM since its "official" academic inception in the 1980s (Liebetrau, Basil, & Runté, 2016). Over the last 35 years, CRM campaigns have become increasingly multifaceted and multi-staged, going beyond the notion of a purely transactional focus. But not only scholars have noticed the increased complexity and importance of cause-related marketing. Nowadays, voices from the industry claim that CRM experiences its "heyday" in this "new era of corporate social responsibility" with campaigns becoming larger and more complex (Gordon, 2008; Wu, 2015). Since 2010, telecommunications company Bell for example has gone beyond the transactional dimension of CRM with its "Bell Let's Talk" campaign that was designed to address mental health (Bell Let's Talk, n.d.). On the 2017 "Bell Let's Talk Day", Bell promised to donate 5 cents per text or call to mental health charities, research, or grassroots projects in Canada. In addition to Bell customers, Twitter, Instagram, Facebook, or Snapchat users were also encouraged to trigger 5 cent donations by using the hashtag #BellLetsTalk or by watching the campaign video.

No matter how diversified and broad CRM efforts have become, a key endeavor is for companies and charities to find a CRM partner. In the context of partner selection, research has recognized the importance of the fit concept and generally agrees on viewing fit as some form of link between company and charity or cause. Nevertheless, there is still no consensus among researchers concerning the elements that constitute fit. The examples of Ben & Jerry's and Bell's CRM campaigns reflect two distinct ways of establishing fit. Whereas both campaigns are part of long-term CRM efforts that align with the companies' strategies, Ben & Jerry's partner choice was affiliated with their company mission, and Bell's decision to foster talking about mental health related to the use of communication products and therefore Bell's business practice. Ultimately, the question that arises is to what extent CRM fit affects consumer behavior as the latter is a necessary condition for triggering cause support. To address the intricacy around fit in CRM, the purpose of this thesis is to propose a valenced model of fit in CRM and test its structure.

Scope and Organization

This thesis is organized as follows: First, research on the concept of fit in cause-related marketing will be reviewed and gaps as well as opportunities identified. Second, relevant theories useful for the fit model development will be presented. Associative network theory and balance theory represent the theoretical framework and were identified as the guiding theories for model development. Third, based on relevant literature and theories, a valenced model for fit in CRM will be introduced along with hypotheses that will be tested in the main study. Fourth, the method for the main study is presented, followed by data analysis and discussions. Last but not least, conclusions and limitations will be presented, as well as areas for future research.

Chapter 2: Literature Review

Conceptualization of Cause-Related Marketing

The history of academic research in cause-related marketing dates back to the 1980s when it was recognized as a "philanthropy-as-marketing approach" (Mescon & Tilson, 1987). Varadarajan and Menon (1988) argued that CRM, as a new form of corporate philanthropy, is driven by "enlightened self-interest", i.e. the realization of companies that for the sake of their own competitiveness they must do better than just "good" (see also Adkins, 1999). This conception was echoed by Galbreath (2006) who counted CRM among reciprocal CSR strategies as it entails the purpose to benefit society while generating returns for the company. Thus, CRM is distinct from philanthropy and altruism as it uses "marketing money, techniques, and strategies" (Adkins, 1999, p. xvii) to generate returns. Nevertheless, CRM may be enhanced by a spirit of alliance forming and relationship-building between the partners. It includes various marketing activities, for example sales promotion, cause promotion, corporate philanthropy, social marketing, community volunteering, socially responsible business practices, sponsorship, and public relations, that are designed to support charities and causes in the long-term, thereby generating a desired competitive advantage for the company (Kotler, Hessekiel, & Lee, 2012; Liston-Heyes and Liu, 2010; Varadarajan & Menon, 1988). Altogether, cause-related marketing entails elements of philanthropy, marketing strategy, and CSR to varying degrees and requires an effective, strategic execution.

To account for more complex, multifaceted CRM undertakings that are embedded in a company's long-term strategy, Varadarajan and Menon's (1988, p. 60) narrow, transaction-based definition is expanded subsequently. The exchange notion remains a fundamental part of CRM, but is not only tied to short-term, tactical CRM

implementations, especially when cause-related marketing is considered a "strategic

marketing partnership" (Cause Marketing Forum, 2010). Moreover, consumer

engagement is central for triggering cause support in CRM and should be referred to in a

CRM definition. Lastly, the mutual character of CRM relationships, i.e. the aim to create

benefits for both the company and the charity, is depicted as one of the main

characteristics of CRM (e.g. Bigné-Alcañiz, Currás-Pérez, Ruiz-Mafé, & Sanz-Blas,

2012; Cause Marketing Forum, 2010; Marconi, 2002). Hence the following definition for

cause-related marketing will guide this thesis:

> Cause-related marketing is a mutually beneficial strategic marketing partnership
> characterized by a company and a charity partnering to support or raise awareness
> for a cause while at the same time generating returns for the company through
> engaging consumers.

Both the for-profit and nonprofit CRM partners need to make strategic decisions

regarding the when and how of campaign implementation. Companies and charities are

generally advised to pay attention to the issue of partner selection with respect to fit if

they want to ensure successful cause-related marketing (Gupta & Pirsch, 2006).

Fit in Cause-Related Marketing

The concept of fit generates a strategic issue in cause-related marketing due to its

critical and complex nature (Barone, Norman, & Miyazaki, 2007). Rooted in the

sponsorship, brand extension, and celebrity endorsement literature, fit was transferred to

cause-related marketing and has enjoyed extensive research since 2000 (Basil, Runté, &

Liebetrau, 2016). Since the beginning of CRM research, scholars have agreed that the

notion of similarity or congruence should be applicable to company-cause or brand-cause

relationships by referring to the positive effects of sponsor-sponsee similarity (Gwinner,

1997; Polonsky & Speed, 2001; Rodgers, 2003), similarity of brand and brand extension

(Aaker & Keller, 1990), congruence of celebrity spokesperson and product (Kamins & Gupta, 1994), as well as congruency in marketing communications (Heckler & Childers, 1992). Prominent examples of fit examination in CRM indicate that researchers have argued that alliances demonstrate "fit" when company image (Barone et al., 2007; Chen, Su, & He, 2014; Lafferty, Goldsmith, & Hult, 2004; Menon & Kahn, 2003; Simmons & Becker-Olsen, 2006; Trimble & Rifon, 2006; Varadarajan & Menon, 1988) or mission (Basil & Basil, 2003; Berger, Cunningham, & Drumwright, 2004; Gourville & Rangan, 2004; Simmons & Becker-Olsen, 2006; Zdravkovic et al., 2010) are congruent with the cause.

The Importance of Fit

In light of the strategic importance of CRM, managers are advised to seek high-fit causes on the basis of the assumption that fit between company and cause should be an important consideration (e.g. Gupta & Pirsch, 2006; Hamlin & Wilson, 2004; Till & Nowak, 2000). It has been shown that fit has a positive influence on consumer choice (Pracejus & Olsen, 2004) and suggested that strong fit is taken as a signal of sincerity (Polonsky & Speed, 2001, p. 1376). High versus low fit can lead to higher purchase intentions (Bigné-Alcañiz et al., 2012; Kerr & Das, 2013). Researchers largely agree that (high) fit is generally preferred to no or low fit and have demonstrated empirical support for the importance of fit (e.g. Basil & Basil, 2003; Samu & Wymer, 2009; Simmons & Becker-Olsen, 2006).

The influence of fit on consumer responses is however quite complex (Barone et al., 2007). Nan and Heo (2007) for instance found that only for highly brand-conscious consumers, brand-cause fit positively influenced consumer attitudes toward brand and CRM advertisement. Moreover, Menon and Kahn (2003) showed that fit interacts with

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sponsorship format, i.e. whether a social issue (advocacy advertising) or the brand (cause promotion) is central in CRM advertisement. In the case of high congruence, CSR was evaluated more positively when the brand, compared to the social issue, was central in the CRM message. For low congruence however, advocacy advertising relative to cause promotions elicited higher CSR ratings (Menon & Kahn, 2003).

Other researchers found that the influence of congruent versus incongruent cause-related marketing on consumer evaluations is only marginally different (Ellen, Mohr, & Webb, 2000), leading to the conjecture that fit might not have a significant impact on CRM effectiveness at all.

In contrast, Basil and Herr (2006) suggested that fit in general contributes to CRM success in that it results in positive responses. Negative fit or low fit can have destructive effects on the effectiveness of CRM alliances, as well as companies and charities (Basil & Herr, 2003). Nevertheless, not only negative fit may have detrimental effects on the CRM partners. A CRM alliance with a very high fit might lead to consumers being skeptical toward the company's motives for supporting a cause and raise questions of whether the company merely exploits the cause (Drumwright, 1996).

Ultimately, consumers' engagement or action is by definition a necessary step in CRM to trigger cause support. The primal way this takes place in CRM is through the purchase of a product that leads to company donations, as it is for example the case in Toms 'One for One' marketing concept. Zlatev and Miller (2016) have shown that this common buyer-focused framing of CRM increases individuals' willingness to participate in CRM and leads consumers to view CRM as more appealing and to give more, rather than a donation-focused framing where consumers are asked to donate to a charity and are offered a free product in return. Therefore, depending on how CRM efforts are framed

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and how they appeal to consumers' self-interest motive, CRM can be successful or backfire. Applying Zlatev and Miller's (2016) findings to the present research, different fit types and how they are defined or depicted by the company may influence consumer evaluations of CRM. As with different CRM executions, there is potential of different fit types to evoke more or less favorable consumer responses. Therefore, and given the disagreements among researchers concerning consumer responses regarding different types of fit, this thesis seeks to complement extant research by pursuing two additional research questions. First, attitudes toward the CRM alliance will be examined. Attitude may be defined as "a psychological tendency that is expressed by evaluating a particular entity with some degree of favor or disfavor" (Eagly & Chaiken, 1993, p. 1) and has been argued to be strongly related to behavior if directed at the same target and action (Ajzen & Fishbein, 1977). In the realm of CRM, researchers have found that fit may lead to the perception of appropriateness of CRM, but not necessarily liking of the CRM alliance (Basil & Herr, 2006). Becker-Olsen, Cudmore, and Hill (2006) however found that attitude was significantly higher for high-fit versus low-fit CSR initiatives. This finding received support by Gupta and Pirsch (2006) and Bigné-Alcañiz et al. (2012) who found that generally a high company-cause or brand-cause fit improves consumers' attitude toward the CRM alliance and increases purchase intent. Rather than proposing hypotheses, the following two research questions will be examined:

RQ1: How does fit category differentially impact consumer attitude toward the CRM alliance?

RQ2: How does fit category differentially impact consumer purchase intention?

Just like the effects of fit can be complex, the fit concept itself has a complex, nebulous character, which becomes apparent through a closer look at fit's definitions,

dimensions, and conceptualizations. To illustrate the discrepancies within CRM fit

research, Appendix A comprises a review of fit applications in CRM research. Based on

this tabular review, the nebulous character of fit will be examined in the subsequent

sections of this literature review.

A Glance at the Synonyms for Fit

First of all, a quick glance at the synonyms used for the concept of fit is indicative

of attempts to integrate the term 'fit' into cause-related marketing. Table 1 summarizes

the findings for the synonyms of fit.

Table 1 Synonyms for Fit

Synonym	N	Percent		N	Percent
Contains Fit	28	80.0	*Fit*	*10*	*35.71*
			Brand-cause fit	*7*	*25.00*
			Company-cause fit	*3*	*10.71*
			Product-cause fit	*3*	*10.71*
			Company-NPO fit	*1*	*3.57*
			Recipient/cause-sponsor fit	*1*	*3.57*
			Company-cause-customer fit	*1*	*3.57*
			Retailer-cause fit	*1*	*3.57*
			Brand-name/product-category fit	*1*	*3.57*
			Total	*28*	*100.0*
Congruence	3	8.57			
Compatibility	2	5.71			
Belongingness	1	2.86			
Match	1	2.86			
Total	**35**	**100.0**			

Of the 35 articles reviewed for fit synonyms, 28 contain the word 'fit'. Of these 28

articles, 10 refer to the general term 'fit', seven to 'brand-cause fit', four to 'company-

cause fit', three to 'product-cause fit', and one to 'company-NPO fit', 'recipient/cause-

sponsor fit', 'company-cause-customer fit', 'retailer-cause fit', and 'brand-name/product-

category fit' each. These fit synonyms are followed by mentions of some form of

'congruence', 'compatibility', 'belongingness', or 'match'. These numbers are not

intended to generalize to the complete body of fit literature in cause-related marketing, but rather mirror the accepted utilization of the term 'fit' in cause-related marketing research. Even though the term 'fit' in particular has been used in CRM research for at least 16 years, all synonyms for fit represented in Appendix A underlie the notion of similarity and congruency, thereby indicating the importance of some kind of reasonable belonging.

Fit Carries Many Faces

A Variety of Definitions for Fit

Whereas the foregoing observation of fit's synonyms seemingly points to a clear-cut subsequent review, a look at the definitions for fit does reveal its diffuse nature. Some authors claim that fit is poorly defined in CRM literature (Hamlin & Wilson, 2004), that research on fit is nonexistent for cause-brand alliances (Lafferty et al., 2004) or in the area of brand-cause fit (Pracejus & Olsen, 2004), while others acknowledge the multidimensionality of fit and the lack of agreement on its actual nature (Nan & Heo, 2007), admit that the manifoldness of synonyms used to describe the link between organizations in CRM fosters confusion (Trimble & Rifon, 2006), and ultimately note that there still is no clear understanding of fit (Zdravkovic et al., 2010).

Even though some of these assertions were made during a time when a closer exploration of fit only started to emerge, namely in the early 2000s, a variety of definitions within CRM literature in general is traceable–an initial allusion to fit's manifold faces. Going back to the year 1988, Varadarajan and Menon defined fit as the "match between the firm's customer profile (or any of its multiple constituencies)" (p. 65), also referenced by other authors (e.g. Becker-Olsen et al., 2006; Chen et al., 2014; Ellen et al., 2000; Gupta & Pirsch, 2006; Sheikh & Beise-Zee, 2011). Moreover, fit has

been referred to as some form of link between company and cause (Ellen et al., 2000; Gupta & Pirsch, 2006; Varadarajan & Menon, 1988) or company and cause via branded identities (Hamlin & Wilson, 2004); as a common association between brand and cause (Menon & Kahn, 2003); as a combination of different levels of association, or commonality and complementarity (Basil & Basil, 2003; Hoeffler & Keller, 2002; Menon & Kahn, 2003); as perceived relatedness between retailer and cause (Barone et al., 2007), congruence of company and cause (Simmons & Becker-Olsen, 2006), compatibility between company and cause (Samu & Wymer, 2009), or perceived compatibility or congruity between product and cause (Kerr & Das, 2013); as well as similarity of the product sold within a CRM campaign and the supported cause (Moosmayer & Fuljahn, 2013). Additionally, fit has also been defined in terms of customer identification with company and cause (Gupta & Pirsch, 2006), offering yet another conceptual perspective. Given the multitude of available definitions for fit in the CRM context, in very general terms fit can be viewed as some form of link between company and cause (Basil et al., 2016), and yet the concrete nature of this link remains unclear and vague. Moreover, the broad definition of fit representing a link, congruence, or similarity between cause and company does not allow for an identification of the proper fit category an alliance falls into. Based on a comparison of different fit foci, dimensions, and conceptualizations, this issue can be further elucidated.

Fit's Opacity

As already stated, discontent regarding the conceptualization of fit has been pointed out by several researchers. Nonetheless, scholars have been fairly noncommittal toward establishing a more generic and inclusive framework. It seems like fit is marked by a metaphorical opacity in that it has a rather complex and nebulous character as well as

a fragmented nature. The focus of fit research ranges from rather specific, narrow forms like 'product-cause fit' or 'brand-cause fit' to the more inclusive, yet broadly defined 'fit' conception.

Kerr and Das (2013), Chang and Liu (2012), and Hamlin and Wilson (2004) for example claim to research 'product-cause fit' and focus on the fit between product category and cause, e.g. a box of chocolates in Kerr and Das' (2013), mobile phones in Chang and Liu's (2012), and milk in Hamlin and Wilson's (2004) research. Some researchers who assert to analyze 'brand-cause fit' also concentrate on the fit between a product, for instance a laptop computer, and cause (Moosmayer & Fuljahn, 2013), or concluded that findings were "obtained across two product categories (Theme Parks and Luxury Hotels)" (Pracejus & Olsen, 2004, p. 639). In contrast, other authors who claim to research brand-cause fit pair real brands with various causes, e.g. Dove and Mapfre Insurance (Bigné-Alcañiz et al., 2012) or Pedigree, Yoplait, and California Almonds (Zdravkovic et al., 2010; see also Bloom, Hoeffler, Keller, & Meza, 2006).

Pointing to the multitude of faces that fit can carry, broader fit foci like 'company-cause fit' or 'fit' lead to more inclusive definitions. The general 'fit' conception for example comprehends to varying degrees strategy, mission, target market, culture, cycles, work force, brand concepts, or company operations as bases for achieving fit in CRM (cf. Basil & Basil, 2003; Basil & Herr, 2006; Basil & Herr, 2003; Berger et al., 2004; Gourville & Rangan, 2004; Hoeffler & Keller, 2002; Kim, Sung, & Lee, 2012; Robinson, Irmak, & Jayachandran, 2012; Samu & Wymer, 2009; Simmons & Becker-Olsen, 2006). Similarly, Koschate-Fischer, Stefan, & Hoyer (2012) define 'company-cause fit' as the "overall perceived congruity between the sponsored cause and either the company (e.g., mission, products, markets, technologies, attributes) or the brand […]" (p. 914). Likewise,

Sheikh and Beise-Zee (2011) argue that company-cause fit can relate to a company's image, target market, or product, drawing on Varadarajan and Menon (1988), as well as Barone, Norman, and Miyazaki (2007).

In this research, we attempt to address part of the conceptual intricacies by suggesting a more generic fit framework which may be applied to companies, brands, or products. Both specific forms of fit (e.g. product-cause fit or brand-cause fit) and more inclusive forms like company-cause fit or fit can be located in the valenced model for fit. The next step toward a more comprehensive fit framework is to review further characteristics of the fit concept, namely dimensionality and classification of fit.

Dimensionality and Classification of Fit

Dimensionality in the present study encompasses the categories different fit types can be assigned to in the form of general typologies, as well as specific elements that constitute fit. Classification refers to whether fit is considered a dichotomous or multi-level measure. Defining fit as a concept that consists of certain levels of association and complementarity or as the link between sponsoring and sponsored entity (e.g. Basil & Basil, 2003; Zdravkovic et al., 2010) facilitates a multidimensional view.

Dimensionality–Categories. Nevertheless, some researchers have treated fit as a unidimensional concept, for example Kamins & Gupta (1994), who assessed the fit of a celebrity's image with the sponsored product based on a dichotomous high congruence – low congruence classification. Likewise, Rodgers (2003) referred to relevant versus irrelevant sponsorship links in the case of Internet sponsorship, i.e. the connection between a sponsored product and a certain web site section. Unidimensional views of fit may generally relate to the congruency or relationship of cause with core business (e.g. Drumwright, 1996; Ellen, Webb, & Mohr, 2006; Ellen et al., 2000; Robinson et al., 2012)

or the similarity or congruency of product and cause (Kerr & Das, 2013; Moosmayer & Fuljahn, 2013).

Fit can also be examined in a more complex, two-dimensional way, for example by considering the cause-links of both product attributes and branded identities (Hamlin & Wilson, 2004), by considering the fit of brand name and product category with the cause (Lafferty et al., 2004), or by considering the degree of functional similarity, i.e. the compatibility of product characteristics and cause characteristics, and image similarity between company and cause (Gwinner, 1997; Trimble & Rifon, 2006).

Other authors have recognized the complexity of fit as well and extended the fit conception towards multidimensional typologies. Basil and Herr (2003), as well as Basil & Basil (2003), proposed negative, neutral, and positive fit types on the basis of common associations and complementarity, thereby implying that fit has a multidimensional character. This notion was recently echoed by Basil et al. (2016) who initiated an expansion of the tripartite positive/neutral/negative fit classification. According to Basil and Basil (2003) and Basil and Herr (2003), association can be explained with associative networks and schematic processing. Schemas are broader mental classifications of information (Eagly & Chaiken, 1993). The associative network is a cognitive model that connects different concepts through links, some of which create stronger associations than others (e.g. Anderson, 1983a). Therefore, association in the context of fit can be defined as the degree of similarity between company and cause (Basil & Basil, 2003; Basil & Herr, 2003). An alliance of an outdoor clothing manufacturer partnering with a nature conservancy for example can be explained using the common association of environment and the outdoors. Associations alone do however not provide the basis for explaining different types of fit. Therefore, complementarity is the second concept adopted by Basil

and Basil (2003) to refer to the nature of the association between company and charity. A complementary association for instance implies a form of synergy between company and charity (Basil & Basil, 2003) and usually combines two entities in order to augment or underscore one another's qualities. In the example of the outdoor clothing manufacturer and the nature conservancy, the association may be positive (complementary), based on the natural connection of outdoor clothes and nature. Yet if an airline partners with a charity that supports emission reduction, the association might be built on the fact that airlines produce a large amount of greenhouse gas emissions, which is the problem the charity seeks to address. In that case, the airline might be linked with the charity that fights emission, although the association between the two can be regarded as non-complementary since the association does not contribute to a more efficient or harmonious alliance (Basil & Basil, 2003). Taken together, Basil and Basil (2003) and Basil and Herr (2003) classified fit into positive (complimentary association), neutral (non-complementary association with the CRM alliance supporting a cause of general interest), negative (non-complementary association; CRM partners with somehow inverse relationships regarding each other's purpose or associations), and no fit (no association). Albeit labeled differently, other authors have explored fit in similar ways. Hoeffler and Keller (2002) and Chang and Liu (2012) conceptualized fit around commonality and complementarity. Following the same rationale as Basil and Basil (2003) and Basil and Herr (2003), they defined commonality as choosing a cause with associations similar to the brand. Nevertheless, in the context of complementarity they stressed that if a company or a brand seeks to differentiate itself in the marketplace, strong associations based on commonality might not lead to the desired competitive advantage. Therefore, complementarity is here understood as a strategy to augment existing brand knowledge

through the CRM alliance, which is similar to the notion of the aforementioned negative and neutral fit types (Chang & Liu, 2012; Hoeffler & Keller, 2002). Another typology proposed by Simmons and Becker-Olsen (2006) suggests a categorization into natural and created fit. Natural fit refers to the degree of image congruency between company and cause and is a type of positive fit as defined by Basil and Basil (2003), or commonality as defined by Hoeffler and Keller (2002), because it deals with highly accessible associations. Although named differently, created fit shares some similarity with the non-complementary association (Basil & Basil, 2003; Basil & Herr, 2003) or complementarity as defined by Hoeffler and Keller (2002) and Chang and Liu (2012). Simmons and Becker-Olsen (2006) however showed that created fit does not necessarily relate to negative links or completely inverse associations. The authors chose DenTek Oral Care who supported the American Diabetes Association in 2006 to explain created fit. In the DenTek Oral Care example, a non-salient association was made salient (i.e. created), because it was argued that diabetes can lead to tooth decay, bad breath, etc. A created fit association can therefore be product-related, or non-salient associations can be made salient through efficient message communication.

Using different labels, the notion of natural and created fit as proposed by Simmons and Becker-Olsen (2006) has been echoed by other authors (e.g. Coleman & Sherrell, 2014; Kim et al., 2012). Kim and colleagues (2012) proposed three types of fit. One of these types is business fit, a fit type naturally formed when business domains between organizations are similar. This idea reflects the notion of a relationship between core business and cause (Drumwright, 1996; Ellen et al., 2000; Ellen et al., 2006; Robinson et al., 2012; Simmons & Becker-Olsen, 2006; Till & Nowak, 2000). Moreover, Kim et al. (2012) draw on functional fit (Gwinner, 1997) and product category fit

(Lafferty et al., 2004) by giving the example of a toy manufacturer helping orphans. The second type of fit proposed by Kim and colleagues (2012) is activity fit, a type of fit that resembles created fit to a degree, except that it does not involve CRM communication to the extent created fit does. Activity fit is about the company's business and what its CRM undertaking looks like. This definition is reminiscent of functional fit as the focus of activity fit is on the action that takes place, or what is being done with the company's product in CRM. Kim et al. (2012) gave the example of computer manufacturer donating computers to the blind by partnering with an organization for the blind. Lastly, the novel type of familiarity fit is introduced by Kim et al. (2012). It refers to the similarity between a company and a nonprofit organization in terms of how well known they are among consumers. Traditionally, familiarity has been included as a moderator in CRM research (e.g. Lafferty et al., 2004). The Red Cross for example would be much higher in familiarity than another less known charity like Convoy of Hope (Kim et al., 2012). Moreover, Kim et al. (2012) considered this fit type to account for differences between short-term and long-term CRM alliances and potential related differences in consumer perceptions. In their recent classification of brand-cause fit, Coleman and Sherrell (2014) proposed three different fit types, namely natural, latent, and discrete fit and differentiate them by means of congruence and explanation. Once more, natural fit in Coleman and Sherrell's (2014) model reflects existing conceptions (Kim et al., 2012; Simmons & Becker-Olsen, 2006; Till & Nowak, 2000) and occurs when brand and cause are naturally congruent and their alliance "simply makes sense" (Coleman & Sherrell, 2014, p. 0-7). Latent and discrete fit on the other hand do not exhibit an obvious congruence (Coleman & Sherrell, 2014). Whereas the CRM alliance for a latent fit can be explained and therefore created by the brand through specific messages and still has the potential for

positive consumer responses, this is not possible for discrete fit (Coleman & Sherrell, 2014). Therefore, parallels can be detected between latent fit (Coleman & Sherrell, 2014), created fit (Simmons & Becker-Olsen, 2006) and activity fit (Kim et al., 2012), as well as between discrete fit (Coleman & Sherrell, 2014) and neutral fit (Basil & Basil, 2003; Hamlin & Wilson, 2004).

Lastly in this section on different, more complex typologies, it should be noted that negative fit does not suggest a no-fit or low-fit condition. Negative fit associations can be perceived as high-fitting CRM alliances (Simmons & Becker-Olsen, 2006). From the viewpoint of general fit classifications it may be inferred that researchers share an understanding of general fit types, but re-invent these types to account for various fit manifestations.

Dimensionality–Elements. Moving away from the general typologies that focus on the broader categorizations of fit, the following paragraph addresses sub-types or elements of fit that may further characterize the origins from which fit can be achieved in a CRM alliance. Zdravkovic, Magnusson, and Stanley (2010) placed emphasis on the elements of fit and propose ten sub-dimensions of fit. Based on the notion that there still is no clear understanding of fit, they asked participants in an open-ended questionnaire to identify how one cause (Susan G. Komen Breast Cancer Foundation) fits with CRM partners using 16 real magazine ads. The authors conducted a content analysis to identify ten sub-dimensions of fit, namely visibility of relationship, relationship explicitness, slogan, mission, visuals/color, target market, promotional activities, geographic compatibility, local attributes, and active involvement (Zdravkovic et al., 2010). An ensuing survey, followed by factor analysis and principal component analysis, revealed that these ten sub-dimensions can be grouped into two major categories: prominence and

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marketing strategy. Zdravkovic and colleagues (2010) showed that every sub-dimension

significantly predicts consumer attitudes toward sponsorship (or CRM partnership) and

brand. Nonetheless, they neglect the notion of negative or neutral fit. Furthermore, their

results show that product or brand category, both fit dimensions many researchers rely

upon, were either not identified by Zdravkovic, Magnusson, and Stanley's (2010)

participants or not coded into these categories. Yet these dimensions were identified by

other researchers, who have referred to the multitude of elements that constitute fit in

CRM. Simmons and Becker-Olsen (2006) for example, in addition to a typology of fit,

pointed out that fit can be derived from mission, products, markets, technologies,

attributes, brand concepts, or other key associations, without going into detail about these

elements (Bridges, Keller, & Sood, 2000; Park, Milberg, & Lawson, 1991 in: Simmons &

Becker-Olsen, 2006). A detailed conceptualization of fit dimension is found in Berger,

Cunningham, and Drumwright's (2004) article, which determines nine dimensions that

contribute to successful strategic CRM alliances, using a managerial rather than a

consumer-related focus. Specifically, they considered the broad company-cause level and

conducted elite interviews with representatives of companies, charities, and consulting

firms that played central roles in the CRM alliance (Berger et al., 2004). The authors

determined that mission, resource, management, work force, target market, product/cause,

cultural, cycle, and evaluation fit can be important success factors companies and causes

should consider when considering to join forces through a CRM alliance (Berger et al.,

2004). In addition to Zdravkovic and colleagues (2010), they also pointed out that the

crucial elements are mission, resource, management, and evaluation fit (Berger et al.,

2004). However, if attention is directed toward consumer perceptions of CRM alliance fit,

then resource, management, and evaluation fit are probably not highly consumer-visible

dimensions, but rather internal management issues that affect company-cause

collaboration and negotiation. Moreover, Gourville and Rangan (2004) examined fit

between CRM campaign and company strategy and cause mission. Fit can be achieved on

two stages, the first-order transactional fit and the second-order fit (Gourville & Rangan,

2004). According to Gourville and Rangan (2004) the first-order or transactional fit refers

to the monetary benefit resulting from the CRM campaign, i.e. revenue for the company

and donation to the cause. This transactional fit is argued to result from no large

disconnect between company and cause on the one hand, but is still not marked by

considerably high synergies (Gourville & Rangan, 2004). There is some resemblance of

Basil and Basil's (2003) neutral fit definition, i.e. a non-complementary association

marked by a common element that is neither contributing to nor detracting from the

alliance mission, in Gourville and Rangan's (2004) transactional fit type. The second-

order type includes fit of company mission, target markets, and employees with the cause

(Gourville & Rangan, 2004). Furthermore, Menon and Kahn (2003), as well as

Varadarajan and Menon (1988) suggested that product and target market characteristics,

as well as brand or corporate image, positioning, and involvement represent other fit

dimensions. Taking all articles together that were reviewed for fit elements, mission,

target market, and product fit were identified as substantial and meaningful elements to be

included in a general fit framework.

Classification. Although some of the conceptual articles could not be assessed for

their classification (cf. Appendix A), most of the empirical CRM articles, even those with

a multidimensional view toward fit, classify fit in dichotomous high fit – low fit,

congruent – incongruent, high congruence – low congruence, positive fit – negative fit, fit

– no fit, opposing terms. Even if the link between company and cause is assumed to be

rooted in multiple dimensions like product, mission, and target market as discussed, the classification may still feature a dichotomous high-low measure (e.g. Barone et al., 2007).

Despite the shortcomings and conceptual differences within CRM fit research, conceptual similarities within the different typologies of fit became apparent as well. As a result of the review on the fit conception, it is suggested that fit may be defined as a multifaceted concept consisting of several categories and elements. An assessment of fit can be based upon the degree to which a company and a cause are linked through common associations and valences. This leads to a division into positive, neutral, and negative fit (cf. Basil et al., 2016). Therefore, the framework for fit presented in this research attempts to integrate the fragmented literature and provides concrete definitions for the types of fit and respective elements as to the best of our knowledge no comprehensive fit framework exists.

In order to capture the complexity of the nebulous fit conception and to propose a unifying fit model, this research aims to move away from a unidimensional fit assessment to a more comprehensive, multiple category positive-neutral-negative fit classification. The proposed classification in the present research (please refer to Chapter 4) involves two dimensions along which the three general categories of positive, neutral, and negative fit can be located. Furthermore, each of these general categories are specified by identifying nine elements that will be subsumed under the general categories.

Chapter 3: Theoretical Background

With the reviewed fit literature as a starting point, several guiding theoretical notions in the research of cause-related marketing fit can be identified. As highlighted in the introduction to the fit concept, the idea of congruence between company, charity, and cause in a CRM alliance has been adopted from sponsorship, brand extension, and celebrity endorsement literature. Even though an examination of relevant fit literature results in the recognition that fit carries many faces, the central perception of some kind of link or consistency between company and charity is supported by various theories of social perception, particularly the cognitive consistency theories. Several authors in the cause-related marketing literature have referred to congruence when addressing the strategic issue of company-cause fit and the extent to which these two entities make sense when paired with one another (e.g. Basil & Herr, 2006; Ellen et al., 2000; Lafferty et al., 2004; Menon & Kahn, 2003; Zdravkovic et al., 2010). Others have not explicitly referenced theoretical backgrounds, but based on their argument and definition for fit an underlying reference to consistency theories can be assumed (e.g. Chen et al., 2014; Kerr & Das, 2013; Simmons & Becker-Olsen, 2006). In addition to cognitive consistency theories, attribution theories and associative network theory also seem to be common theoretical foundations (cf. Appendix A). For the present research, associative network theory and consistency theories, particularly balance theory, were identified as suitable theoretical foundations to establish a valenced fit framework. Both will be explained subsequently, resulting in the proposition of a valenced fit model in Chapter 4.

Associative Network Theory

The first laws of association were established by Aristotle, who formulated that images are remembered according to similarity, contrast, and contiguity (Carr, 1931;

Warren, 1921). Often, Aristotle's similarity, contrast, and contiguity are referred to as the primary laws of association (Carr, 1931). These laws, together with associative network theory, represent important means for establishing a valenced fit conception in CRM.

Associative network models were established in the field of cognitive psychology in order to explain how information is stored in long-term memory (Eagly & Chaiken, 1993). In 1973, Anderson and Bower introduced the noteworthy human associative memory (HAM) model that represents how information is encoded, stored, and retrieved. Within a semantic associative network, different nodes represent concepts or ideas of concepts and are connected through links representing relations or associations (Anderson, 1983b; Anderson & Bower, 1973). Generally, the associative structure between the linked nodes enables a person to identify the meaning of a general idea (Anderson & Bower, 1973). In more abstract terms, Anderson's (1983a; 1983b) updated spreading activation theory utilizes the term 'cognitive unit'. A cognitive unit consists of source nodes (the proposition or concept) and elements related or associated with the source nodes (1983a; 1983b). Whenever information is retrieved from long-term memory, a process of activation takes place in an individual's working memory (Anderson, 1983a). Here, Anderson (1983a) noted that nodes are generally activated at any point in time in an individual's working memory, since individuals encode or internally process events or concepts. Activation then spreads via associations or relations to other nodes. Thereby, the short-term memory acts as a temporarily activated sub-network of the long-term memory network from which information is retrieved (Smith, 1998). Each node in a network structure has a particular strength depending on how often this node has been activated before. Moreover, the potential of nodes to emit activation varies according to their strength (Anderson, 1983a). The associations between the nodes dictate how

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activation is able to spread throughout a network. The associative links themselves have different strengths as well (Anderson, 1983a, 1983b; Judd & Krosnick, 1989), because a prior activation of linked nodes results in a certain link strength between connected nodes (Judd & Krosnick, 1989). Link strength is therefore assumed to derive from node strength (Anderson, 1983b; Judd & Krosnick, 1989). Following the activation of one node, certain other nodes that are strongly associated with the source node will also be partially activated (spreading activation) and information will be retrieved from memory accordingly until at one point this process comes to an end when there are no more related nodes (Anderson, 1983a; Mantonakis, Whittlesea, & Yoon, 2008).

Since cause-related marketing provides the context of the present study, it can be argued that a consumer, when confronted with the fact that a company and charity have formed a CRM alliance, subsequently forms an association between the two (cf. Till & Nowak, 2000). According to Hoeffler and Keller (2002), brands deliberately choose to partner with selected causes in order to strengthen existing brand associations in consumers. This can happen on different levels, i.e. through varyingly strong associations. An example CRM network structure that could be activated when a consumer is confronted with a CRM alliance is depicted in Figure 1.
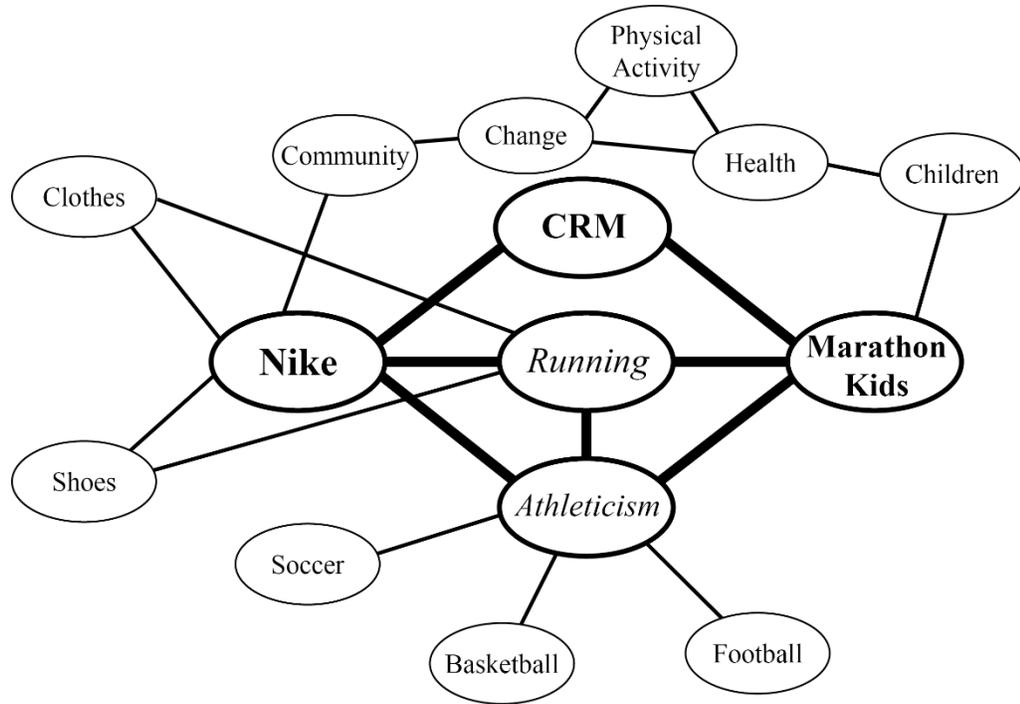
Figure 1 Associative Network Example: Nike + Marathon Kids

One source node in the example of Figure 1 is Nike, a well-known multi-national sportswear manufacturer. The consumer would be told that Nike partners with Marathon Kids, a charitable organization that aims to provide children with a happier, healthier life through sports, particularly running. Therefore, Marathon Kids could serve as a second activated node, with the CRM alliance between the two nodes serving as the associative link. Moreover, the activation of the Nike node could automatically spread and lead to the recall of an athleticism node, which in turn could activate the running node or vice versa. All of these nodes belong to the memory structure in the associative Nike-network. The charity node Marathon Kids on the other hand also implies an athleticism-related theme and therefore is associated with athleticism and running as well. In the case of Nike and

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Marathon Kids, the association between the two source nodes makes sense in terms of their logical, similar relation through athleticism.

According to Smith (1998), links are formed through the aforementioned concept of contiguity, which stipulates the formation of links between nodes in case they are experienced or thought about, i.e. activated, simultaneously. In addition to contiguity, the law of similarity, or the idea of one object resembling another, has been greatly accepted by researchers (Warren, 1921), even though other authors acknowledge that similarity can be subordinated to contiguity (e.g. Carr, 1931). Following the summary of Smith's assumption, the link between Nike and Marathon Kids represents the CRM alliance formed between company and charity since both nodes are activated simultaneously. Going one step further and considering similarity, the company-charity link may be viewed as the degree of association or commonality between company and cause. This link is established when the consumer is informed about the CRM alliance. Menon and Kahn (2003) suggested that congruence (or fit) may result from common, logical associations. We argue that once the consumer is confronted with a CRM pairing, two nodes, company and charity, are activated simultaneously. In this context it is important to stress once more that the associative links are not all equally strong (Anderson, 1983a, 1983b; Eagly & Chaiken, 1998; Smith, 1989), which leads to the next part, namely finding a justification for different valences of fit.

As already pointed out during the literature review on fit, many researchers examine high and low fit, fit and no-fit, or positive and negative fit classifications. Aside from the conceptual differences, all authors seem to imply different strengths of company-cause links. Recalling Basil and Basil's (2003) and Basil and Herr's (2003) research, positive fit may be defined as a commonality between brand and cause based on

common associations. The problem though is that negative and neutral fit alliances do also share associations, whereby neutral compared to negative and positive fit associations might be weaker. In the Nike example (see Figure 1), the association with Marathon Kids results in a strong fit as both nodes are connected through common associations, for instance athleticism and running. Associative network theory is thus suited to explain that a CRM alliance fits on the basis of shared associations as in the Nike example. The fact that associative network theory postulates that activation varies with both node distance and node and link strength leads to an important prediction. If, as in the case of the Nike example, both activated source nodes (company and charity) show a short distance and are directly linked to one another, the nodes' association through the functional-related athleticism/running theme will likely be strong. If however Nike partnered with a hunger-relief charity, the association might be less direct and strong, even if it is still present. In this latter modification of the Nike example, the only association that might arise in the consumers' memory would be the fact that a CRM partnership was established between the two organizations. Therefore, fit based on associations might be weaker in the case of unrelated organizations.

Although similarity and commonality considerations lead to support for the assertion that neutral fit, relative to positive and negative CRM fit, has weaker associations, different valences cannot generally be inferred from association strength. Moreover, it cannot be inferred that negative fit alliances are activated less strongly or are 'weaker' just because the company actions might somehow contradict the charity's mission. Assume the following hypothetical example: If a tobacco company partners with a lung cancer foundation, most readers will probably automatically recall that both active and passive smoking are generally known to pose a risk factor for the development of

lung cancer. Both a tobacco node and a lung cancer node might appear opposing with smoking causing the problem and a lung cancer foundation trying to mitigate the problem. In this case, an association might still be attained through the law of contrast, i.e. the simultaneous association of opposing ideas, and possibly also through the law of similarity since both organizations are linked to cancer. Therefore, both nodes evoke certain common associations and can be linked through e.g. a health or cancer node, whether this happens through contrast and/or to a certain degree also similarity. A CRM alliance between a tobacco company and a lung cancer foundation would therefore clearly fall into the 'association, but non-complementary', i.e. negative fit, category suggested by Basil and Basil (2003), because the company actually works against the cause and thus also the charity. Again, this is also consistent with Simmons and Becker-Olsen's (2006) finding that negative fit does not imply a no-fit or low-fit condition.

To sum up, fit between company and charity in a CRM alliance can in part be derived from associative network theory in that fit is viewed as the associative link between company and charity. Associative network theory also enables us to conjecture that fit can have different strengths based on how distant the associations between company and charity are. The present research aims at describing the fit conception in terms of positive, neutral, and negative valence. Associative network theory, in spite of its usefulness for suggesting different associative strengths of fit, cannot offer a reasonable ground for differentiating positive and negative fit. To address valance differences, balance theory will be introduced in the following section.

Balance Theory

Cognitive consistency theories assume that individuals value and try to maintain a harmonious balance in their thinking, while they attempt to resolve imbalances, which

lead to tensions, in order to regenerate a state of cognitive coherence (Heider, 1958;

Taylor, 1998). They comprise a number of theories, of which balance theory (Heider,

1946, 1958), cognitive dissonance (Festinger, 1957), congruity theory (Osgood &

Tannenbaum, 1955), and attitude symmetry (Newcomb, 1953) rank among the best

known. Particularly Heider's balance theory and his research on social perception, i.e.

how people perceive and make inferences about their surroundings and other individuals,

sparked further research and modifications in social perception theories (c.f. Abelson &

Rosenberg, 1958; Cartwright & Harary, 1956; Osgood & Tannenbaum, 1955; Wiest,

1965). Taylor (1998) offered a synoptic view of the Gestalt origins of balance theory and

succeeding consistency theories. Within Gestalt principles, prägnanz largely influenced

Heider's social consistency perceptions (Crandall, Silvia, N'Gbala, Tsang, & Dawson,

2007; Heider, 1946, 1958; Taylor, 1998; Wertheimer, 1923). Prägnanz, also referred to as

good Gestalt, was an important building block for balance theory. It postulates that people

strive for coherence in their sensual perceptions, implying that individuals prefer to view

their surroundings as clear, sharp, and consistent wholes rather than isolated parts

(Crandall et al., 2007; Taylor, 1998; Wertheimer, 1923). Within social perception the

argument has been mainly rooted in the premise that people strive for interpersonal

coherence in addition to objective coherence (Taylor, 1998) and that they will try to

maintain consistency in their cognitions (Crandall et al., 2007). Here, the aspects of

clarity, orderliness, and simplicity as means to achieve or maintain cognitive consistency

should be noted (Crandall et al., 2007).

Balance theory offers a clear and lucid approach to understanding how individuals

view relations between people and impersonal objects or entities, and form and change

attitudes, as well as relationships toward these objects or entities and other people in order

to retain balance or consistency. In Heider's words, balance describes "a situation in which the perceived units and the experienced sentiments co-exist without stress" (Heider, 1958, p. 176). Often, balance theory is subsumed under theories that investigate inter-attitudinal structures, i.e. relations among attitudes toward different objects, compared to intra-attitudinal or internal attitude structures that are concerned with the accrual, representation, and measurement of an attitude based on evaluation (Eagly & Chaiken, 1993). To gain an overview of balance theory, the basics will be further explained before going into detail about unit relationships, which are of major importance for the development of a valenced fit model.

Balance theory illustrates how a person *(p)*'s relation with another person *(o)*, a person *(p)*'s relation with an impersonal object or entity *(x)*, e.g. an object, an event, or an idea, as well as the relation between the other person *(o)* and the entity *(x)*, are cognitively organized (Heider, 1946, 1958). Apart from the typical p-o-x classification between two persons and one impersonal entity, balance theory can also be applied to triadic relations among three persons, often named p-o-q relations (Eagly & Chaiken, 1998). An application of balance theory to solely interpersonal relations can be found in Wiest's (1965) research on interpersonal perception and self-esteem. Moreover, balance scenarios can involve one person and two impersonal entities, for instance represented as p-x-y relations (Eagly & Chaiken, 1998). Although Judd and Krosnick (1989) referred to the other person in the form of politicians, their analysis mainly concerned peoples' attitudes toward government policies which can be subsumed under impersonal entities. The relationships between the three units are typically depicted as triads (see Figure 2).

p

o   x
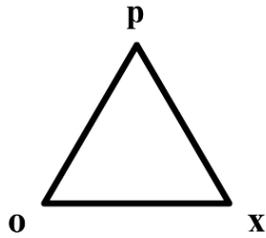
Figure 2 Balance Theory Triad

Heider (1946, 1958) distinguishes between sentiment relations and unit relations. The original balance theory dichotomized into positive and negative sentiment relationships, whereby a sentiment refers to evaluation, for instance liking, loving, valuing etc. of another person or entity, and is denoted by a capital "*L*" (Heider, 1946). Unit relationships, denoted by a capital "*U*", on the other hand represent some kind of belonging, and may refer to similarity, proximity, ownership, causality etc. (Heider, 1958). Contrary to sentiment relations, unit relations do not represent evaluations or attitudes, but rather objective associations between entities (Jordan, 1953). Like sentiment relations, unit relations in Heider's balance theory can only assume positive or negative valence (Heider, 1958). On the basis of these assumptions, triadic balance exists when either all three p-o-x relations are positive or when two are negative and one positive (Heider, 1946, 1958). For example, if *(p)* and *(o)* who both love one another and share the passion of hiking *(x)*, all three relations are positive and the triad is balanced. Additionally, balance would exist if person *(p)*, who is a huge Star Wars *(x)* fan, realized that the force is not strong with a much disliked other person *(o)*. In contrast, imbalance occurs in the case of two positive relations and one negative relation, for example when *(p)* works on finishing an assignment *(x)* which is due the next day and therefore cannot

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catch Pokémon *(y)* on the smartphone at the same time. Finally, three negative relations are often counted among the imbalanced state (e.g. Eagly & Chaiken, 1993, 1998), but are regarded as "somewhat ambiguous" by Heider (1958, p. 203). Based on the assumption that balance is the preferred state, imbalance will be reduced by either changing the sentiment relations or unit relations following increased cognitive processing (Heider, 1946, 1958).

In the realm of CRM, unit relationships require further elaboration. Similar to Basil (2002), in this research cause-related marketing itself is understood as a triad that consists of relations between consumer, company, and charity. Therefore, CRM represents a structure with one person and two impersonal units. We argue that company and charity form a unit relationship with one another when entering into a CRM alliance (cf. Basil, 2002). The company-charity relation is of particular interest for the fit model development and can also be illustrated in triadic form, given fit is understood as a form of balance (Basil, 2002). Figure 3 illustrates fit and no fit types in CRM as construed by Basil (2002).
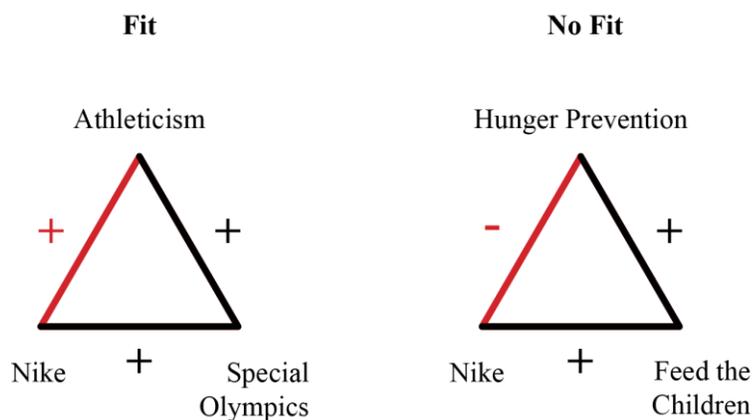
Figure 3 Triadic Illustration of Fit and No Fit Types in CRM

Note. Adapted from Basil, 2002.

In Basil's (2002) depiction of the fit triads, one unit relationship indicates the link between charity and cause. Since a charity's purpose is to support or raise awareness for a certain cause, this unit relationship is assumed to always be positive based on similarity and belonging. Another unit relation is established between company and charity. This connection is always positive as these organizations partner through a CRM alliance to support a cause. The third unit relation links the company to the cause and constitutes the decisive relation to contrast different fit types in Basil's (2002) triads. It could be argued that the company–charity and company–cause unit relations are somewhat repetitive in that the charity acts as a proxy for the cause. Therefore, the decision whether or not the fit triad is balanced and what type of fit the CRM alliance represents is dependent on the relationship between company and charity. This research suggests that the company–charity relationship is the decisive one to make inferences about CRM fit. To accommodate this conception, revised forms of Basil's (2002) triads illustrate the fit scenario in terms of balance theory in the following way (see Figure 4).
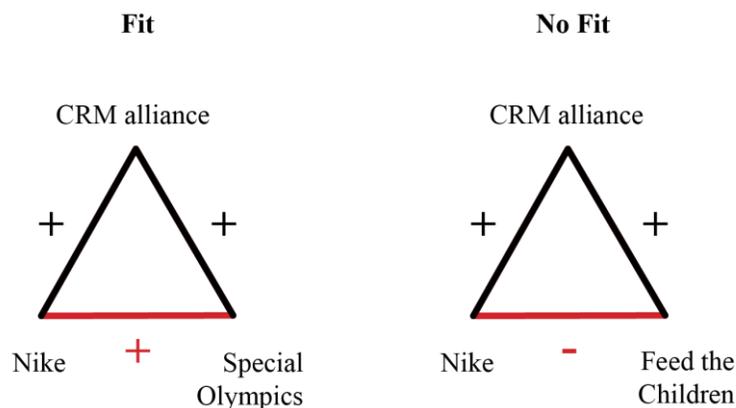
Figure 4 Revised Triadic Illustration of Fit and No Fit Types in CRM

Note. Adapted from Basil, 2002.

The CRM alliance represents one entity and has a positive unit relationship with company (Nike) and charity (Special Olympics for 'Fit' and Feed the Children for 'No Fit' respectively) as both organizations agreed enter and contribute to a CRM alliance. The third unit relation represents the company–charity link. In the left-hand triad in Figure 4 Nike and the Special Olympics established a CRM alliance to support athleticism, which at the same time can be the common association on which the CRM alliance is built and therefore represents a 'Fit' scenario. The right-hand triad depicts Nike entering a CRM alliance with the Feed the Children charity to support the cause of hunger prevention and is considered 'No Fit' (cf. Figure 3; Basil, 2002). This makes sense in that there is no obvious, immediate, and logical connection between the company and charity. Therefore, the right-hand triads in Figure 3 and Figure 4 are imbalanced and should, relative to the left-hand fit triads, constitute a state of incoherence and inconsistency (cf. Basil, 2002; Heider, 1946, 1958).

Basil (2002) only dichotomized into fit (balanced triad) and no fit (imbalanced triad). Therefore, the question remaining is how to approach the difference between a CRM alliance where a company causes a problem the charity seeks to address as in the tobacco – lung cancer example mentioned earlier, and a CRM alliance where a company partners with a good, but unrelated cause leading to a rather dissociative relationship as in the Nike – Feed the Children example.

To address more nuanced and detailed fit valences, the sign of the unit relation between charity and company requires re-evaluation. Particularly the issue of differentiating negative and neutral relations is not addressed by traditional balance theory as it strictly assumes either positive or negative valences for unit relationships (Heider, 1946, 1958) and neglects degrees of valences ranging for example from positive,

to neutral, to negative. According to Heider (1958) a negative unit relation, also referred to as "notU" or "~U" relation, simply denotes the segregation of two entities (Heider, 1958). The question therefore is whether or not a negative sign denotes the absence of a unit relationship in terms of a complete disconnect between two entities and to what extent traditional unit valences require an extension.

Cartwright and Harary (1956) offer one of many extensions of balance theory with their structural balance model and define the relations between entities using signed graphs. In very simple terms, a graph relates a finite number of points, e.g. person (p), other person (o), and entity (x) to one another, whereby a line that connects two points, e.g. (p) and (x), stands for a symmetric relation. The generalization can be applied to any number of entities, thereby moving away from Heider's triads and toward broader systems (Cartwright & Harary, 1956). Moreover, Cartwright and Harary (1956) were among the first scholars to discuss discrepancies with the "notU" and "notL" (i.e. negative sentiment relation, also expressed as "~L") relations and stressed that both the complement and the opposite of a relation have been used inconsistently and require careful distinction. Their explanations include both unit and sentiment relationships. Often, a "notU" relation is treated as a complementary relation and refers to units that are not associated, whereas "notL" relations are treated as opposites, expressed through "disliking" rather than "not liking" (Cartwright & Harary, 1956). Cartwright and Harary (1956, p. 290) suggest to treat the presence of a relation as a positive line, the presence of an opposite as a negative line, and the absence of a relation (dissociation) as no line. In light of the controversy over relationship valences, they offer a reinterpretation of Jordan's (1953) experiment, with particular focus on the wording of Jordan's experimental manipulations and resulting valence of unit and sentiment relationships.

Specifically, Jordan (1953) conducted a seminal experiment to test balance theory and was interested in subjects' pleasantness ratings of different balance/imbalance scenarios. Cartwright and Harary (1956) however identified weaknesses in Jordan's classifications of balance scenarios resulting from Jordan's formulation of relationships. For example, Jordan (1953, pp. 276-277) asked his participants to indicate whether they "like ("L") or dislike ("notL") an entity, and whether one entity "has some sort of bond or relationship with" ("U") or "has no sort of bond or relationship with" ("notU") another entity. To Cartwright and Harary (1956), these formulations represent a negative relation in case of the sentiment relations, but no relation in case of the unit relations. In light of these differences, Cartwright and Harary (1956) introduced the term "vacuously balanced" which refers to the absence of a relationship, mainly in the case of the "notU" relationship. They also showed that the difference in Jordan's (1953) pleasantness ratings (where balanced states were perceived as more pleasant than imbalanced states) would increase given the reassessment of negative "L" and "U" relations.

Abelson and Rosenberg's (1958) model of attitudinal cognition is among other models built on both Cartwright and Harary's structural balance model, as well as on Heider's balance theory. It uses slightly different terminology and differentiates between cognitive elements and cognitive relations. Cognitive elements are categorized into actors, means, and ends and can have positive, negative, null (or neutral), and ambivalent, i.e. concomitant positive and negative valence, relations (Abelson & Rosenberg, 1958). Positive relations involve for example liking, supporting, promoting, serving, aiming for, being consistent with something (Abelson & Rosenberg, 1958, p. 2) and are closely related to Heider's definition of positive unit and sentiment relations. Negative relations address disliking, opposing, counteracting, or being incompatible with something

(Abelson & Rosenberg, 1958, p. 2) and relate to Heider's negative unit and sentiment relations. Null relations introduce an idea that would better fit the depiction of "no fit" in Figure 3, in that they cover the neutral notions of e.g. being indifferent or unrelated, or unconnected to something (Abelson & Rosenberg, 1958, p. 2). Abelson and Rosenberg's (1958) classification of cognitive relations clearly encompasses a wider range of attitudes than Heider's and appears suitable to move away from the controversial negative unit relation toward suggesting a neutral and a negative relation in the realm of CRM fit. For the fit model itself, the ambivalent fit category will be omitted for the following reason. Although researchers and practitioners have observed an increase in complexity and manifoldness of CRM campaigns, we presume that every campaign has the potential to be sorted into a salient fit category. Moreover, for reasons of parsimony and prägnanz, we aim to identify and define fit categories that are clearly delimitable from one another, still conceding that a CRM alliance may fall into more than one category at the same time.

Probably one of the most sophisticated extensions of balance theory was proposed by Wiest (1965). Like other authors, Wiest (1965) also moved away from the positive-negative dichotomization of relations resting on the argument that relationships can have different degrees of strength. In his quantitative extension, Wiest conceptualizes different states of balance in the form of a tetrahedron located within a cube and argues that balance in this general model occurs in degrees and all relations have different degrees of valance (cf. Wiest, 1965). Although Wiest's (1965) explanations focus on sentiment relations, we transfer his general idea to CRM and assert that the relation between company and charity can have different degrees of fit that represent a range from high positive to low positive to neutral to low negative and to high negative.

Commonality and Valence

Due to parallels between the theories, balance principles can be integrated with associative network principles at this point. While associative network theory would view company and charity, cause, and CRM alliance as nodes that are connected through associative links, balance theory would regard these nodes as impersonal entities connected through unit relations. To comply with the good Gestalt principle and Heider's parsimonious and symbolic triads, the associative principles identified in the preceding subsection are incorporated into the fit triads as adapted from Basil (2002).

Previous integrations of balance theory into associative network theory have mainly focused on the incorporation of attitudes and attitudinal consistency into the structure of associative networks (e.g. Judd & Krosnick, 1989; Steenbergen & Lodge, 2003). In these combined theories, positive and negative attitude valences are tied to the nodes, and the links between the nodes represent beliefs about their relation and are also assigned positive or negative valence (Eagly & Chaiken, 1998; Judd & Krosnick, 1989; Steenbergen & Lodge, 2003). In Judd and Krosnick's (1989, p. 111) example of the attitudinal network structure the policy of affirmative action is evaluated very positively and likely a strong node. Moreover, the activation of affirmative action is likely to spread to the connected attitude nodes "Blacks" and "Jesse Jackson", who are both evaluated mildly positive (Judd & Krosnick, 1989). Additionally, all associative links between these three nodes are positively linked so that for instance Jesse Jackson is perceived to be in favor of affirmative action. Therefore, this part of the associative network which is reminiscent of a balance theory triad is considered consistent. As in the traditional associative network, link strength is enhanced when attitude nodes or entities are similar, i.e. share common associations, and are brought into awareness at the same time or have

often been activated together in the past (Eagly & Chaiken, 1998; Judd & Krosnick, 1989). Given these assumptions, attitude nodes are more likely to become evaluatively consistent (Eagly & Chaiken, 1993; Judd & Krosnick, 1989).

An application of the combined theories to unit relationships in the fit triad entails that links are created through both similarity and contrast (i.e. associative principles) and that associations between a company and charity can lead to varying degrees of strong or weak commonality perceptions (see the section on associative network theory). Therefore, in the present study *commonality* is defined as the degree to which a CRM alliance represents strong or weak associations between company and charity and constitutes one dimension along which different types of fit may be assessed. From a commonality perspective, fit can be perceived as strong, independent of whether the organizations' purposes are pointed in the same direction (positive relation) or are somewhat at odds (negative relation), or it can be perceived as weak (neutral relation).

The problem with Basil's (2002) previously described no fit triadic relation is that the company–cause link (Figure 3), or the analogous company–charity link in the revised Figure 4, actually reflects a rather neutral connection, because the only shared association between these entities is the fact that a CRM alliance was established. Nike and Feed the Children are relatively unconnected in that their purposes are neither pointed in the same direction nor are they at odds, which leads to a weak association. To address this issue, we introduce a second dimension along which CRM fit may be assessed, namely *valence*. Valence takes into account Cartwright and Harary's (1956) critique of the negative triadic relations, as well as Abelson and Rosenberg's (1958) relation classification and Wiest's (1965) suggestion that relations have different degrees of valence. Valence in the present research is defined as the degree to which the company contributes to the fulfillment of

the alliance mission and therefore relates to whether or not company and charity have a similar mission or purpose. Hence, positive or high valence is defined in terms of completion, supplement, or enhancement. This notion is similar to Basil and Basil's (2003, p. 6) understanding of complementarity, who describe complementarity as a form of synergy between company and charity.

Using the commonality and valence dimensions as starting points, the revised fit classifications as adapted from Basil (2002) suggest the following depiction of positive, neutral, and negative fit on the basis of associative network theory and balance theory:
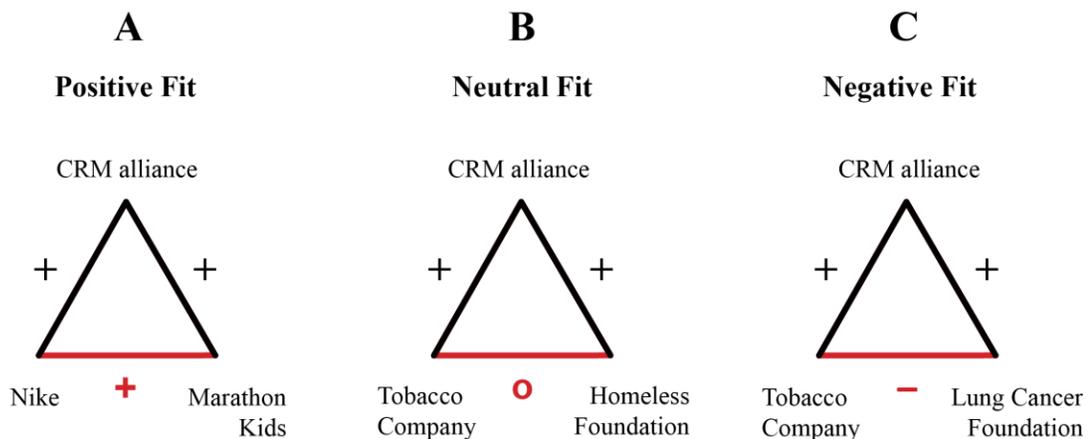
Figure 5 Triadic Illustration of Positive, Neutral, and Negative Fit Types in CRM

Triad A in Figure 5 represents a positive fit CRM alliance applying the example of Nike and Marathon Kids. In this triad, Nike and Marathon Kids share a common association, because both Nike and Marathon Kids are associated with the cause of running or athleticism. Based on the associative principle of similarity, the two nodes are likely perceived to have a strong relation. Moreover, both company and charity support or contribute to the cause and therefore have a positive valence and form a positive unit relationship with one another as explained in the section on balance theory.

Contrary to positive fit, triad B in Figure 5 represents what we label neutral fit. The problematic unit relation in this triad is the one between the tobacco company and the homeless foundation. Along the commonality dimension, the tobacco company and the homeless foundation do not share a common and strong association as there is no initial connection between tobacco and homelessness, although the two organizations' nodes are activated together. Both entities are too dissimilar and distant from one another and therefore fairly unconnected. Moreover, their purposes are neither pointed in the same direction nor are they at odds, similar to the "no fit" relationship adapted from Basil (2002), which leads to a weak association. In addition to scoring low on the commonality dimension, this form of fit also has a medium classification on the valence dimension, because the purpose of the tobacco company and its business operation does not enhance charity support CRM alliance in the way a positive fit alliance would. This triad can be categorized as vacuously balanced due to the actual absence of a relationship or disconnect between the tobacco company and the homeless foundation. It is conjectured that a neutral fit campaign cannot produce the same synergies a positive fit campaign exhibits and does only mildly contribute to a more efficient alliance.

Last but not least, negative fit is represented in triad C in Figure 5. Negative fit can feature high commonality for two reasons. First, a negative fit alliance may be characterized by a strong association of two opposing ideas, i.e. through the law of contrast, because the tobacco company contributes to the problem of lung cancer. Second, the tobacco company shares the association of lung cancer with the lung cancer foundation according to the law of similarity as both organizations are linked to cancer. Contrary to neutral fit where no shared association between company and charity exists and therefore no relation except that a CRM alliance was formed, negative fit is grounded

in the same rationale as positive fit. The difference to positive fit is that negative fit

associations oppose one another, since the tobacco company produces a problem the

cause and charity seek to address. Therefore, and independent of the fact that the tobacco

company and lung cancer foundation share a strong, common association, triad C

represents the least harmonious alliance in terms of valence, because the company

markets tobacco and therefore counteracts the fulfillment of the alliance mission. Strictly

speaking, triad C would be imbalanced according to balance theory since company and

charity share a negative sign. However, as associative networks and balance theory are

combined in this research, it can be argued that a negative fit has the potential to still

evoke a perception of consistency higher than that of neutral fit based on strong

associative structures.

Chapter 4: Model Introduction and Hypotheses

On the basis of the preceding chapters, a valenced model for fit in cause-related marketing will be introduced. Figure 6 depicts the suggested valenced fit model along the two dimensions of commonality and valence.
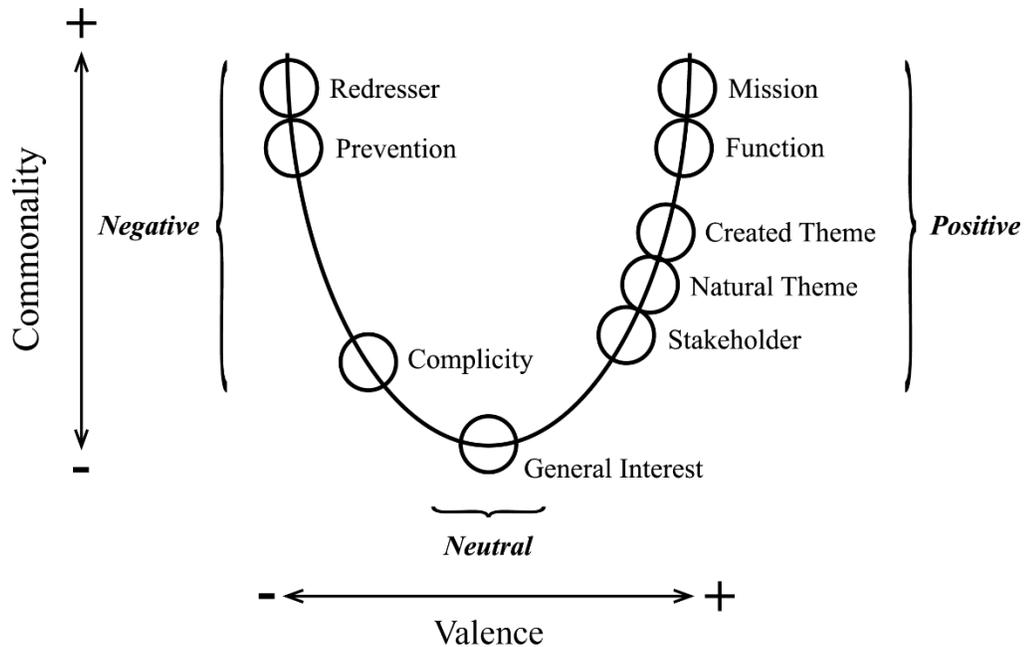
Figure 6 Valenced Fit Model with Sub-Types of Fit

General fit types. In line with the foregoing argumentation based on both associative network theory and balance theory, CRM alliances are categorized into the general types of positive, neutral, and negative fit. Given that the purpose of this research is to suggest a more generic fit framework which may be applied to companies, brands, and products alike, the definitions for the general fit types and sub-types should also be regarded as transferable. For simplicity reasons, the word 'company' is used throughout the subsequent definitions. It is assumed that 'brand' and 'product', as more specific subcomponents of company, could be substituted for 'company', if desired. Although it is

often possible to classify one alliance into multiple categories, particularly since real-world CRM alliances are multi-faceted, we assume that every CRM alliance has a primary form of fit (Basil et al., 2016).

Positive fit occurs when company and charity each have some sort of association with the cause and when the purposes of company and charity both benefit the cause in some way. Positive fit is marked by strong common associations between company and cause as both the company and charity are directly linked with the cause. Furthermore, positive fit is located high on the valence dimension as the company's purpose enhances and contributes to cause support.

Neutral fit occurs when company and charity or cause are not linked or associated and when the purpose of the company is not connected to the purpose of the charity or cause. Neutral fit is located in the middle of the valence dimension, because the company's purpose neither enhances nor detracts from the CRM alliance mission, but lowest on the commonality dimension due to the fairly large disconnect between cause or charity mission and company.

Negative fit occurs when the company has opposite types of association with the cause that the charity supports, when the purpose of the company is at odds in some way with the purpose of the charity, and when the company helps to create the problem that the charity is trying to address. Therefore, negative fit types are located high on commonality due to an anticipated strong common association between company and charity. Conversely, negative fit types are located low on the valence dimension as the company, through its business and purpose, acts detrimental to the cause it supports through the CRM alliance.

Oriented towards Wiest's (1965) "slicing" of the boundaries for balanced states and Basil et al.'s (2016) suggested expansion of the fit concept which is based on earlier valenced classifications (cf. Basil & Basil, 2003; Basil & Herr, 2003), we further expand previous research by differentiating and defining specific sub-types of fit that occur within each of the general, valenced fit categories (see Figure 6; see also Basil et al., 2016). Figure 6 indicates how the sub-types are integrated along the two dimensions of commonality and valence. All in all, nine sub-types are proposed that can occur within the general, valenced fit types (cf. Basil et al., 2016). All descriptions along with examples for each sub-type are summarized in Table 2. Beginning with the sub-types subsumed under positive fit that highest in commonality with the most positive valence, each of the nine fit sub-types will be described next, moving forward in decreasing order of valence.

Positive fit sub-types. Incorporating the dominating notion that CRM fit can be derived from a company's mission (e.g. Berger et al., 2004; Gourville & Rangan, 2004; Simmons & Becker-Olsen, 2006; Zdravkovic et al., 2010), mission fit occurs when a key element in a company's or brand's written statement of purpose is to address the same need the cause or charity addresses. An example could be an organic wine company partnering with an anti-pesticide charity.

Function fit may be present when the product or service offering addresses or is used with the cause (e.g. Berger et al., 2004; Simmons & Becker-Olsen, 2006; Trimble & Rifon, 2006; Varadarajan & Menon, 1988). Function fit is defined as a fit type that occurs when the function or use of the brand (and related products/services) addresses the cause, or when the brand (and related products/services) is used to help achieve the goals of the

cause. An example for function fit may be a water filter company that partners with a clean drinking water charity.

Still of positive valence, but with slightly weaker associations than mission and function fit and therefore lower on commonality, as well as valences approaching neutral fit, the three sub-types of created theme, natural theme, and stakeholder fit are defined next. Fit can be created (e.g. Simmons & Becker-Olsen, 2006), particularly if an association is made salient through focus, attention, advertising, and prioritizing (e.g. Zdravkovic et al., 2010). Created theme fit therefore occurs when the company only creates the fit by advertising, prioritizing, or focusing its attention on the supported cause, for example when a local restaurant consistently supports a local children's sports charity. The restaurant buys jerseys and equipment for the children's sports team every year. The restaurant also posts pictures of the team on their walls every year to publicize their support.

If it is not the core mission of the company to address a certain cause, but the overall company operations, possibly even the company's image, as well as the product or service naturally fit with a cause, an alliance may be classified under the natural theme (e.g. Simmons & Becker-Olsen, 2006; Varadarajan & Menon, 1988). Natural theme fit occurs when the general purpose of the company is directly related to the general purpose of the charity, for example when a hiking equipment company partners with an environmental charity.

Stakeholder fit is recurrently addressed in the literature (e.g. Berger et al., 2004; Gourville & Rangan, 2004; Simmons & Becker-Olsen, 2006; Varadarajan & Menon, 1988; Zdravkovic et al., 2010). This type refers to customers, employees, suppliers, the local community, and other key stakeholders who are linked to a cause and may be

defined as a type of fit that occurs when there is a clear link between the company and some group of people connected with the company. This could be the company's customers, employees, suppliers, or other groups in the community linked to both the company and the cause. An example could be a children's book publishing company that partners with a children's hospital.

Since CRM fit research in general addresses a high or positive fit, new definitions were created for the neutral and negative sub-types.

Neutral fit sub-type. Neutral fit involves a company and charity whose purposes neither enhance nor detract from the alliance mission, but the CRM alliance still supports a cause of general interest to the public. Therefore, general interest fit can be regarded as a sub-type of neutral fit (Basil et al., 2016) and consequently represents the fit sub-type with the lowest level of commonality and a neutral valence. General Interest fit occurs when the cause is broadly supported, but there are no other specific, clear linkages between company and cause, for example when a car company partners with an anti-child abuse charity.

Negative fit sub-types. Negative fit can be split up into three different sub-types (cf. Basil et al., 2016). Complicity fit constitutes a negative sub-type with a valence slightly lower, but commonality higher than neutral fit. It is defined as a fit type that occurs when the offering of the company generates a mildly negative impact on the cause, but is not a primary creator of the negative impact. An example for complicity fit could be a fruit juice company that partners with a dental health charity, as fruit juice can contribute to tooth decay but is not commonly seen as a primary cause. As the offering of the company may not be seen as a primary cause for the problem the charity seeks to address, complicity fit entails a weaker association between company and charity and is

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therefore located lower on commonality and has a less negative valence than the remaining two negative sub-types.

Compared to complicity fit, prevention and redresser fit deal with more extreme examples of companies causing a problem the charity seeks to address. Therefore, prevention and redresser are located very high on commonality and have negative valence. Prevention fit can occur when a company changes its behavior to avoid or minimize the creation or exacerbation of a problem that would normally occur or has previously occurred. That means the company alters its behavior so that the negative externality is avoided. In other words, prevention fit occurs when the company changes its products or services to reduce or eliminate the negative impact it has on the cause, for example when a car wash company switches to all natural cleaners and partners with a clean water charity.

Redresser fit essentially represents a more severe form of complicity fit. It occurs when the company creates a negative impact on a cause. Without changing its products or services, the company partners with a charity to fix its negative impact on the cause, for instance when a tobacco company partners with a cure lung cancer charity. In comparison to prevention fit, the company continues to create the negative externality and then attempts to make amends after the fact.

Table 2 Descriptions and Examples for the Proposed Sub-types of Fit

POSITIVE FIT	Mission Fit	A key element in a company's or brand's written statement of purpose is to address the same need the cause or charity addresses. *Example: An organic wine brand partners with an anti-pesticide charity.*
	Function Fit	The function or use of the brand (and related products/services) addresses the cause OR The brand (and related products/services) is used to help achieve the goals of the cause. *Example 1: A water filter brand partners with a clean drinking water charity. Example 2: A pasta production company partners with a Feed the Children charity.*
	Created Theme Fit	The company only creates the fit by advertising, prioritizing, or focusing its attention on the supported cause. *Example: A local restaurant consistently supports a local children's sports charity. They buy jerseys and equipment for the children's sports team every year. They also post pictures of the team on their walls every year and publicize their support.*
	Natural Theme Fit	The general purpose of the company is directly related to the general purpose of the charity. *Example 1: A kayak production company partners with a nature conservancy. Example 2: A hiking equipment brand partners with an environmental charity.*
	Stakeholder Fit	There is a clear link between the brand and some group of people connected with the brand. This could be the brand's customers, employees, suppliers, or other groups in the community linked to both the brand and the cause. *Example 1: A Children's Book Publishing Brand partners with a Children's Hospital. Example 2: A community business partners with the Coulee clean-up litter reduction program in Lethbridge.*
NEUTRAL FIT	General Interest Fit	The cause is broadly supported, but there are no other specific, clear linkages between company and cause. *Example: A car company partners with an anti-child abuse campaign.*
NEGATIVE FIT	Complicity Fit	The offering of the company generates a mildly negative impact on the cause, but is not a primary creator of the negative impact. *Example 1: A fruit juice brand partners with a dental health charity. Example 2: A pasta production company producing 'macaroni and cheese' partners with an anti-obesity foundation.*
	Prevention Fit	The company changes its products or services to reduce or eliminate the negative impact it has on the cause. *Example: A car wash switches to all natural cleaners and partners with a clean water charity.*
	Redresser Fit	The company creates a negative impact on a cause. Without changing its products or services, the company partners with a charity to fix its negative impact on the cause. *Example: A tobacco brand partners with a cure lung cancer charity.*

With the valenced fit model in place, the next step was to conduct an initial test of the model structure. We were particularly interested in examining whether individuals would be able to distinguish the two dimensions (commonality and valence) and whether the identified general fit types and fit sub-types sufficiently represented different types of fit.

According to the associative network memory model as introduced in Chapter 3, different nodes should be activated and information retrieved from memory when a consumer is confronted with a CRM alliance. To determine the type of fit that a CRM alliance represents, consumers are expected to retrieve information about the company, charity, and cause and related concepts stored in their memory and, from that prior knowledge, make a statement about their perception of fit. This process may be described as categorization (e.g. Cohen & Basu, 1987). Every day humans naturally engage in the cognitive process of categorizing and memorizing knowledge while attributing meaning to new objects – up to the point where categorization may be considered a fundamental aspect of living (Mervis & Rosch, 1981). At this point it is stressed that, as Steenbergen and Lodge (2003) argued, information only provides meaning once it is linked to existing knowledge. Moreover, individuals' ability to comprehend what the CRM alliance is about will influence their ability to judge the fit type. As the CRM alliance representations were designed so that a company and charity node should be activated and information transferred to participants' working memory when confronted with the alliance, elaborative reasoning as explained by Steenbergen and Lodge (2003) should take place when participants assess the type of fit of a CRM alliance.

Research on brand extensions, an important antecedent of CRM fit research, has successfully integrated categorization principles to for example understand how a new

brand or product would be evaluated relative to its fit with existing brand or product categories (Aaker & Keller, 1990; Cohen & Basu, 1987; Loken, Barsalou, & Joiner, 2008). In order to make a judgment about fit in a CRM alliance, participants in this study will be required to learn about the newly proposed fit types first before making a choice as to what type of fit a CRM alliance most closely represents. Applied to the context of this study, individuals should compare their knowledge about different CRM fit types with the stimulus (the CRM alliance) in order to classify the CRM alliance into a fit category (cf. Cohen & Basu, 1987). The definitions for all general and sub-types of fit introduced earlier in this chapter take the place of attribute-based rules for categorizing CRM alliances. Instructing participants to take enough time to read and comprehend those should provide them with guidance for deciding category membership (Cohen & Basu, 1987). Furthermore, representativeness of categories through exemplars was argued to be an important determinant in the learning of categories (Mervis & Rosch, 1981). Therefore, each sub-type of fit will be accompanied by an example that should ease the categorization of the CRM alliance. Cohen and Basu (1987) argue that rules such as the fit definitions can generally exist along with exemplars when individuals make category judgments, whereas their accessibility may differ. Even when categories do not consist of describing features, individuals tend to develop rules to sort a stimulus into a category (Martin & Caramazza, 1980).

Although categorization theory itself is a very broad and complex field, the central idea of 'similarity' can be extracted and applied to the context of consumer psychology (Cohen & Basu, 1987; Loken et al., 2008). The exemplar perspective for instance assumes that individuals would sort an object into a certain category by considering how closely it resembles exemplars of this category (Cohen & Basu, 1987). This idea can also

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be related to the laws of association, namely similarity, contrast, and contiguity as discussed in Chapter 3. Again, in consumer behavior the application has mainly resided with the field of brand extensions, where an inference about the category membership of a brand or product extension is made based on prior knowledge of existing brand and product categories (Loken et al., 2008). Loken et al. (2008) further argue that similar accessible information about brand category and extension may increase the chance of category inferences. Translated to the specific goal in this research, it is assumed that an inference about a particular fit category membership of the CRM alliance is likely to occur for the fit definition and example most similar to that CRM alliance.

Finally, in line with a generally accepted assumption (cf. Martin & Caramazza, 1980), it is assumed that participants in this study will behave similarly when categorizing and rating CRM alliances on their fit type. We acknowledge that participants may employ their own set of rules while they judge the fit of a CRM alliance from the definitions and examples. It is, however, not the aim of this study to investigate the underlying mechanisms of all individuals' categorization. In this regard, the focus is on the end, namely on how a CRM alliance was perceived in terms of its fit. Martin and Caramazza (1980) warned against averaging group results given that individuals utilize different rules to categorize stimuli. In this research however, the type of categorization process, achieved through instructing participants to judge the fit of a CRM alliance based on definitions and examples of fit types, is held constant between participants and therefore facilitates averaging of individual responses to gain a more integrated perspective on fit perceptions. Therefore, on the basis of the foregoing introduction of associative network theory and balance theory, as well as the proposed valenced fit model and the brief examination of categorization, the following hypotheses are suggested:

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Hypothesis 1: Categorization of CRM Alliances

H1a: *Individuals will be able to accurately and consistently categorize CRM alliances into the respective, a priori determined positive, neutral, or negative categories of fit.*

H1b: *Individuals will be able to accurately and consistently categorize CRM alliances into the respective, a priori determined sub-types of fit.*

Hypothesis 2: Match of Categorizations with Proposed Location on Commonality Dimension

H2a: *The individuals' categorizations into positive, neutral, and negative fit types will match the proposed location on the commonality dimension.*

H2b: *The individuals' categorizations into fit sub-types will match their proposed location on the commonality dimension.*

Hypothesis 3: Match of Categorizations with Proposed Location on Valence Dimension

H3a: *The individuals' categorizations into positive, neutral, and negative fit types will match the proposed location on the valence dimension.*

H3b: *The individuals' categorizations into fit sub-types will match their proposed location on the valence dimension.*

Following an explanation of the research method in the next chapter, results of the

hypothesis tests will be presented and an answer to the research questions provided in

Chapter 6.

Chapter 5: Research Method

The primary purpose of this research is to introduce a more comprehensive framework for fit in cause-related marketing. Based on the relevant literature and theoretical background, the previous chapter introduced a valenced fit model for CRM. In order to implement a first test of the accuracy of the fit model, two model development studies were conducted. In both studies, participants were asked to read a fictitious CRM scenario that describes a fictitious brand and a fictitious charity entering into a CRM alliance. Participants responded to several questions, among which their fit perceptions contributed the integral part of this research. Both studies were administered online using the Qualtrics survey software, whereas participants were gathered through Amazon's Mechanical Turk platform. Study 1 assessed the clarity of the proposed CRM fit definitions and included several fit rating tasks. Study 2 focused on a fit categorization task as well as several fit rating questions, attitudinal and behavioral questions regarding the CRM alliance. The study questionnaires were reviewed for ethical acceptability and approved by the University of Lethbridge Human Subject Research Committee. The ensuing sections describe the study designs and research methods in more detail. Both study questionnaires are enclosed in Appendix B and Appendix C.

Study Design and Stimuli Development

Both studies followed a between participants design. Every participant was randomly assigned to one of 18 conditions that constituted the studies' stimuli in the form of different fictitious CRM scenario descriptions. This design was deemed suitable for this research as the examination of only one CRM scenario was expected to reduce participant fatigue since both studies involved elaborate cognitive tasks.

Table 3 illustrates the number of CRM scenarios that were created to represent the nine different sub-types of fit. These sub-types, according to the proposed fit model, should in turn correspond to certain general fit types, in that for example Mission Brand 1, Mission Brand 2, Function Brand 1, Function Brand 2 etc. all represent the general positive fit category.

Table 3 Study Design Overview

POSITIVE FIT		NEUTRAL FIT		NEGATIVE FIT	
Mission	Brand 1	General Interest	Brand 1	Complicity	Brand 1
Mission	Brand 2	General Interest	Brand 2	Complicity	Brand 2
Function	Brand 1			Prevention	Brand 1
Function	Brand 2			Prevention	Brand 2
Created Theme	Brand 1			Redresser	Brand 1
Created Theme	Brand 2			Redresser	Brand 2
Natural Theme	Brand 1				
Natural Theme	Brand 2				
Stakeholder	Brand 1				
Stakeholder	Brand 2				

As shown in Table 3, a non-theoretical replication for each specific fit category was generated. To achieve this replication, each sub-type of fit was reproduced with two different fictitious brands (e.g. Mission Brand 1 and Mission Brand 2). This non-theoretical fit replication helps to assure that results generalize beyond merely one brand-charity pairing. Moreover, brands were varied between subjects as it was difficult even with fictitious brands to create every possible fit type using only one brand while varying the charity. Therefore, the general fit types and the nine sub-types of fit were varied between subjects. Table 4 provides an overview of all fictitious brand and charity pairings that were generated for the write-up of the CRM scenario descriptions.

Table 4 Overview of Fictitious Brand and Charity Pairings

Fictitious Brand	Fictitious Charity	Fit Type and Replication
Online Insurance Brand	Environmental Charity	Mission Brand 1
Coffee Brand	Fair Trade Charity	Mission Brand 2
Sportswear Brand	Heart Health Charity	Function Brand 1
Writing Supplies Brand	Education for Kids Charity	Function Brand 2
Hand Tool Brand	Children's Charity	Created Theme Brand 1
Pasta Brand	LGBT Charity	Created Theme Brand 2
Grocery Store Brand	Food Bank Charity	Natural Theme Brand 1
Pet Food Brand	Spay and Neuter Charity	Natural Theme Brand 2
Beer Brand	Prostate Cancer Charity	Stakeholder Brand 1
Youth Clothing Brand	Arts for Youth Charity	Stakeholder Brand 2
Fast Food Brand	Children's Literacy Charity	General Interest Brand 1
Computer Brand	Blood Donation Charity	General Interest Brand 2
Snack Bar Brand	Anti-Obesity Charity	Complicity Brand 1
Household Cleaning Products Brand	Groundwater Charity	Complicity Brand 2
Department Store Brand	Environmental Charity	Prevention Brand 1
Car Brand	Environmental Charity	Prevention Brand 2
Airline Brand	Climate Charity	Redresser Brand 1
Electronics Brand	Recycling Charity	Redresser Brand 2

A Note on Creating Fictitious CRM Scenario Descriptions.

Prior to a more detailed description of the CRM scenarios, the main reasons for choosing fictitious over real brands and charities for the CRM scenarios will be explained briefly. Primarily, fictitious brands and charities were selected to enhance balance, to control for prior learning and existing knowledge related to real brand and charity names (cf. Brown & Dacin, 1997; Ellen et al., 2000; Lafferty, Goldsmith, & Newell, 2002), and to enhance internal validity (Davvetas & Diamantopoulos, 2016). Additionally,

hypothetical scenarios aid in controlling certain associations that participants would otherwise elicit if confronted with a real brand or charity and may therefore influence the categorization and rating process throughout the study. The decision in favor of fictitious CRM scenarios was therefore considered a reasonable starting point for the initial structural test of the proposed valenced fit model.

Furthermore, the use of fictitious brands and charities allowed for a relatively generic representation of the for-profit and nonprofit organizations involved in CRM. The introduction of this research stated that the terms 'company' and 'charity' were chosen to represent for-profit and nonprofit organizations respectively. This decision was made mainly to improve readability ease and clarity throughout this thesis. The same logic was also applied to the write-up of the fictitious CRM scenario descriptions by focusing solely on brands and charities in order to enhance parallelism, consistency, readability, and comparability of the scenario descriptions.

Structure of CRM Scenario Descriptions

All CRM scenario descriptions take the form of short vignettes. Concise paragraphs were written that describe the fictitious brand, charity, and CRM alliance. All CRM scenario descriptions follow the same structure to enhance parallelism and comparability. The CRM scenarios are introduced by stating that a particular brand partners with a particular charity, followed by a sentence on the cause that is supported through this partnership. The following middle section of the scenarios consists of four brief passages that introduce the type of brand offering, stated mission, target market, and promotion. These pieces of information were necessary to address all sub-types of fit while subtly tailoring each description to a particular sub-type and still maintaining an equal amount of information. For example, the Mission Brand 1 (an Online Insurance

Brand partnering with an Environmental Charity), scenario reads "[The Online Insurance Brand's] stated mission is to protect forest areas while offering the best service for insurance". In contrast, the Created Theme Brand 2 (a Pasta Brand partnering with an LGBT Charity) scenario reads "[The Pasta Brand's] stated mission is to provide tasty pasta at an affordable price", thereby generating a difference in the fit type manipulation for both scenarios. In the last passage, the mission of the charity is stated along with some information on how the charity intends to meet its goals. Subsequently, the scenario intended to address mission fit for the first brand is shown. It was generated by pairing a hypothetical Online Insurance Brand with a hypothetical Environmental Charity. All detailed, final descriptions are enclosed in Appendix D.

Mission Brand 1

An Online Insurance Brand partners with an Environmental Charity.
They partner to support the cause of forest protection.

The Online Insurance Brand offers travel, car, and life insurances online.
It offers only electronic billing. Most of its services are paperless.

Its stated mission is to protect forest areas while offering the best service
for insurance.

Its target market consists of all consumers who are interested in
insurance.

It promotes its insurance through online advertising. The advertising
often shows the brand's mission to protect forest areas. The advertising
encourages consumers to reduce paper use. It offers suggestions for
saving trees.

The mission of the Environmental Charity is to protect the world's forest
areas. The goal of this charity is to reduce paper use and to protect trees.

Furthermore, all 18 CRM scenario descriptions were pre-tested for readability ease and length to account for different levels of reading ability among study participants and to enhance clarity and consistency. After the initial write up of the scenarios,

Microsoft Word's integrated readability check was used to assess readability and all scenarios were adapted until they met the desired grade levels and word counts. Please refer to Appendix E for a more detailed explanation on readability.

Recruitment and Desired Sample Size

As stated above, participants were recruited online through Amazon's Mechanical Turk (MTurk) platform. To partly control for cultural differences, participants were required to be from the USA. Every participant was paid a certain dollar amount of money as compensation for taking part in the study. Study 1 paid $1.00 to every participant to account for the relatively long approximate average duration of 15-20 minutes, as well as the complexity of the tasks. In comparison, study 2 was designed to be much shorter with an approximate average duration of 10 minutes and less complex. Therefore, the wage was adjusted downwards to $0.35.

Generally, the benefits of recruiting through MTurk, compared to a standard undergraduate university sample, lie with its large, easily accessible subject pool that consists of so-called "workers" with diverse backgrounds (Mason & Suri, 2012). Key to random assignment using Mechanical Turk is to ensure that every worker is allowed to take part in the study only once. According to Mason and Suri (2012), there are several ways to randomly assign a worker to a condition in a study. Every worker has a unique Worker ID, therefore every study is completed by a different participant. Furthermore, different study conditions can be randomly assigned to participants by assuring that the study itself chooses a condition randomly (Mason & Suri, 2012).

We aimed to recruit approximately 540 participants for each study, given that eighteen groups of ideally 30 participants were required to cover all eighteen conditions of the between subjects design including the replication of each fit type. The intention

was to collect sufficient responses so that after a potential deletion of incomplete or poor responses a minimum of 20 responses per cell could be assured.

Study 1

Procedure

Both studies followed the same general procedure in that prospective participants saw a study invitation posted on MTurk. Those who were interested in taking part in the respective study were re-directed to the Qualtrics platform by clicking the web link included in the invitation. Subsequently, all participants had the opportunity to give their consent to participate. In the informed consent letter, participants were briefed about their right to withdraw their consent at any time and terminate the study by closing their web browser. They were assured that all data would be kept confidential, i.e. not shared with anybody outside the thesis committee, up to 12 months after study completion. Only those who agreed to the informed consent proceeded to the study, whereas the study terminated for those who did not agree to participate. For ethical reasons, all participants who began the study were paid, even if they terminated the study prior to completion. Subsequently, in order to familiarize the subjects with CRM, all participants read a short introduction to cause-related marketing that included definitions of the key terms 'cause-related marketing', 'brand', 'charity', and 'cause'. After that, every participant was randomly assigned to one of the eighteen study conditions, i.e. fictitious CRM scenario descriptions, asked to read the hypothetical scenario, and answer the related questions. To determine the fit perception of the CRM scenario, participants in both studies were given the definitions for the three general and nine sub-types of fit proposed in Chapter 4.

Hereafter, the procedure differs for study 1 and 2, whereby this sub-chapter focuses on describing the procedure and data analysis for study 1. Accordingly, the sub-chapter on study 2 focuses only on its distinct part of the procedure.

In the main part of study 1, participants were presentation different questions in randomized fashion to control for order effects. One question block contained attitude measures for fictitious brand, charity, and CRM alliance. Another question block contained a number of self-created scale questions intended to measure the two proposed fit dimensions, commonality and valence. Within both attitude and fit scale question blocks, the order of the questions and order of the items within questions were randomized as well. Aside from measuring participants' perceptions of CRM fit, one of the main purposes of study 1 was to test the CRM fit definitions for clarity. Therefore, several smaller fit question blocks (one for general fit and nine for every sub-type of fit) were created that included definition clarity followed by CRM fit evaluation questions. Every participant responded to the same questions with the only difference being the CRM scenario description as the between subjects factor. Lastly, all participants were asked if they associated the hypothetical CRM scenario with any real brands or charities. They responded to demographic questions, were thanked for their participation, and again informed how to receive the results of the research.

Measures

Fit Dimensions

The two proposed fit dimensions, commonality and valence, were assessed with self-created scale measures. The purpose of creating fit scale measures was to test whether the suggested fit model could be reproduced by assessing respondents' ratings of the two suggested dimensions for fit. Moreover, this step was necessary as to the best of

our knowledge no scale to measure both fit dimensions exists. Commonality and valence were measured with seven-point semantic differential items. All items were selected based on the preceding theoretical reasoning and definitions for commonality and valence.

Commonality was defined as the degree to which company and charity in a CRM alliance represent strong or weak associations. Respondents' perception of commonality or association between fictitious brand and charity was assessed by asking them to indicate how they perceived the link between brand and charity. The following seven items were generated to assess commonality: "weakly connected/strongly connected" (Commonality1), "dissimilar/similar" (Commonality2), "unrelated/related" (Commonality3), "dissociated/associated" (Commonality4), "do not make sense together/ make sense together" (Commonality5), "apart from each other/close to each other" (Commonality6), "disconnected/connected" (Commonality7).

Valence was defined as the type of relationship the company has with a charity. It relates to the degree to which a company contributes to the fulfillment of the partnership mission, or the degree of harmony within a CRM alliance. To assess the valence of the CRM alliance, participants were asked how they would characterize the relationship between brand and charity by indicating the degree to which they felt the brand contributed to the fulfillment of the partnership mission. They were also asked to take into consideration whether the purposes of brand and charity are in their opinion pointed in the same direction or somewhat at odds with each other. Nine opposing items, namely "distracting/enhancing" (Valence1), "harmful/helpful" (Valence2), "opposing/supporting" (Valence3), "inharmonious/harmonious" (Valence4), "preventing/advancing" (Valence5), "detrimental/beneficial" (Valence6), "bad/good"

(Valence7), "inefficient/efficient" (Valence8), "undermining/contributing" (Valence9) were used to assess valence.

Clarity of Fit Definitions

Three general fit definitions and nine fit sub-type definitions were proposed along with the model. To ensure that all 12 fit definitions were clear to the participants, each definition was checked for clarity on a 1-item scale from 1 (very unclear) to 5 (very clear). Additionally, on a 1-item scale from 1 (less clear with example) to 5 (more clear with example), participants were asked whether the nine definitions for the fit sub-types became clearer by adding an example to the respective definitions.

Fit Evaluation

After reading the definitions for the three general fit types, participants were asked to indicate what general type of fit the scenario description represented on a 1-item 7-point scale, ranging from "-3 = negative fit", to "0 = neutral fit", to "+3 = positive fit". Similarly, after reading the definition for one sub-type of fit, participants were asked to indicate whether the CRM scenario represented that sub-type of fit on a 1-item 7-point scale ranging from "1 = strongly disagree" to "7 = strongly agree". All sub-type scales were assessed by every participant for the one CRM scenario description they read.

Attitude

Measures for attitude toward the fictitious brand and CRM alliance were adapted from Simmons and Becker-Olsen (2006) who reported a Cronbach's α of .97. Additionally, we were interested in participants' attitude toward the fictitious charity for which we used the same measures. All attitudes were measured with the following three 7-point semantic differential items: "negative/positive", "unfavorable/favorable", and

"bad/good". Attitude measures were included to examine whether the brand-cause pairings were confounded by differences in liking for brands and charities.

Associations with Real Brands and Charities

To examine whether participants would recall real brands and charities while taking the study, dichotomous questions were included. These questions asked whether the CRM scenario made them think of specific brands and charities, the answer choices being "yes" or "no". If yes was selected, participants were re-directed to an open-ended thought-listing question that asked them to name the brands and/or charities they were thinking of.

Demographics

It is common practice to include sociodemographic questions at the end of the study, which is why respondents indicated age, gender, country, income, and education last.

Attention Checks

Attention check questions were dispersed throughout the study as well. In the attention check questions, participants were asked to select a predetermined answer, e.g. "select 2 for this option" on a 7-point scale, in order to affirm that they were paying attention and not responding mindlessly. While participants were still paid, data of those who did not pay attention were excluded from the analysis.

Difficulties with Questions

At the end of every page, open-ended questions asked participants whether they had difficulties with any of the questions on that page and whether they felt that changes should be made. Moreover, at the end of the questionnaire all participants were asked to provide comments if they had some, or indicate whether they had difficulties completing

the study or found anything confusing. Another 1-item question asked about participants'

confidence in the accuracy of their responses, ranging from "1 = not at all confident" to

"7 = extremely confident".

Questionnaire Pretesting

To uncover flaws in the questionnaire and avoid participant misunderstandings,

both the study 1 questionnaire as well as all fictitious CRM scenarios were pretested with

the help of MSc Management students. Ten students volunteered to participate in this

pretest, five of which were asked to take the survey and provide comments, whereas the

remaining five students were provided with the CRM scenarios, asked to answer a 1-item

readability question, and provide comments. Minor adaptations to the questionnaire and

CRM scenarios were made accordingly.

Data Preparation

Variable Flagging

Initial data cleaning involved the creation of four dichotomous flag variables in

SPSS and the exclusion of cases that were not useful for further analysis. The first flag

variable addressed partial responses. All responses were recoded into complete (0) and

partial (1) responses. The second flag variable addressed the duration for every

participant. All responses were recoded and assigned value 1 if participants took less than

300 seconds and more than 3,600 seconds, and else assigned value 0, so that those

participants who rushed through the study and those who took much too long were

filtered out. The third flag variable addressed the country of the participant. All cases

were recoded into 0 if the participant was in the USA and 1 if the participant was in

another country. The country location was flagged using participants' IP addresses. In the

informed consent, every participant agreed to IP address checks to ensure they were in the

USA while taking the study. The fourth flag variable addressed the attention checks. Study 1 included three attention checks in total, two of which were interspersed throughout the commonality and valence scale questions, and the third one added to the question that asked about the clarity of general fit definitions. All incorrect selections for the attention check items were recoded into 1, whereas the correct attention check items were recoded into 0. If no or only one attention check was missed, the attention check flag variable was recoded into 0, whereas if more than one was missed, this variable was recoded into 1. Finally, all four flag variables were summed up and cases with values greater than 0 excluded from the analysis.

Sample Characteristics

Of the 631 total responses gathered for study 1, 513 responses were retained for analysis after data cleaning. Of the 118 deleted responses, 39 were flagged on one of the four flag variables and the remaining 79 on at least two of the flag variables. The Median age was 25-34 years (38.4%), followed by 35-44 years (24.6%). The sample was comprised of 278 (54.2%) females, 230 (44.8%) males, and 5 (1.0%) that identified with other genders or preferred not to indicate their gender. The Median annual income was $30,000-$59,999 (172 or 33.5%). In terms of education, the Bachelor's degree (180 or 35.1%) represented the modal response. All eighteen conditions reached the desired minimum of 20 responses per cell, ranging from 25 to 32 (see Table 5).

Table 5 Cell Sizes Study 1

Positive	Mission	Brand 1	n	25
		Brand 2	n	31
	Function	Brand 1	n	27
		Brand 2	n	30
	Created	Brand 1	n	29
		Brand 2	n	26
	Natural	Brand 1	n	30
		Brand 2	n	27
	Stakeholder	Brand 1	n	32
		Brand 2	n	28
Neutral	General Interest	Brand 1	n	31
		Brand 2	n	29
Negative	Complicity	Brand 1	n	27
		Brand 2	n	29
	Prevention	Brand 1	n	26
		Brand 2	n	28
	Redresser	Brand 1	n	27
		Brand 2	n	31
			N	**513**

Missing cases

After flagging and case deletion, three values were still missing due to nonresponse. Given the small number of missing values and to avoid the further deletion of cases, missing values were estimated using SPSS series mean. For one respondent, the values indicating the clarity of the neutral fit definition and the negative fit definition were missing. As these definition clarity questions were not condition-dependent, all other 512 cases were used to calculate the series mean. Consequently, the missing value for the clarity of the neutral fit definition was substituted with a series mean of 4.27. The mean for the clarity of the negative fit definition was substituted with 4.18. For a different respondent, the value indicating the clarity of the stakeholder fit definition was missing and substituted with 3.96. Moreover, for the mission education value no change was made.

Clarity of Fit Definitions

To test whether all definitions for the general fit types and fit sub-types were sufficiently clear, and to examine whether the sub-type definitions became clearer by adding an example to each definition, several one sample *t* Tests were conducted. As normality assumptions for all three types of clarity questions were violated, additional Wilcoxon Signed Ranks tests and Sign tests were conducted. Results of the *t* Tests were confirmed and all general fit type and sub-type regarded as sufficiently clear. Moreover, all sub-type definitions were perceived as clearer with an example. Therefore, examples were included along with the fit sub-type definitions in study 2. For a full explanation of the analysis regarding the clarity of the fit definitions please refer to Appendix F.

Fit Scale Creation

Factor Analysis

Exploratory factor analysis (EFA) was conducted to examine the extent to which the dimensionality of the self-created scale measures for the two proposed fit dimensions, commonality and valence, would conform to the proposed structure. Detailed EFA results are reported in Appendix G. Only the final results are summarized subsequently.

Factor analysis (FA) was chosen over Principal Component Analysis (PCA) to analyze the interrelatedness and underlying structure of the fit items. The final sample size of 513 responses and the 16 fit dimensions items, comprised of the seven commonality and nine valence items, resulted in a ratio of about 32 cases per item and therefore represent an adequate ratio to perform a factor analysis (Costello & Osborne, 2005; Fabrigar, Wegener, MacCallum, & Strahan, 1999; Tabachnick & Fidell, 2013).

Upon deletion of the Commonality5 item (do not make sense together/make sense together) due to its high cross-loading of .301, 15 items were re-tested for EFA

suitability. With a Kaiser-Meyer-Olkin (KMO) measure of .969, a significant Bartlett's test (χ^2 (105) = 10585.744, $p < .001$), all communalities exceeding .5, the MSA greater than .5, and bivariate item correlations remaining the same, factorability was ensured. Two fixed factors were extracted with the PAF method based on eigenvalues greater than 1, followed by direct oblimin rotation. The first factor with an eigenvalue of 10.923 accounted for about 72.82% of the total variance. The second factor with an eigenvalue of 1.866 accounted for another 12.44% of the variance, resulting in a cumulative 85.26% of the total variance explained by two factors (cf. Appendix Table 10). After extraction, the cumulative common variance accounted for by the two factors was 83.1%, composed of 71.7% accounted for by factor 1 and 11.4% by factor 2.

Factor loadings retrieved from the pattern matrix (cf. Appendix Table 11) exceeded .6 and all cross-loadings were below .3. Lastly, the factor correlation matrix obtained a correlation of .696 between factor 1 and 2. This correlation is lower than before because one item was deleted, but still sufficiently high to argue in favor of the relatedness of factor 1 and 2.

Given the final results of this factor analysis, two factors were retained that are consistent with the proposed two fit dimensions. All six retained commonality items loaded heavily on one factor that could be labelled "commonality" factor, whereas the nine valence items loaded heavily on the other factor that could be labelled "valence" in accordance with the proposed fit model.

Reliability

To assess the scales' reliability, individual Cronbach's alphas were calculated for each scale. The alphas were very high with a value of .970 for the commonality scale and a value of .975 for the valence scale. Due to the deletion of the Commonality5 item (do

not make sense together/make sense together), Cronbach's alpha for the commonality

scale slightly lowered compared to the alpha if all commonality items were included in

the scale ($\alpha = .972$). The high cross-loading of this one item did however warrant its

deletion. Aside from that, neither of the two fit dimension scales could be further

improved through item deletion. Therefore, scales were subsequently created by

averaging the items for the commonality factor (6 items) and valence factor (9 items).

The commonality scale variable was named Scale_Commonality and the valence scale

variable was named Scale_Valence.

Associations with Real Brands and Charities

Of the 513 participants, 369 (71.9%) indicated they did not associate the brand in

the CRM scenario with a real brand, while 144 (28.1%) indicated that they did. A

binomial test with a test proportion of .5 indicated that this difference was significant at p

$< .001$. Similarly, of the 513 participants, 414 (80.7%) indicated they did not associate the

charity in the CRM scenario with a real charity, while 99 (19.3%) indicated that they did.

This difference was significant at $p < .001$, with a binomial test proportion of .5. It can be

concluded that the majority of participants did not have associations that may have

confounded the study results.

Study 2

Procedure

As in study 1 participants read the definition of CRM before every participant was

randomly assigned to one of the eighteen study conditions that contained the fictitious

CRM scenario descriptions. Participants were asked to read the hypothetical scenario and

answer the related questions that included attitude questions, purchase intent questions,

70

and self-created scale items to measure the two fit dimensions. To determine the fit perception of the CRM scenario, participants were given the definitions for the three general and nine sub-types of fit as proposed in Chapter 4. Participants were asked to read all general fit type definitions carefully before sorting the CRM scenario description into either positive, neutral, or negative fit. Likewise, participants were asked to read all sub-type definitions carefully before sorting the CRM scenario into exactly one of the nine sub-types. Please refer to Appendix C for the study 2 questionnaire.

Measures

Common Method Bias

Some of the measures in the study 2 questionnaire were adapted in an attempt to address common method bias (CMB). CMB, or the error related to the measurement method, especially self-reported measures or mono-methods, has been a point of discussion for years (e.g. Podsakoff, MacKenzie, & Podsakoff, 2012). Generally, the argument can be made for the existence and importance of controlling for CMB (e.g. Podsakoff et al., 2012), whereas other authors argue that CMB has advanced to a state of a 'methodological urban legend', meaning that not every concept measured with the same method exhibits CMB (e.g. Spector, 2006, p. 223). Conway and Lance (2010) suggest that self-reports are appropriate, especially when a rationale for administering self-reports is given. In this research for example, we sought to examine how participants perceived a CRM alliance. Therefore, asking participants to rate their perception made sense and in this case the use of self-reports over other reports was considered appropriate (Conway & Lance, 2010), also given the temporal and monetary constraints of this research. Nevertheless, some of Podsakoff et al.'s (2012) suggestions that were reasonable to implement given the scope and purpose of this research were followed to control for

CMB. Common scale properties were addressed and included Likert type in addition to semantic differential type scale formats for the fit scale questions as this transformation was relatively easy to accomplish (Podsakoff et al., 2012). Furthermore, the question types in Qualtrics were changed so that some questions were displayed in the multiple choice form, while others remained in matrix table form. Moreover, acquiescence bias was addressed by including negative items (Podsakoff et al., 2012) and split up the four semantic differential commonality items "dissimilar/similar" (Commonality2), "unrelated/related" (Commonality3), "dissociated/associated" (Commonality4), and "disconnected/connected" (Commonality7) into one set of negative-worded commonality items, Commonality8 (dissimilar reverse), Commonality9 (unrelated reverse), Commonality10 (dissociated reverse), Commonality11 (disconnected reverse), and a second set of positive-worded items, Commonality4 (similar), Commonality5 (related), Commonality6 (associated), and Commonality7 (connected). The new item sets were measured on a 7-point Likert scale from 1 = strongly disagree to 7 = strongly agree. Another four semantic differential valence items, "harmful/helpful" (Valence2), "preventing/advancing" (Valence5), "bad/good" (Valence7), "undermining/contributing" (Valence9) were split up likewise. The intricacy revolving around assessing and comparing CMB in this research was related to the different designs of studies 1 and 2. Furthermore, we did not include any marker variables and therefore could not use other techniques.

Harman's single-factor test (e.g. Podsakoff, MacKenzie, Lee, & Podsakoff, 2003) was used to assess potential CMB. Usually, all study variables/items should be included in Harman's single-factor test (Podsakoff et al., 2003) which is executed by running a factor analysis without rotation and constraining the extraction to one factor. Doing so

resulted in 31.75% of the common variance explained by one factor in study 1 where 56

items were analyzed and 53.8% of the common variance explained by one factor in study

2 where 38 items were analyzed. One explanation for the low common variance in study

1 may be due to the inclusion of the 1-item clarity questions about the fit definitions and

examples and the 1-item fit evaluation questions in addition to attitude and fit scale items.

In study 2 however, the relatively high percentage of shared variance could have resulted

from the inclusion of only two fit categorization tasks (one for the general and one for the

sub-types of fit) while most items were constituted of fit scale, attitude, and purchase

intention questions. Although both studies include self-reported measures, the diverse

nature of questions may have been higher in study 1 and therefore reduced method bias.

While we are cognizant that Podsakoff et al. (2003) state that all variables should be

loaded into an exploratory factor analysis, doing so was at the cost of comparability

between study 1 and 2. We could not see what influence item re-wording had on the

results. Therefore, a repeated examination included only the fit scale items of study 1, and

subsequently the revised fit scale items in study 2, to achieve some comparability. After

extracting a single factor, the unrotated factor solution for all 16 fit scale items (7

commonality and 9 valence items) in study 1 explained 71.37% of the common variance,

whereas the unrotated factor solution for all 24 fit scale items (11 commonality and 13

valence items) in study 2 explained 55.83% of the variance. A comparison solely based

on these fit scale items showed that the steps taken to address CMB were helpful in that

common variance could be reduced. The obvious limitation to this approach is that all fit

scale items are supposed to be related to some degree and that only including fit scale

items neglects the impact of all other questions. Although Podsakoff et al. (2003) do not

specify 'substantial' in terms of how much common variance signals the presence of

CMB, conventional practice suggests that if more than 50% of common variance is explained by the one extracted factor, CMB is present. Ultimately we acknowledge that it is likely some degree of CMB was present in both studies. After all, the cognitive theories discussed earlier in Chapter 3 suggest that individuals try to maintain consistency in their thinking and therefore may also exhibit consistency when responding to similar questions and so influence the relationship and introduce bias due to the method (Heider, 1958; Osgood & Tannenbaum, 1955; Podsakoff et al., 2003). Still, the steps taken in study 2 seem to have reduced this threat to a nominal level.

Fit Dimensions

As in study 1, the two proposed fit dimensions, commonality and valence, were assessed with self-created scale measures. Commonality and valence were measured with seven-point semantic differential and Likert type scale items to mitigate CMB as explained above. The items generated to assess commonality remained the same, except that four items were re-worded as explained previously, resulting in 11 commonality items for study 2. The items were Commonality1 (weakly strongly conn), Commonality2 (no sense make sense), Commonality3 (apart or close), Commonality4 (similar), Commonality5 (related), Commonality6 (associated), Commonality7 (connected), Commonality8 (dissimilar reverse), Commonality9 (unrelated reverse), Commonality10 (dissociated reverse), Commonality11 (disconnected reverse).

The same procedure was applied to the valence items, resulting in 13 valence items for study 2. The items were: Valence1 (weakly strongly conn), Valence2 (opposing), Valence3 (inharmonious), Valence4 (detrimental) Valence5 (inefficient), Valence6 (helpful), Valence7 (advancing), Valence8 (good), Valence9 (contributing), Valence10 (harmful reverse), Valence11 (preventing reverse), Valence12 (bad reverse),

Valence13 (undermining reverse). Factor analysis was performed with the fit scale items analogous to study 1.

Attitude and Purchase Intention

The same attitude measures as in study 1 were used. Additionally, study 2 included three purchase intention items adapted from Burton, Garretson, and Velliquette (1999), who reported a Cronbach's α of .89, and Kozup, Cryer, and Burton (2003), who used the purchasing intention items in two studies and reported coefficient alphas of .97 and .95. The items were "How likely would you be to purchase the brand, given the information shown in the scenario? (more likely/less likely)", "Would you be more likely or less likely to purchase the brand, given the information shown in the scenario? (less likely/more likely)", and "Given the information shown in the scenario, how probable is it that you would consider the purchase of the brand?" (not probable/very probable).

Fit Categorization

The main part of study 2 consisted of two categorization tasks. Every participant was asked to sort the CRM alliance illustrated in the scenario into one of the three general fit categories (positive, neutral, and negative fit) and into one of the nine fit sub-types (mission, function, created theme, natural theme, stakeholder, general interest, complicity, prevention, and redresser). Participants were advised that they could only select one general and one sub-type of fit, and asked to choose the category that made the most sense even when they thought the CRM alliance could be sorted into several categories. Participants were also asked to read all definitions and examples carefully before making a decision on a category.

Associations with Real Brands and Charities

Study 2 included the same dichotomous questions that asked whether the CRM scenario made participants think of specific brands and charities as study 1. If yes was selected, participants were re-directed to an open-ended thought-listing question that asked them to name the brands and/or charities they were thinking of.

Demographics, Attention Checks, Difficulties with Questions

Sociodemographic questions (age, gender, country, income, and education) were included at the end of the study. Attention check questions were dispersed throughout study 2 as well. At the end of the questionnaire, all participants were asked to provide comments if they had some, or indicate whether they had difficulties completing the study or found anything confusing. Another 1-item question asked about participants' confidence in the accuracy of their responses, ranging from "1 = not at all confident" to "7 = extremely confident".

Data Preparation

Variable Flagging

Variable flagging in study 2 was performed in the same way as in study 1. One flag variable recoded all responses into complete (0) and partial (1) responses. The duration flag variable recoded all variables and assigned value 1 if participants took less than 180 seconds and more than 3,600 seconds, and else assigned value 0. The minimum threshold was lowered to 180 seconds for study 2 due to the shorter predicted completion time. The country flag variable recoded all cases into 0 if the participant was in the USA and 1 if the participant was in another country by using participants' IP addresses. An additional flag variable was required to filter out one respondent who did not agree to participate in study 2, but whose response was included in the raw data set. This case was

flagged with 1, all other cases with 0. Attention checks were flagged slightly differently as only two were included in study 2. Therefore, no or one missed attention check was regarded acceptable and assigned value 0, whereas two missed attention checks were assigned value 1. Lastly, all five flag variables were added and all cases with values greater than 0 excluded from the analysis.

Sample Characteristics

Of the 999 total responses gathered for study 2, 544 were retained for analysis after data cleaning. Of the 455 deleted responses, 252 were from countries other than the USA, 155 were partial responses, and the remaining 48 missed the attention checks, failed the duration cut-offs, or did not agree to participate. The Median age was 35-44 years (134 or 24.6%), although most participants were 25-34 years old (191 or 35.1%). The sample was comprised of 275 (50.6%) males, 264 (48.5%) females, and 5 (.9%) that identified with other genders or preferred not to indicate their gender. The Median annual income was $30,000-$59,999 (183 or 33.6%). The Median level of education was the Associate's degree (61 or 11.2%), although the modal response was the Bachelor's degree (193 or 35.5%). All eighteen conditions reached the desired minimum of 20 responses per cell, ranging from 27 to 33 (see Table 6).

Table 6 Cell Sizes Study 2

Positive	Mission	Brand 1	n	29
		Brand 2	n	31
	Function	Brand 1	n	28
		Brand 2	n	32
	Created	Brand 1	n	33
		Brand 2	n	29
	Natural	Brand 1	n	28
		Brand 2	n	30
	Stakeholder	Brand 1	n	29
		Brand 2	n	33
Neutral	General Interest	Brand 1	n	33
		Brand 2	n	31
Negative	Complicity	Brand 1	n	30
		Brand 2	n	29
	Prevention	Brand 1	n	32
		Brand 2	n	31
	Redresser	Brand 1	n	29
		Brand 2	n	27
			N	**513**

Missing cases

After flagging and case deletion, three values were still missing due to

nonresponse. As in study 1, these values were estimated using SPSS series mean. For one

respondent in the Redresser Brand 1 condition, the value for the commonality item "do

not make sense together/make sense together" was missing. Therefore, the data file was

split according to the general fit type, fit sub-type, and replication (whether brand 1 or 2).

Subsequently, the missing value was replaced with the condition series mean of 4.43.

Likewise, the remaining missing value in the Function Brand 2 condition was replaced

with a series mean of 6.35 for the valence item "distracting/enhancing". The missing

value for the Stakeholder Brand 2 condition was not mean substituted as this represented

the categorical general fit type evaluation item. This response was omitted in hypothesis

testing. Moreover, no change was made for the missing education value.

Fit Scale Creation

Factor Analysis

Exploratory factor analysis was conducted with all items from study 1 and the reverse-coded items that were adapted to account for common method variance. Again, the proposed valenced fit model was the basis for item and scale development and therefore EFA was preferred to PCA. The final sample size of 544 responses and 24 fit dimensions items, comprised of the 11 commonality and 13 valence items, resulted in a ratio of about 22 cases per item that represents an adequate ratio to perform a factor analysis. Detailed EFA results are reported in Appendix H. Only the final results are summarized subsequently.

The reverse-coded Valence11 item (preventing/advancing) items was discarded from FA as it had a communality value of .308, which was lower than the .5 cut-off. The Commonality2 item (do not make sense together/make sense together) was unstable with a factor loading of .505 and a cross-loading of .356 and was eventually discarded from further analysis as well. Lastly, 22 items were re-tested for their EFA suitability. Factorability was ensured with a KMO of .954, a significant Bartlett's test (χ^2 (231) = 15363.213, $p < .001$), all communalities exceeding .5, the MSA greater than .5, and bivariate item correlations remaining the same. Two fixed factors were extracted with the PAF method, followed by direct oblimin rotation. The first factor with an eigenvalue of 13.104 accounted for about 59.56% of the total variance (cf. Appendix Table 16). The second factor with an eigenvalue of 3.073 accounted for another 13.97% of the variance, resulting in a cumulative 73.53% of the total variance explained by two factors. After extraction, 58.29% of the common variance was explained by factor 1, 12.66% of the

common variance was explained by factor 2, thus resulting in a cumulative common variance of 70.95%.

Factor loadings retrieved from the pattern matrix exceeded .6. The cross-loadings were below .3 (cf. Appendix Table 17). Lastly, the factor correlation matrix indicated a correlation of .595 between factor 1 and 2. This correlation is lower than in study 1, but still sufficiently high to argue in favor of the relatedness of factor 1 and 2 thus justifying an oblique rotation.

Given the final results of this factor analysis, two factors were retained that are consistent with the proposed two fit dimensions. All 10 retained commonality items loaded highly on the "commonality" factor, whereas the 12 retained valence items loaded highly on the "valence" factor.

Reliability

Cronbach's alpha for the commonality scale was very high with $\alpha = .962$ and remained the same after deletion of Commonality2 (do not make sense together/make sense together). The initial alpha for the valence scale was at .956 for all 12 items and further increased to $\alpha = .963$ after the Valence11 (preventing/advancing reverse) was deleted. Neither of the two fit dimension scales could be improved through additional item deletion. Therefore, scales were created for the commonality factor (10 items) and the valence factor (12 items). The commonality scale variable was named Scale_Commonality and the valence scale variable was named Scale_Valence.

Associations with Real Brands and Charities

Of the 544 participants, 422 (77.6%) indicated they did not associate the brand in the CRM scenario with a real brand, while 122 (22.4%) indicated that they did. A binomial test with a test proportion of .5 indicated that this difference was significant at p

< .001. Similarly, of the 544 participants, 467 (85.8%) indicated they did not associate the charity in the CRM scenario with a real charity, while 77 (14.2%) indicated that they did. This difference was significant at $p < .001$, with a binomial test proportion of .5. It can be concluded that the majority of participants did not have associations that may have confounded the study results.

Chapter 6: Results

Study 1

Hypotheses 1a and 1b

The proposed Hypothesis 1a and 1b stated the following:

H1a: *Individuals will be able to accurately and consistently categorize CRM alliances into the respective, a priori determined positive, neutral, or negative categories of fit.*

H1b: *Individuals will be able to accurately and consistently categorize CRM alliances into the respective, a priori determined sub-types of fit.*

Categorization into General Fit Types (H1a)

To test whether individuals categorized the CRM alliances consistently into the general fit types (**H1a**), the CRM scenario descriptions (Fit_Type_General) served as independent and participants' rating on the 1-item general fit scale (General_Fit_EVAL) as dependent variable. Fit_Type_General was coded so that all CRM scenarios created to represent positive fit types were assigned a value of 1, all neutral CRM scenarios a value of 2, and all negative CRM scenarios a value of 3. Bar Charts in Figure 7 and Figure 8 illustrate the frequencies of General_Fit_EVAL for both replications. Frequency tables (Appendix I) for General_Fit_EVAL show that 73.5% (89.5%) of the participants gave a rating of +1 to +3 for the positive fit scenarios, 51.6% (72.4%) gave a rating of 0 for the neutral fit scenarios, and 48.8% (38.5%) gave a rating of -1 to -3 for the negative fit scenarios in replication 1 (replication 2).
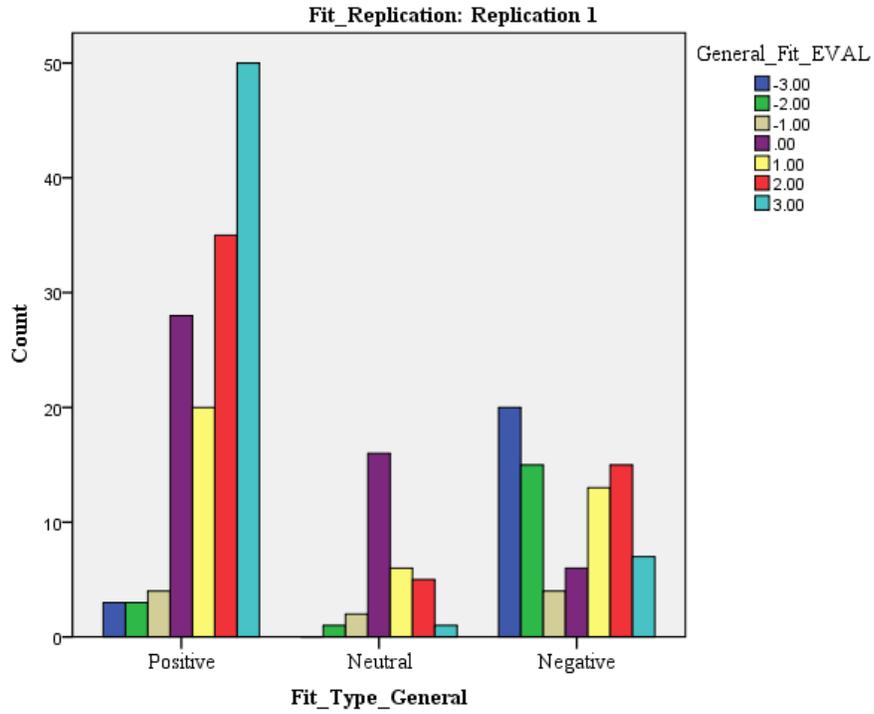
Figure 7 Bar Charts Illustrating the Frequencies for General_Fit_EVAL (Study 1)
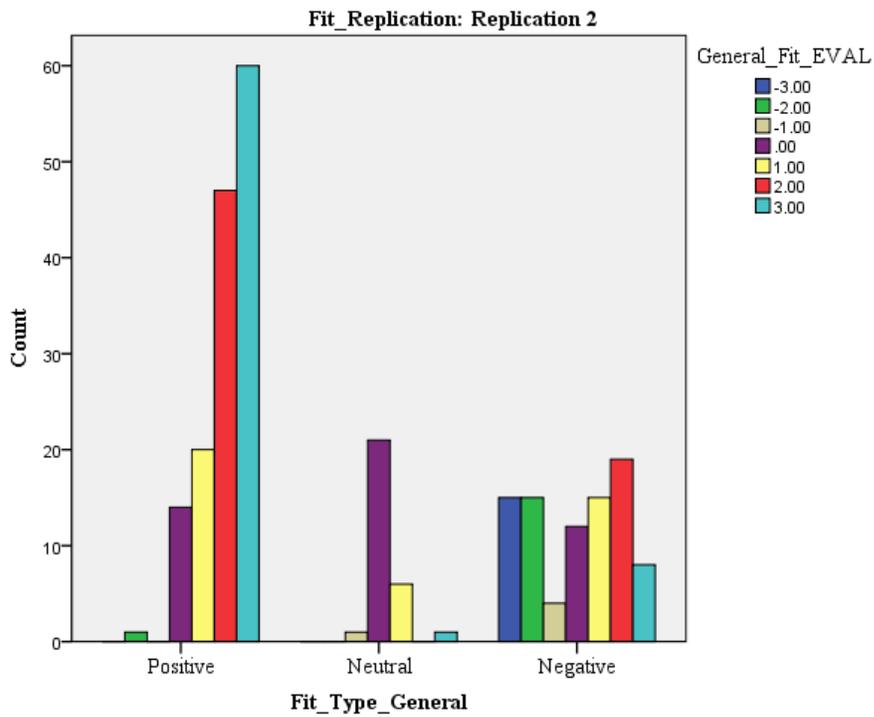
Figure 8 Bar Charts Illustrating the Frequencies for General_Fit_EVAL (Study 1)

Mann-Whitney U tests

Three Mann-Whitney U tests were performed to examine whether there were significant differences between the three groups of the predictor variable Fit_Type_General and the ordinal outcome variable General_Fit_EVAL. A Bonferroni correction of $\alpha = .025$ was applied to the interpretation of the results due to the replication of all fit categories.

Results indicated statistically significant differences in general fit evaluations for positive-neutral and positive-negative comparisons in both replications, $U = 1188.0$, $Z = -4.165$, $p < .001$ for positive-neutral replication 1; $U = 431.0$, $Z = -6.979$, $p < .001$ for positive-neutral replication 2; $U = 2856.0$, $Z = -6.314$, $p < .001$ for positive-negative replication 1; $U = 2490.0$, $Z = -7.882$, $p < .001$ for positive-negative replication 2. Both replications of positive fit CRM scenarios had a Median of 2.0, both replications of neutral fit CRM scenarios had a Median of 0.0, and both negative fit CRM scenario replications had a Median of 0.0. Neutral-negative comparisons did not indicate significant differences between general fit evaluations in either replication, $U = 993.5$, $Z = -1.643$, $p = .100$ in replication 1; $U = 1275.0$, $Z = -.006$, $p = .995$ in replication 2. The reason could be that distributions for both the negative and the neutral evaluations had the same centers and similar mean ranks. Moreover, results and bar charts do suggest that CRM scenarios intended to represent positive and neutral fit were perceived and categorized as positive and neutral fit respectively and were distinct from one another. Results for negative CRM scenarios were more diffuse and suggest that mental categorization is not as clear-cut.

Binomial tests

A series of binomial tests was performed on the full sample to complement the previous results. A Bonferroni correction of $1 - \alpha/6 = .0083$ with $\alpha = .05$ adjusted for multiple tests. To conduct the binomial test for the positive fit scenarios, only those participants who read a positive fit CRM scenario were selected in SPSS. Furthermore, General_Fit_EVAL was recoded into 1 if participants assigned a rating from +1 to +3 to the CRM scenario they read, else it was recoded into -1. Analogously, to test neutral (negative) fit, participants were selected according to the CRM scenario they read and General_Fit_EVAL was recoded into 1 if participants assigned a rating of 0 (-1 to -3) to the CRM scenario they read, else it was recoded into -1. The default test proportion was .50. As expected, both positive fit replications differed significantly from the test proportion ($p < .0083$). Positive CRM scenarios in replication 1 ($N = 143$) were rated as positive fit 105 times, and 38 times as other fit types, resulting in observed proportions of .73 to .27. In replication 2 ($N = 142$), proportions were .89 (127 times rated as positive fit) to .11 (15 times rated as other fit types). These results both suggest success in terms of accurate and consistent categorizing.

For neutral fit CRM scenarios, neither replication 1 ($N = 31$, $p = 1.000$) nor replication 2 ($N = 29$, $p = .024$) was significant. Replication 1 was rated as neutral fit 16 times (proportion of .52) and 15 times as other fit types (proportion of .48). Replication 2 was rated as neutral fit 21 times (proportion of .72) and 8 times as other fit types (proportion of .28). While replication 1 clearly did not differ from the test proportions, the insignificant result for replication 2 may be related to the small sample size available for this test. Moreover, the Bonferroni correction is known to be a very conservative p-value adjustment and sometimes regarded as too strict (Bland & Altman, 1995). The positive fit

proportions in replication 1 (.73 to .27) for instance were similar, yet significant due to the larger sample size. As the bar charts in Figure 7 and Figure 8 indicate, the tendency to rate neutral CRM scenarios as neutral fit was definitely present among participants in replication 2. Moreover, the majority of ratings other than 0 for the neutral CRM scenarios in replication 1 were ranging from +1 to +3, indicating that participants tended toward positive fit categorizations (see Figure 7). Similarly, in replication 2 only one participant thought the neutral CRM scenario represented a weak form of negative fit, whereas seven participants rated the neutral fit scenario as positive fit (either +1 or +3).

Results for negative fit were diffuse and opposite than expected. Binomial tests for both replications of the negative fit CRM scenarios were insignificant ($p = .911$ for replication 1, $p = .042$ for replication 2). The interesting pattern that emerged as observed in the bar charts (Figure 7 and Figure 8) and frequency tables (Appendix I) for General_Fit_EVAL was supported here. Although proportions in replication 1 ($N = 80$) were almost equal, a higher number of participants (41 in absolute terms, resulting in a proportion of .51) rated the negative fit CRM scenarios as another type of fit (neutral or positive) than those who did rate these scenarios as negative fit (39 in number, resulting in a proportion of .49). The number of participants who rated the negative fit CRM scenarios as some other type of fit, either neutral or positive, was even greater in replication 2 ($N = 88$), where 54 (proportion of .61) participants rated these scenarios as another type of fit and only 34 (proportion of .39) rating them as negative fit.

Given the results of the Mann-Whitney and binomial tests, as well as the inspection of bar charts and frequency tables, **H1a** received partial support. While positive fit was rated as expected, neutral fit scenarios exhibited the desired tendencies

yet were not significant. Participants exhibited disagreement concerning their judgement of the negative CRM scenarios.

Categorization into Fit Sub-types (H1b)

We also collected data on nine 1-item sub-type measures of fit perception that were used to test **H1b**. These nine sub-type measures were Mission_Fit_EVAL, Function_Fit_EVAL, Created_Fit_EVAL, Natural_Fit_EVAL, Stakeholder_Fit_EVAL, GeneralInterest_Fit_EVAL, Complicity_Fit_EVAL, Prevention_Fit_EVAL, and Redresser_Fit_EVAL. All sub-type scenarios were considered individually and the degree of participants' agreement calculated. Although every participant examined only one CRM alliance, each participant did so by rating the scenario on all sub-type measures. Hence, participants can be viewed as independent raters who judged the CRM scenario according to whether they agreed or disagreed that the scenario represented each of the nine sub-types of fit. Ideally, to find full support for **H1b** all participants would for instance strongly agree that the two mission fit scenarios represent mission fit and disagree to different but consistent degrees that they represent other sub-types. Kendall's Coefficient of Concordance, also known as Kendall's W, represents a nonparametric measure of rater agreement for ordinal variables and can be used with multiple raters (e.g. Kendall & Smith, 1939; Legendre, 2010). A total of 18 tests were conducted, taking into account the two replications, which is why the p-value was adjusted to .0028 ($1 - \alpha/18$ = .0028, with α = .05). Whether or not **H1b** can receive support will be shown by a consolidated look at the value of Kendall's W, together with the significance value and the highest rated fit category in terms of mean ranks.

Although agreement for mission fit was low in replication 1 ($N = 25$, $W = .195$, $\chi^2(8) = 39.038$, $p < .0028$), an interesting observation could be made regarding the mean

ranks (Table 7). Mission_Fit_EVAL with a mean rank of 6.76 almost lied level with

Prevention_Fit_EVAL that had the highest mean rank of 6.78, while all other fit

evaluations had mean ranks lower than 5.00. Although overall agreement in replication 2

was higher ($N = 31$, $W = .418$, $\chi^2(8) = 103.782$, $p < .0028$), the mean ranks were higher

than 6.00 for all positive sub-type evaluations (not only Mission_Fit_EVAL) except

Created_Fit_EVAL. Prevention_Fit_EVAL still had a higher mean rank (4.63) than the

other negative and neutral sub-types, but did not come as close to Mission_Fit_EVAL as

in the first replication.

Table 7 Mean Ranks for Mission Fit CRM scenarios

Replication 1		Replication 2	
Prevention_Fit_EVAL	**6.78**	Natural_Fit_EVAL	**6.81**
Mission_Fit_EVAL	**6.76**	Function_Fit_EVAL	**6.77**
Created_Fit_EVAL	4.94	Mission_Fit_EVAL	**6.65**
GeneralInterest_Fit_EVAL	4.92	Stakeholder_Fit_EVAL	6.15
Function_Fit_EVAL	4.88	Prevention_Fit_EVAL	4.63
Stakeholder_Fit_EVAL	4.82	Created_Fit_EVAL	4.35
Natural_Fit_EVAL	4.70	GeneralInterest_Fit_EVAL	3.56
Complicity_Fit_EVAL	3.90	Complicity_Fit_EVAL	3.18
Redresser_Fit_EVAL	3.30	Redresser_Fit_EVAL	2.90

For the function fit scenario, agreement was moderate in replication 1 ($N = 27$, W

$= .450$, $\chi^2(8) = 97.157$, $p < .0028$) and relatively high in replication 2 ($N = 30$, $W = .643$,

$\chi^2(8) = 154.227$, $p < .0028$), compared to the previous agreement levels. In both function

fit scenarios (Table 8), neutral and negative sub-type evaluations had low mean ranks,

whereas as expected Function_Fit_EVAL had high mean ranks with 6.80 in replication 1

and 7.73 in replication 2. The interesting finding here was that Natural_Fit_EVAL

seemed to compete with Function_Fit_EVAL as in replications 1 its mean rank was even

higher than for Natural_Fit_EVAL (7.17 in replication 1, 7.10 in replication 2).

Table 8 Mean Ranks for Function Fit CRM scenarios

Replication 1		Replication 2	
Natural_Fit_EVAL	**7.17**	Function_Fit_EVAL	**7.73**
Function_Fit_EVAL	**6.80**	Natural_Fit_EVAL	**7.10**
Mission_Fit_EVAL	6.61	Mission_Fit_EVAL	6.70
Stakeholder_Fit_EVAL	5.78	Stakeholder_Fit_EVAL	6.18
GeneralInterest_Fit_EVAL	4.81	Created_Fit_EVAL	5.00
Created_Fit_EVAL	4.15	GeneralInterest_Fit_EVAL	4.63
Prevention_Fit_EVAL	4.04	Prevention_Fit_EVAL	2.80
Complicity_Fit_EVAL	3.28	Redresser_Fit_EVAL	2.65
Redresser_Fit_EVAL	2.37	Complicity_Fit_EVAL	2.20

For the natural theme fit scenarios (see Table 9), only replication 1 with moderate

agreement ($N = 30$, $W = .596$, $\chi^2(8) = 143.009$, $p < .0028$) exhibited a pattern similar to

the function fit scenarios in that the highest mean ranks were obtained for

Natural_Fit_EVAL (7.53) and Function_Fit_EVAL (7.68), whereby Mission_Fit_EVAL

and Stakeholder_Fit_EVAL also had high ranks (6.42 and 6.08 respectively). Natural fit

replication 2 on the other hand indicated lower rater agreement ($N = 27$, $W = .285$, $\chi^2(8) =$

61.579, $p < .0028$) and showed a different categorization, as this scenario was evaluated

high on natural fit (mean rank of 7.44) followed by stakeholder fit (mean rank of 6.30).

Table 9 Mean Ranks for Natural Theme Fit CRM scenarios

Replication 1		Replication 2	
Function_Fit_EVAL	**7.68**	Natural_Fit_EVAL	**7.44**
Natural_Fit_EVAL	**7.53**	Stakeholder_Fit_EVAL	**6.30**
Mission_Fit_EVAL	6.42	Function_Fit_EVAL	5.44
Stakeholder_Fit_EVAL	6.08	Mission_Fit_EVAL	5.24
Created_Fit_EVAL	4.20	GeneralInterest_Fit_EVAL	4.93
Prevention_Fit_EVAL	4.10	Created_Fit_EVAL	4.83
GeneralInterest_Fit_EVAL	3.83	Prevention_Fit_EVAL	3.93
Redresser_Fit_EVAL	2.75	Complicity_Fit_EVAL	3.63
Complicity_Fit_EVAL	2.40	Redresser_Fit_EVAL	3.26

Another interesting pattern emerged for the created fit scenarios (Table 10). This not only demonstrated participants' similar agreement in both replications, $N = 29$, $W = .346$, $\chi^2(8) = 80.179$, $p < .0028$ in replication 1 and $N = 26$, $W = .361$, $\chi^2(8) = 75.069$, $p < .0028$ in replication 2, they also rated both scenarios similarly strong on the Created_Fit_EVAL (6.91 in replication 1, 7.31in replication 2) and GeneralInterest_Fit_EVAL (7.67 in replication 1, 7.23 in replication 2) scales.

Table 10 Mean Ranks for Created Theme Fit CRM scenarios

Replication 1		Replication 2	
GeneralInterest_Fit_EVAL	**7.67**	Created_Fit_EVAL	**7.31**
Created_Fit_EVAL	**6.91**	GeneralInterest_Fit_EVAL	**7.23**
Stakeholder_Fit_EVAL	5.31	Function_Fit_EVAL	5.33
Function_Fit_EVAL	4.79	Stakeholder_Fit_EVAL	5.27
Mission_Fit_EVAL	4.72	Mission_Fit_EVAL	4.88
Prevention_Fit_EVAL	4.31	Natural_Fit_EVAL	4.02
Natural_Fit_EVAL	4.12	Complicity_Fit_EVAL	3.96
Complicity_Fit_EVAL	3.91	Prevention_Fit_EVAL	3.67
Redresser_Fit_EVAL	3.24	Redresser_Fit_EVAL	3.33

Stakeholder fit (see Table 11) received low agreement in replication 1 ($N = 32$, $W = .223$, $\chi^2(8) = 57.185$, $p < .0028$) and moderate agreement in replication 2 ($N = 28$, W

$= .409$, $\chi^2(8) = 91.699$, $p < .0028$). Whereas in replication 1, participants were indecisive

between judging the scenario as stakeholder fit (mean rank of 6.94) or general interest fit

(mean rank of 6.89), they rated replication 2 high on stakeholder fit (mean rank of 6.88),

followed by Natural_Fit_EVAL (mean rank of 6.63), and Mission_Fit_EVAL (6.25).

Table 11 Mean Ranks for Stakeholder Fit CRM scenarios

Replication 1		Replication 2	
Stakeholder_Fit_EVAL	**6.94**	Stakeholder_Fit_EVAL	**6.88**
GeneralInterest_Fit_EVAL	**6.89**	Natural_Fit_EVAL	**6.63**
Created_Fit_EVAL	5.20	Mission_Fit_EVAL	**6.25**
Complicity_Fit_EVAL	4.97	Function_Fit_EVAL	5.84
Redresser_Fit_EVAL	4.67	Created_Fit_EVAL	5.29
Function_Fit_EVAL	4.55	GeneralInterest_Fit_EVAL	5.20
Natural_Fit_EVAL	4.27	Complicity_Fit_EVAL	3.13
Mission_Fit_EVAL	3.88	Prevention_Fit_EVAL	3.04
Prevention_Fit_EVAL	3.64	Redresser_Fit_EVAL	2.77

Generally, all positive fit sub-type scenarios received low mean ranks for the

negative sub-type evaluations. Even though agreement among participants varied

concerning the evaluation of positive fit sub-types, these were largely categorized as

predicted and perceived as an alternative form of positive fit if the evaluation did not

match the intended fit type of the scenario.

This was however expected to change for the neutral and negative sub-types. Both

general interest fit scenarios (Table 12) showed a pattern comparable to the created fit

scenarios, meaning that for general interest replication 1 ($N = 31$, $W = .332$, $\chi^2(8) =$

82.328, $p < .0028$) mean ranks were highest for General_Fit_EVAL (7.89) and

Created_Fit_EVAL (6.42), and that for replication 2 ($N = 29$, $W = .372$, $\chi^2(8) = 86.395$, p

< .0028) mean ranks were highest for General_Fit_EVAL (8.21) and Created_Fit_EVAL

(6.09).

Table 12 Mean Ranks for General Interest Fit CRM scenarios

Replication 1		Replication 2	
GeneralInterest_Fit_EVAL	**7.89**	GeneralInterest_Fit_EVAL	**8.21**
Created_Fit_EVAL	**6.42**	Created_Fit_EVAL	**6.09**
Stakeholder_Fit_EVAL	5.19	Stakeholder_Fit_EVAL	5.10
Complicity_Fit_EVAL	5.05	Function_Fit_EVAL	4.57
Function_Fit_EVAL	4.84	Mission_Fit_EVAL	4.53
Redresser_Fit_EVAL	4.16	Complicity_Fit_EVAL	4.24
Mission_Fit_EVAL	4.13	Natural_Fit_EVAL	4.17
Natural_Fit_EVAL	3.79	Redresser_Fit_EVAL	4.09
Prevention_Fit_EVAL	3.53	Prevention_Fit_EVAL	4.00

Last but not least, the negative sub-types showed some insightful patterns as well.

The low agreement notwithstanding, complicity fit replication 1 ($N = 27$, $W = .333$, $\chi^2(8)$

$= 72.023$, $p < .0028$) and replication 2 ($N = 29$, $W = .366$, $\chi^2(8) = 84.838$, $p < .0028$)

received high mean ranks not only for Complicity_Fit_EVAL (7.33 for replication 1 and

7.36 for replication 2), but also for Redresser_Fit_EVAL (7.39 for replication 1 and 7.67

for replication 2; see Table 13). This was not unexpected as complicity fit was argued to

be a weaker form of redresser fit.

Table 13 Mean Ranks for Complicity Fit CRM scenarios

Replication 1		Replication 2	
Redresser_Fit_EVAL	**7.39**	Redresser_Fit_EVAL	**7.67**
Complicity_Fit_EVAL	**7.33**	Complicity_Fit_EVAL	**7.36**
Created_Fit_EVAL	5.35	GeneralInterest_Fit_EVAL	5.12
GeneralInterest_Fit_EVAL	5.13	Stakeholder_Fit_EVAL	4.90
Stakeholder_Fit_EVAL	4.74	Created_Fit_EVAL	4.62
Function_Fit_EVAL	3.98	Natural_Fit_EVAL	4.05
Natural_Fit_EVAL	3.76	Prevention_Fit_EVAL	3.88
Prevention_Fit_EVAL	3.74	Mission_Fit_EVAL	3.76
Mission_Fit_EVAL	3.57	Function_Fit_EVAL	3.64

For the two redresser fit scenarios agreement did not exist (Table 14). While results for redresser fit 1 were at least significant ($N = 27$, $W = .182$, $\chi^2(8) = 39.297$, $p < .0028$), redresser fit replication 2 did not show a significant level of agreement ($N = 31$, $W = .092$, $\chi^2(8) = 22.837$, $p = .004$), considering the adjusted p-value. Even the mean ranks of all evaluations were not as distinct as for other fit types, although in replication 1 Redresser_Fit_EVAL had the highest mean rank with 6.67, followed by Complicity_Fit_EVAL with a mean rank of 6.11. In replication 2, GeneralInterest_Fit_EVAL got the highest mean rank (6.16), while Redresser_Fit_EVAL and Complicity_Fit_EVAL had lower mean ranks of 5.68 and 5.81 respectively.

Table 14 Mean Ranks for Redresser Fit CRM scenarios

Replication 1		Replication 2	
Redresser_Fit_EVAL	**6.67**	GeneralInterest_Fit_EVAL	**6.16**
Complicity_Fit_EVAL	**6.11**	Complicity_Fit_EVAL	**5.81**
Created_Fit_EVAL	5.91	Redresser_Fit_EVAL	**5.68**
GeneralInterest_Fit_EVAL	5.61	Natural_Fit_EVAL	4.98
Stakeholder_Fit_EVAL	4.54	Function_Fit_EVAL	4.95
Function_Fit_EVAL	4.26	Prevention_Fit_EVAL	4.95
Mission_Fit_EVAL	4.02	Created_Fit_EVAL	4.52
Natural_Fit_EVAL	3.94	Stakeholder_Fit_EVAL	4.15
Prevention_Fit_EVAL	3.94	Mission_Fit_EVAL	3.81

There was comparable vagueness in both prevention fit replications (Table 15). First, agreement among participants as to which fit type the two scenarios represented was very low, $N = 26$, $W = .125$, $\chi^2(8) = 26.046$, $p < .0028$ for replication 1; $N = 28$, $W = .150$, $\chi^2(8) = 33.580$, $p < .0028$ for replication 2. Second, for prevention fit replication 1, GeneralInterest_Fit_EVAL had the highest mean rank of 6.69, followed by the three negative fit evaluations all above 5.00, and all positive fit evaluations between 4.00 and 5.00, from which it can be inferred that replication 1 was not consistently categorized as prevention fit. In replication 2, Prevention_Fit_EVAL did receive the highest mean rank (6.98), while all other fit types individually received moderate levels of agreement as well.

Table 15 Mean Ranks for Prevention Fit CRM scenarios

Replication 1		Replication 2	
GeneralInterest_Fit_EVAL	**6.69**	Prevention_Fit_EVAL	**6.98**
Complicity_Fit_EVAL	**5.87**	Function_Fit_EVAL	5.45
Prevention_Fit_EVAL	**5.73**	Complicity_Fit_EVAL	5.39
Redresser_Fit_EVAL	5.02	Mission_Fit_EVAL	5.05
Created_Fit_EVAL	4.56	Natural_Fit_EVAL	5.02
Natural_Fit_EVAL	4.40	Stakeholder_Fit_EVAL	4.96
Mission_Fit_EVAL	4.35	Redresser_Fit_EVAL	4.63
Function_Fit_EVAL	4.29	Created_Fit_EVAL	4.23
Stakeholder_Fit_EVAL	4.10	GeneralInterest_Fit_EVAL	3.29

As a result, tendencies in mean ranks hinted that the respective fit sub-type was recognized by the participants, but almost never exclusively the sub-type the CRM scenario represented, and, what is more, agreement was moderate to very low across all sub-types. Hence, **H1b** could not be fully supported and overall **H1a** and **H1b** received very weak support.

Discussion

In regards to general fit types, the bar charts (Figure 7 and Figure 8) illustrate how positive, neutral, and negative fit types were perceived by participants. Especially positive fit in both replications and neutral fit in replication 2 received the according scores on the 1-item General_Fit_EVAL scale, even though results for neutral fit replication 2 were not significant. Participants' ratings were however relatively consistent and accurate for the positive fit types and neutral fit replication 2. Particularly the concept of negative fit turned out to be more difficult to grasp for participants, given that negative fit scenarios were also perceived as positive and neutral fit types.

Upon conducting the binomial tests, positive, neutral, and negative fit perceptions were judged by comparing the proportions of accurately identified or rated CRM

scenarios to the proportions that represented inaccurate categorizations of fit types. First of all, only two of the six statistical tests were significant. Secondly, both negative fit replications had high ratings on the negative as well as the positive ends of the General_Fit_EVAL scale and represented the difficulties participants faced when deciding on the type of fit these scenarios represented.

A possible explanation for the intricacy around the perception of the negative fit CRM scenarios could be that brand and charity had some degree of shared associations, especially since they partnered to support a good cause. This may have caused some participants to regard these scenarios as positive fit instead of negative fit, especially if they did not critically reflect on the problems the brands may cause with their business activities, and therefore did not create negatively valenced associations concerning the brands. Positive fit generally seems to be a concept that is easier to grasp, compared to negative fit. Even though positive fit scenarios received high ratings on the General_Fit_EVAL scale, some noise was introduced by the number of neutral fit evaluations. The bar charts (Figure 7, Figure 8) for General_Fit_EVAL convey a relation between positive and neutral fit, given that positive fit types were rated as neutral fit 28 times, and neutral fit was rated as positive fit 12 times.

Among positive fit types, the sub-type of created theme fit was not clearly distinguished from neutral fit by participants. This could be explained by looking at created theme fit, which was construed as a positive fit type in the valenced fit model, but then shown to be somewhat confused with general interest fit in the analysis of single fit sub-types. This makes sense in terms of associative network theory in that both brand and charity in the CRM scenarios may not have prompted strong connections and were far apart from each other, for example the hand tool brand that partnered with a children's

charity in replication 1 of created theme fit, and the fast food brand that partnered with a children's literacy charity in replication 1 of general interest fit. The necessary explanation that helps created theme fit become a positive fit type may not have been strong enough so that participants would differentiate it from general interest (or neutral) fit. Besides that, by using fictitious CRM scenarios we may not have been successful at creating the impression of a long-term partnership between brand and charity in the created theme fit category. In the real world however, companies like McDonald's or Tim Horton's are known for their long-term support of their Ronald McDonald Houses or Tim Horton Children's Foundation, which could be classified into created theme and therefore a weaker form of positive fit, but may evoke a different information processing mechanism and stronger associations in consumers' minds compared to fictitious CRM scenarios. On the flipside, neutral fit scenarios themselves had a tendency to be perceived as positive fit, indicating that the lines between them are slightly blurred.

Although we expected rater agreement to be high for testing **H1b** as each single sub-type of fit was assessed one at a time, this was unfortunately not the case. However, some parallels to the general fit ratings from the previous tests were discovered through the inspection of mean ranks for each sub-type assessment. For the mission fit brand 1 scenario for example, where online insurance and environmental charity partnered, agreement was high that this scenario represented mission fit and prevention fit, possibly because nodes were activated for 'insurance', 'paper', and 'trees' and in unit relationship terms a strong but negative connection was generated. Moreover, associative network theory helps in explaining why both function fit scenarios had high evaluations on Natural_Fit_EVAL. The idea of buying and wearing sportswear while improving one's heart health (function fit replication 1) may be related to the actual use of an athletic shoe,

but could also be related to the general purpose of a sportswear brand naturally contributing to heart health through their business. Similarly, on the one hand the purchase of writing supplies (function fit replication 2) to support teaching children how to write, read, and calculate could be the functional association. On the other hand, it is common sense that children also use writing tools when attending school and receiving education, which would be a more natural association, easily confounded with the functional aspect of writing supplies. Especially for the two natural theme fit scenarios (grocery store brand and food bank charity in replication 1; pet food brand and spay and neuter charity in replication 2), mission and stakeholder fit in addition to function fit also seemed to play an important role. Taking the grocery store brand as an example, the mission and functionality of its food items are represented in the definitions for mission fit. Particularly the act of buying and donating food to people in need has a functional aspect as entailed in the function fit definition. Moreover, a food bank represents a people-related cause and therefore it is plausible that participants recognized similarities with stakeholder fit.

Earlier in the discussion it was stated that the general negative fit category obtained mixed results since negative fit CRM scenarios were perceived not only as negative fit type alliances but also as positive fit type alliances. Additionally, an interesting twist on fit ratings was discovered through examining the negative fit sub-types of complicity and redresser fit. Complicity fit was conceptualized as a milder form of redresser fit in the valenced model and also categorized as such, given the high mean ranks of redresser fit for the complicity sub-types. In complicity fit scenarios, a snack bar brand partnered with an anti-obesity charity in replication 1 and a household cleaning products brand partnered with a groundwater charity in replication 2. Compared to the

more severe redresser fit scenarios as proposed in the fit model, where an airline brand partnered with a climate charity in replication 1 and an electronics brand partnered with a recycling charity in replication 2, we found that the complicity fit scenarios represented a relatively consistent category. The complicity fit scenarios exhibited strong tendencies towards redresser fit. The causes that were described to be supported by the fictitious brands in the complicity fit scenarios (safe groundwater and anti-obesity) could have been perceived on a psychologically closer and more personal, health-related level than the redresser fit scenarios that addressed general environmental, climate, and recycling-related concerns. Participants could have potentially thought of the complicity scenarios as personally closer instances and therefore more concretely and extremely categorized these scenarios. Interestingly enough, prevention and redresser CRM scenarios received mixed perceptions and ratings were relatively high on all positive sub-type and general interest (neutral) fit measures compared to prevention and redresser evaluations. The hypothesized opposing relation between brand and charity based on balance theory was not as apparent for prevention and redresser CRM scenarios. This alludes to the difficulties participants faced when interpreting the negative fit CRM scenarios, when making sense of them, and ultimately when mentally categorizing them. There is a possibility that more explanation and cognitive processing would be required for consumers to understand the conception of negative fit. Especially in regards to the negative fit types it is therefore important to examine how they were perceived by participants, as ultimately fit judgments may affect purchasing behavior.

A contribution of this first hypothesis test could be for researchers to recognize that fit types may be connected by certain patterns. Discovering these underlying patterns and how they emerge may be just as an important for future CRM fit research, and

ultimately marketing managers, as examining how consumers categorize and differentiate between CRM alliances in terms of fit. Study 2 helped to shed more light on the underlying structure.

A major limitation of study 1 was that the recoding of General_Fit_EVAL and assessing fit type categorization with this 1-item scale was rather arbitrary, as for example positive and negative fit were represented by three scale points, +1 to +3 and -1 to -3 respectively, whereas neutral fit was only represented by the midpoint of the scale, which was 0. Some participants tend to exhibit extremity bias in their ratings, others exhibit the opposite by mostly slightly agreeing or slightly disagreeing to questions. These types of measurement and response biases could have had an undesired influence on the results. Moreover, acquiescence bias could have been at play for the nine sub-type evaluation measures. On the one hand, participants could not select only one fit sub-type they thought their CRM scenario represented. On the other hand, the way sub-type evaluation questions were formulated may have prompted participants to think most sub-types represented plausible choices for the scenario they read. This circumstance could have been reinforced by the parallel structure we tried to convey throughout the CRM scenario descriptions.

It should also be mentioned that study 1 participants were not told that the scenario represented exactly one type of fit. If they thought that a scenario both represented a mission fit and a function fit, they could indicate their agreement for both. What may have led to a lack of support for **H1b** was that although a particular fit type may have been salient, there were other fit types that were very prominent as well and therefore did not lead to a consistent and accurate categorization through ratings of the CRM scenarios. This situation was compounded by the design of the study. Participants

did not answer to all fit evaluation questions sequentially. Rather, they saw the definition for a sub-type of fit first, then indicated whether it was clear and became clearer with an example, before indicating to what degree their CRM scenario represented that fit type. Moreover, all sub-type evaluations were also considered in each agreement calculation for the CRM scenarios. Although a more integrated and insightful perspective could be provided that way, this procedure also complicated matters and led to more confounded results. Results however also speak for the actual multifaceted nature of fit and the intricacy that revolves around the fit conception. The aforementioned issues were addressed in study 2 in which participants were asked to provide a concrete categorization into general fit types and fit sub-types.

Study 2

Hypotheses 1a and 1b

Study 2 included a true categorization task where participants were asked to sort the CRM scenario they read into one of the three proposed general fit categories and into one of the nine proposed sub-types of fit. That way an exact measure of the fit category participants perceived to be represented by the CRM scenario was obtained. In contrast to study 1, participants were asked to make a choice for the most salient fit type, even if they thought several plausible categories existed they could sort the CRM alliance into. Study 2 measures were used to test **H1a**, the categorization of the general categories, with multinomial logistic regression and binomial tests, and **H1b**, the categorization of the sub-types of fit with binomial tests.

To recall, the proposed Hypotheses 1a and 1b stated the following:

H1a: *Individuals will be able to accurately and consistently categorize CRM alliances into the respective, a priori determined positive, neutral, or negative categories of fit.*

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H1b: *Individuals will be able to accurately and consistently categorize CRM alliances into the respective, a priori determined sub-types of fit.*

Categorizations of General Fit Types (H1a)

Multinomial logistic regression with Fit_Type_General and Fit_Replication as predictors

First, we were interested in whether categorization of a CRM alliance into a certain general fit category was predictable, and if so, for which CRM alliances prediction would be most correct. Multinomial logistic regression was performed with General_Fit_EVAL as the categorical outcome variable. As General_Fit_EVAL in study 2 represented the categorization choice made by the participants and was split up into the three distinct groups of positive, neutral, and negative fit, multinomial logistic regression was deemed suitable to predict category membership. The predictor variables entered into the regression model as factors were Fit_Type_General and Fit_Replication, both of which were nominal variables. Fit_Type_General represented the CRM scenarios participants read and had three levels, namely positive, neutral, and negative fit. Fit_Replication had two levels to differentiate between replication 1 and replication 2.

Table 16 Categorizations of General Fit Types: Case Processing Summary

		N	Marginal Percentage
General_Fit_EVAL	Positive	306	56.4%
	Neutral	153	28.2%
	Negative	84	15.5%
Fit_Type_General	Positive	301	55.4%
	Neutral	64	11.8%
	Negative	178	32.8%
Fit_Replication	1	271	49.9%
	2	272	50.1%
Valid		543	100.0%
Missing		1	
Total		544	
Subpopulation		6	

The case processing summary (Table 16) showed an even split of participants between replication 1 scenarios and replication 2 scenarios. Of all participants, 55.4% were assigned to positive fit scenarios, 11.8% were assigned to neutral fit scenarios, and 32.8% to negative fit scenarios. It can already be observed that categorization of positive fit scenarios was close to the actual percentage of participants assigned to positive scenarios with 56.4%. Neutral fit however was categorized more often with 28.2%, which is higher than the number of participants assigned to neutral CRM fit scenarios. Negative fit was categorized less often with 15.5% compared to the number of participants assigned to negative fit scenarios.

Table 17 Categorizations of General Fit Types: Model Fitting Information

Model	Model Fitting Criteria	Likelihood Ratio Tests		
	-2 Log Likelihood	Chi-Square	df	Sig.
Intercept Only	231.102			
Final	56.596	174.506	6	.000

The predictor variables significantly predicted general fit categorization, $\chi^2(6) =$ 174.506, $p < .001$, which means that all variables added into the model significantly improved the model (see Table 17). The null hypothesis that the intercept-only model better predicts the outcome can be rejected. Furthermore, likelihood ratio tests (Table 18) indicated that both predictor variables were statistically significant, because $\chi^2(4) =$ 167.949, $p < .001$ for Fit_Type_General, and $\chi^2(2) = 6.425$, $p < .05$ for Fit_Replication.

Table 18 Categorizations of General Fit Types: Likelihood Ratio Tests

Effect	Model Fitting Criteria	Likelihood Ratio Tests		
	-2 Log Likelihood of Reduced Model	Chi-Square	df	Sig.
Intercept	56.596[a]	.000	0	.
Fit_Type_General	224.545	167.949	4	.000
Fit_Replication	63.021	6.425	2	.040

Note. The chi-square statistic is the difference in -2 log-likelihoods between the final model and a reduced model. The reduced model is formed by omitting an effect from the final model. The null hypothesis is that all parameters of that effect are 0.
a. This reduced model is equivalent to the final model because omitting the effect does not increase the degrees of freedom.

Table 19 shows the parameter estimates, or estimated multinomial logistic regression coefficients of the model. With positive fit categorization serving as the reference group, one set of logistic regression coefficients is estimated for neutral fit relative to positive fit evaluation, and another set of logistic regression coefficients for negative fit relative to positive fit. Considering Fit_Replication in the first set of regression coefficients (neutral relative to positive fit evaluation), and holding Fit_Type_General constant, the odds were 1.556 times higher that participants categorized a CRM alliance into neutral than positive fit if they saw a fit replication 1 scenario compared to those who were assigned to a replication 2 scenario ($p < .05$).

Fit_Replication was however not significant ($p = .061$) for the second set of regression coefficients (negative relative to positive fit evaluation). Although significant differences in fit replications were not expected, because replications were intended to create a non-theoretical replication, this was not the case as results indicate.

Fit_Type_General had three levels, whereby 1 was assigned to participants who read a positive fit CRM scenario, 2 was assigned to those who read a neutral CRM scenario, and 3 was assigned to those who read a negative CRM scenario. The odds for categorizing their CRM scenario into neutral rather than positive fit were .762 times higher for participants who read a positive compared to a negative scenario; this group did however not have a significant contribution ($p = .277$). No significant difference was expected. Ideally, participants who read positive and negative fit CRM scenarios should not have categorized those into neutral fit. For those who read a neutral compared to a negative CRM scenario, the expected risk to actually categorize their CRM scenario into neutral rather than positive fit was 6.565 times higher ($p < .001$), which was expected. The relative risk ratios to categorize a CRM scenario into negative fit rather than positive fit for participants assigned to positive and neutral CRM scenarios (compared to those assigned to negative CRM scenarios) were very low. Although contributions of both positive fit CRM scenarios (Fit_Type_General=1; $p < .001$) and neutral fit CRM scenarios (Fit_Type_General=2; $p < .001$) relative to the omitted reference group (negative fit CRM scenarios or Fit_Type_General=3) were significant as the p-values indicate, the low odds for both predictor groups regarding fit categorization speak for the difficulties participants faced with the negative fit interpretation.

Table 19 Categorizations of General Fit Types: Parameter Estimates

General_Fit_EVAL[a]		B	Std. Error	Wald	df	Sig.	Exp(B)	95% Confidence Interval for Exp(B) Lower Bound	Upper Bound
Neutral	Intercept	-1.026	.237	18.749	1	.000			
	[Fit_Type_General=1]	-.272	.250	1.179	1	.277	.762	.467	1.244
	[Fit_Type_General=2]	1.866	.360	26.933	1	**.000**	6.465	3.195	13.083
	[Fit_Type_General=3]	0[b]	.	.	0	.	.	.	.
	[Fit_Replication=1]	.442	.212	4.351	1	**.037**	1.556	1.027	2.359
	[Fit_Replication=2]	0[b]	.	.	0	.	.	.	.
Negative	Intercept	-.306	.220	1.927	1	.165			
	[Fit_Type_General=1]	-2.945	.352	69.922	1	**.000**	.053	.026	.105
	[Fit_Type_General=2]	-2.035	.769	6.995	1	**.008**	.131	.029	.590
	[Fit_Type_General=3]	0[b]	.	.	0	.	.	.	.
	[Fit_Replication=1]	.525	.280	3.522	1	.061	1.691	.977	2.926
	[Fit_Replication=2]	0[b]	.	.	0	.	.	.	.

a. The reference category is: Positive.
b. This parameter is set to zero because it is redundant.

The classification table and the observed and predicted frequencies table elucidate this matter. The case processing summary already hinted that some CRM scenarios, particularly neutral fit scenarios, were not categorized into the category the CRM scenario description represented. The Classification table (Table 20), probably the second-most illuminating output table for this research, shows that the model predicted 84.0% (257 out of 306) of the cases in positive fit correctly. 16 were incorrectly predicted to be neutral fit, 33 were incorrectly predicted to be negative fit. Overall, prediction for positive fit scenarios was good at 84.0%. For negative fit, prediction was worse with only 50.0% of the cases predicted correctly. Parallels to our observations in study 1 concerning the intricacy around negative fit become apparent at this point, as 40 out of 84 negative fit cases were incorrectly predicted to represent positive fit. For neutral fit, less than one third of the cases (30.1%) were predicted correctly. This means only 46 cases were correctly predicted to represent neutral fit, whereas 91 (16) were incorrectly predicted to represent positive (negative) fit. Due to the omnibus nature of this regression, the classification table does not differentiate between replication 1 and 2.

Table 20 Categorizations of General Fit Types: Classification Table

	Predicted			
Observed	**Positive**	**Neutral**	**Negative**	**Percent Correct**
Positive	257	16	33	84.0%
Neutral	91	46	16	30.1%
Negative	40	2	42	50.0%
Overall Percentage	71.5%	11.8%	16.8%	63.5%

Finally, the most illuminating output table for this study, and **H1a** in particular, is the observed and predicted frequencies table (see Table 21), as it offers a detailed

breakdown of all categorizations for each replication. Frequencies indicate that within

positive fit scenarios 95 participants (64.6%) categorized correctly, while 48 (32.7%)

incorrectly categorized positive fit into neutral fit and 4 (2.7%) categorized incorrectly

into negative fit for replication 1. In comparison, positive fit in replication 2 was

categorized more accurate with 121 (78.6%) correctly predicted values. Similarly, neutral

fit was correctly categorized 21 times (63.6%) in replication 1 and 25 times (80.6%) in

replication 2. For negative fit in both replications however, categorization was not very

clear cut and rather fuzzy – another indication of the complexity of negative fit and the

difficulties participants faced in interpreting this type of fit. While in replication 1

negative fit was categorized by 42 participants (46.2%), only 29 (33.3%) categorized the

negative CRM scenario into negative fit in replication 2.

Table 21 Categorizations of General Fit Types: Observed and Predicted Frequencies

Fit_ Replication	Fit_Type_ General	General_Fit_ EVAL	Frequency			Percentage	
			Observed	Predicted	Pearson Residual	Observed	Predicted
1	Positive	Positive	95	98.614	-.634	64.6%	67.1%
		Neutral	48	41.931	1.109	32.7%	28.5%
		Negative	4	6.455	-.988	2.7%	4.4%
	Neutral	Positive	10	6.919	1.318	30.3%	21.0%
		Neutral	21	24.955	-1.604	63.6%	75.6%
		Negative	2	1.126	.838	6.1%	3.4%
	Negative	Positive	33	32.468	.116	36.3%	35.7%
		Neutral	16	18.113	-.555	17.6%	19.9%
		Negative	42	40.419	.334	46.2%	44.4%
2	Positive	Positive	121	117.386	.684	78.6%	76.2%
		Neutral	26	32.069	-1.204	16.9%	20.8%
		Negative	7	4.545	1.169	4.5%	3.0%
	Neutral	Positive	6	9.081	-1.216	19.4%	29.3%
		Neutral	25	21.045	1.521	80.6%	67.9%
		Negative	0	.874	-.948	0.0%	2.8%
	Negative	Positive	41	41.532	-.114	47.1%	47.7%
		Neutral	17	14.887	.602	19.5%	17.1%
		Negative	29	30.581	-.355	33.3%	35.2%

The percentages are based on total observed frequencies in each subpopulation.

To enhance the understanding of the regression results, the following bar charts (Figure 9 and Figure 10) show the fit categorizations relative to the CRM scenario the participants saw and mirror results shown in the observed and predicted frequencies table. Positive fit scenarios in both replications were mainly categorized into positive fit, followed by neutral and negative fit. Neutral fit scenarios in both replications were categorized into neutral fit, followed by positive and negative fit in replication 1. In replication 2, neutral was not categorized into negative fit. Differentiation between fit categorizations became hazy for negative fit types as the bar charts show. While more participants still sorted negative CRM scenarios into negative fit in replication 1, followed by positive and neutral fit, in replication 2 the negative CRM scenarios were mainly categorized into positive fit, followed by negative and neutral fit.
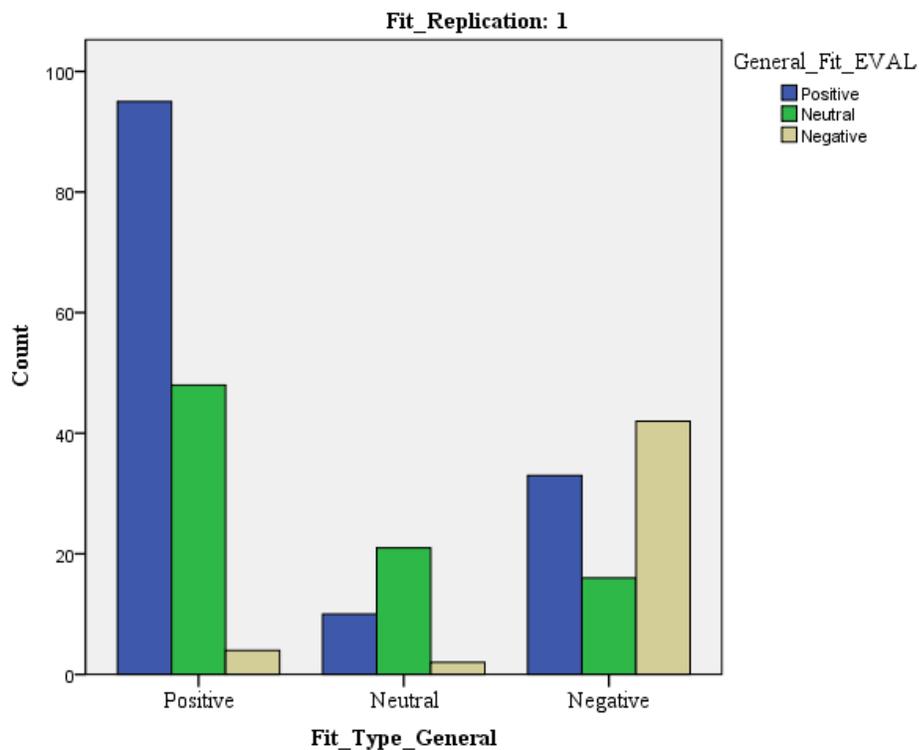
Figure 9 Bar Charts Illustrating the Frequencies for General_Fit_EVAL (Study 2)
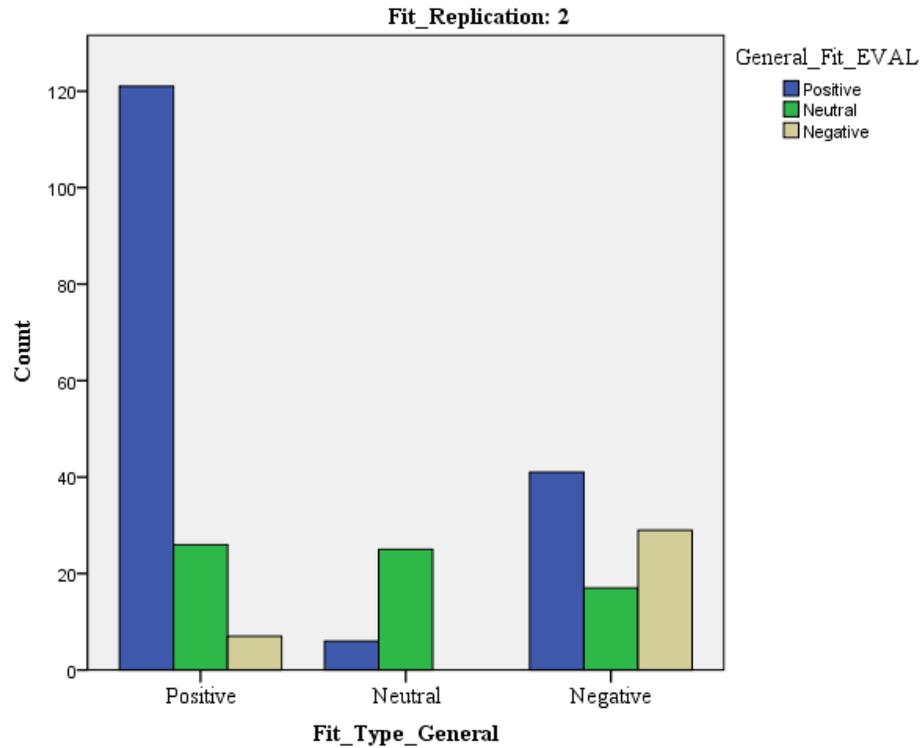
Figure 10 Bar Charts Illustrating the Frequencies for General_Fit_EVAL (Study 2)

Binomial tests

To complement the previous analysis, to examine the impact of each CRM fit scenario separately, and to make a final judgment about **H1a**, six binomial tests were run with a Bonferroni correction of $1 - \alpha/6 = .0083$, $\alpha = .05$, to adjust for multiple tests. To conduct the binomial test for the positive fit scenarios, only those participants who read a positive fit CRM scenario were selected in SPSS. Furthermore, General_Fit_EVAL was recoded into 1 if participants categorized the CRM scenario they read into positive fit, else it was recoded into -1 if participants categorized into neutral or negative fit. Analogously, to test neutral (negative) fit categorization General_Fit_EVAL was recoded into 1 if participants categorized the CRM scenario they read into neutral (negative) fit, else it was recoded into -1. The default test proportion was .50.

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Positive fit categorizations. Categorizations in both positive fit replications differed significantly from the test proportion ($p < .0083$). Positive CRM scenarios in replication 1 ($N = 147$) were categorized into positive fit 95 times, and 52 times into the other fit types, resulting in observed proportions of .65 to .35. In replication 2 ($N = 155$), proportions were .78 (121 categorizations into positive fit) to .22 (34 categorizations into other fit types) – an even more clear cut categorization of positive CRM scenarios into positive fit than in replication 1 (see Table 22 and Table 23)

Table 22 Positive Fit Categorizations Replication 1

		Category	N	Observed Prop.	Test Prop.	Exact Sig. (2-tailed)
pos_eval	Group 1	1.00	95	.65	.50	.000
	Group 2	-1.00	52	.35		
	Total		147	1.00		

Fit_Replication = Replication 1

Table 23 Positive Fit Categorizations Replication 2

		Category	N	Observed Prop.	Test Prop.	Exact Sig. (2-tailed)
pos_eval	Group 1	1.00	121	.78	.50	.000
	Group 2	-1.00	34	.22		
	Total		155	1.00		

Fit_Replication = Replication 2

Neutral fit categorizations. For neutral fit CRM scenarios, only replication 2 ($N = 31$) was significant at $p = .001$, with 25 categorizations into neutral fit (proportion of .81) and 6 categorizations into other fit types (proportion of .19). Replication 1 ($N = 33$) with 21 categorizations into neutral fit (proportion of .64) and 12 categorizations into other fit types (proportion of .36) was however not significant at $p = .163$. The reason for the

insignificant result can be found in the small sample size available for this test. As a

comparison, the positive fit proportions in replication 1 (.65 to .35) were similar, yet

significant due to the larger sample size. As the tables indicate, the tendency to categorize

into neutral fit was present among participants and more pronounced in replication 2

compared to replication 1 (see Table 24 and Table 25)

Table 24 Neutral Fit Categorizations Replication 1

		Category	N	Observed Prop.	Test Prop.	Exact Sig. (2-tailed)
neut_eval	Group 1	1.00	21	.64	.50	.163
	Group 2	-1.00	12	.36		
	Total		33	1.00		

Fit_Replication = Replication 1

Table 25 Neutral Fit Categorizations Replication 2

		Category	N	Observed Prop.	Test Prop.	Exact Sig. (2-tailed)
neut_eval	Group 1	1.00	25	.81	.50	.001
	Group 2	-1.00	6	.19		
	Total		31	1.00		

Fit_Replication = Replication 2

Negative fit categorizations. Results for negative fit mirror the results of the

multinomial logistic regression. Even though results for replication 1 ($N = 91$) of the

negative fit CRM scenarios were insignificant ($p = .530$), as 42 participants (proportion

of .46) categorized negative fit CRM scenarios into negative fit, and 49 participants

(proportion of .54) categorized negative fit CRM scenarios into other fit types, negative

fit was still categorized most often in absolute terms. In replication 2 ($N = 87$) negative fit

scenarios were categorized into positive fit most often (41 times) and only 29 times into

negative fit. Although the binomial test was significant ($p < .0083$), negative fit only had an observed proportion of .33, while other fit types were categorized 58 times and had a proportion of .67 (Table 26 and Table 27).

Table 26 Negative Fit Categorizations Replication 1

		Category	N	Observed Prop.	Test Prop.	Exact Sig. (2-tailed)
neg_eval	Group 1	1.00	42	.46	.50	.530
	Group 2	-1.00	49	.54		
	Total		91	1.00		

Fit_Replication = Replication 1

Table 27 Negative Fit Categorizations Replication 2

		Category	N	Observed Prop.	Test Prop.	Exact Sig. (2-tailed)
neg_eval	Group 1	1.00	29	.33	.50	.002
	Group 2	-1.00	58	.67		
	Total		87	1.00		

Fit_Replication = Replication 2

The previous results showed that participants consistently and accurately categorized positive fit CRM scenarios. Neutral fit categorization was predicted less accurately in the multinomial regression, yet absolute numbers and binomial tests indicate that its categorization was still consistent. Negative fit was once more shown to be a challenging fit type. Although negative fit CRM scenarios were categorized into negative fit in replication 1, the opposite categorization occurred in replication 2. Therefore, **H1a** was partially supported for positive and neutral fit types, but was rejected for the categorization of negative fit types.

Post hoc categorizations of general fit types based on each sub-type scenario

In the previous tests of **H1a**, all scenario descriptions that represented positive fit types, as well as those that represented negative fit types were considered together to analyze categorization into general fit. Especially the results for negative fit give rise to testing general fit categorizations based on each fit sub-type scenario. The previous tests were extended by conducting an additional number of binomial tests to assess to which degree the individual categorizations of every sub-type scenario into the hypothesized general fit types were accurate and consistent. As before, General_Fit_EVAL measures, i.e. the categorizations into the general fit types, were recoded into a 1 if they matched the proposed fit type, else into -1. For example, categorizations of participants who read either mission fit replication 1 or 2 were recoded into 1 if they matched positive fit, else they were recoded into -1. The significance level was not adjusted for these tests as sample sizes were very small so that almost no statistical difference would have been found otherwise.

To complement the binomial tests, the following bar charts (Figure 11 and Figure 12) for replications 1 and 2 provide a general overview of how every scenario was categorized in terms of general fit.
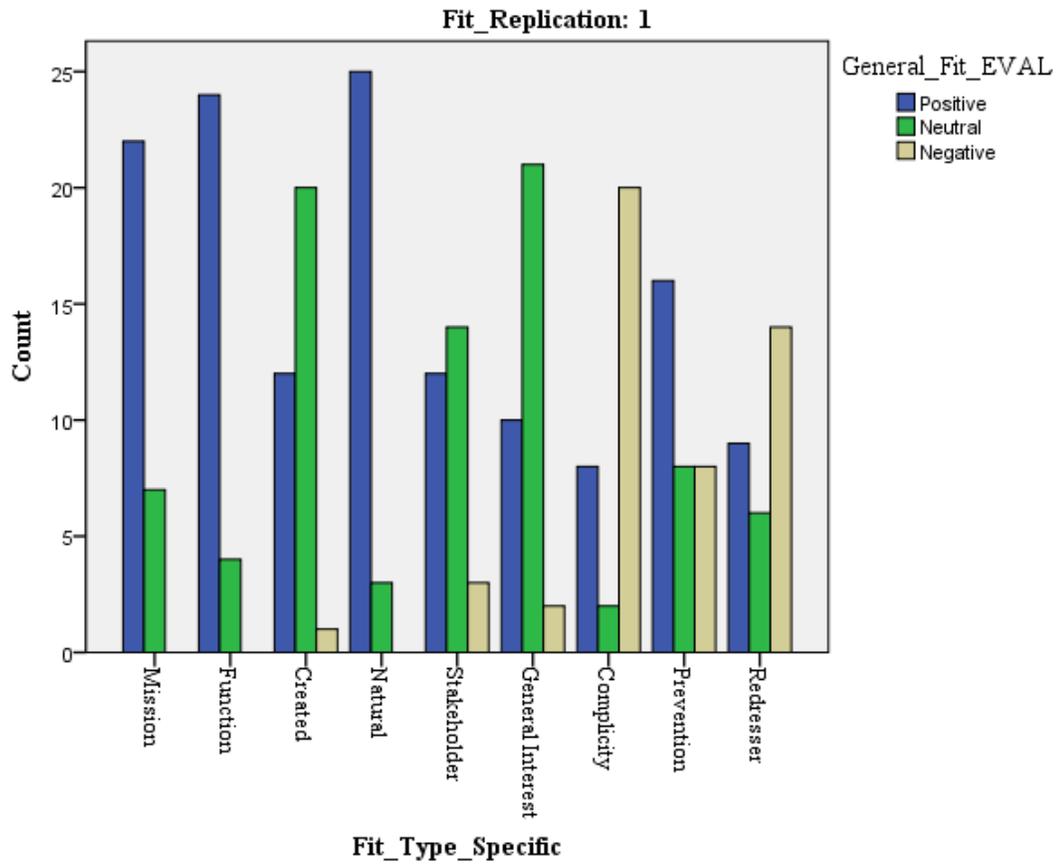
Figure 11 General Fit Categorizations for Different Sub-types of Fit
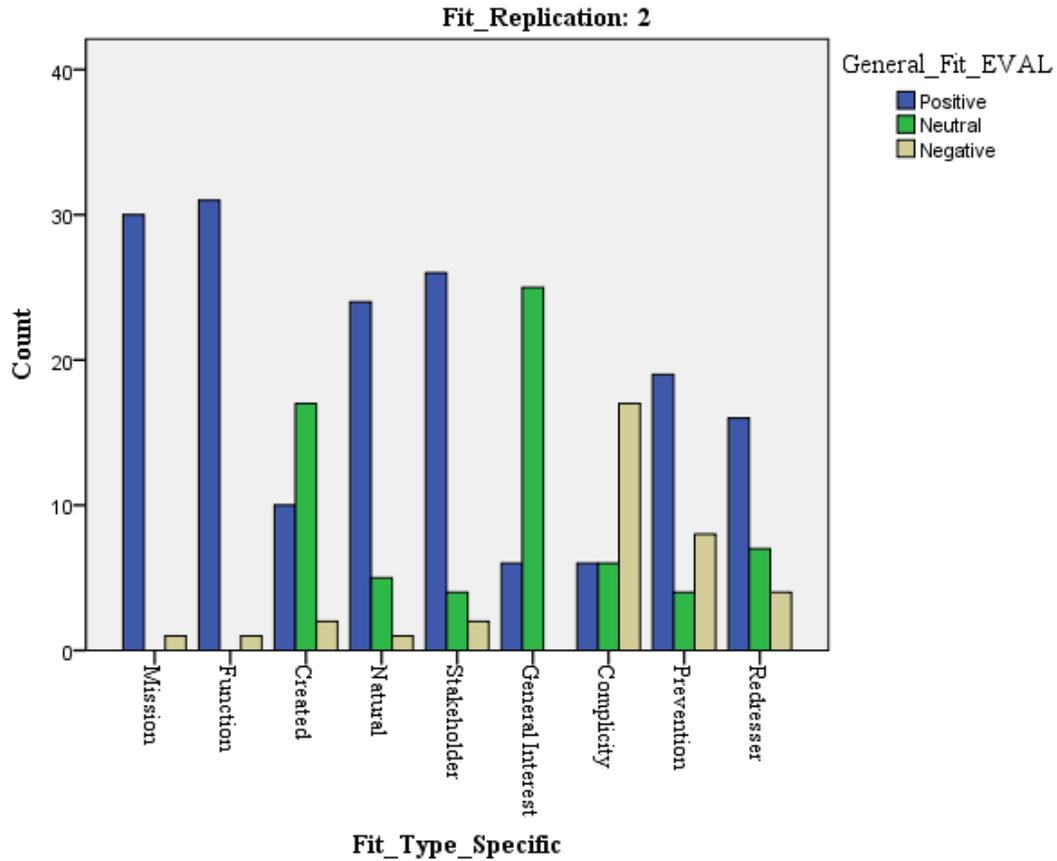
Figure 12 General Fit Categorizations for Different Sub-types of Fit

Mission fit in both replications was dominantly categorized as positive fit, $N = 29$, $p = .008$ in replication 1, $N = 31$, $p < .001$ in replication 2. Results for function fit also indicated that both replications were consistently and accurately categorized into positive fit, $N = 28$, $p < .001$ in replication 1, $N = 32$, $p < .001$ in replication 2. Created theme fit represented a divisive concept. Instead of positive fit, both created theme fit scenarios were in absolute terms more often categorized as neutral fit as the bar charts in Figure 11 and Figure 12 show – a finding which is congruent with results from study 1. Proportions for these categorizations were however not statistically significant, $N = 33$, $p = .163$ in replication 1, $N = 29$, $p = .136$ in replication 2. This changed for both natural theme fit

scenarios, which were dominantly categorized into positive fit, $N = 28$, $p < .001$ for replication 1, $N = 30$, $p = .001$ for replication 2. Stakeholder fit replication 2, the CRM alliance between a youth clothing brand and an arts for youth charity, was mainly categorized into positive fit, $N = 33$, $p = .001$. On the other hand, Stakeholder fit replication 1, the CRM alliance between a beer brand and a prostate cancer charity, was in absolute terms most often categorized into neutral fit. Proportions were however not significantly different from the test proportions with .41 for positive fit categorizations and .59 for other categorizations, $N = 29$, $p = .458$.

Results for general interest fit scenarios were the same as the previous neutral fit results, since neutral fit only subsumes one sub-type.

Participants who read complicity fit scenarios tended towards categorizing them into negative fit, whereas observed proportions were not significantly different from .5 in either replication, $N = 30$, $p = .099$ for replication 1; $N = 29$, $p = .458$ for replication 2. The only other negative fit scenario that was most often categorized into negative fit was redresser fit replication 1, although again proportions were not significantly different from the test proportion of .5, therefore not resulting in a significant difference, $N = 29$, $p = 1.000$. All other negative fit scenarios, i.e. prevention fit in both replications and redresser fit replication 2, were mostly categorized into positive fit. The test proportions for all remaining negative fit scenarios were statistically significant, $N = 32$, $p = .007$ for prevention replication 1; $N = 31$, $p = .011$ for prevention replication 2; and $N = 27$, $p < .001$ for redresser replication 2, which in this case means that together the number of positive and neutral categorizations was significantly higher compared to negative categorizations, based on the .5 test proportion. Results for these binomial tests are summarized in Appendix J and Appendix K. Therefore, although absolute numbers

indicated that about half of the negative fit scenarios were most often categorized into

negative fit, statistical significance did not exist. Together with the results for the

remaining CRM scenarios the results for negative fit scenarios bolstered the previous

partial support of **H1a**.

Categorizations of Fit Sub-types (H1b)

To test **H1b**, the consistent and accurate categorization of all CRM alliances into

the respective sub-types of fit, we were interested in the frequencies of sub-type

categorizations (see Appendix L) which are also depicted as bar charts to enhance

vividness (Figure 13 and Figure 14). Binomial tests were conducted to examine whether

the number of categorizations into the a priori determined (through the CRM scenarios)

sub-types of fit would be significantly higher than other categorizations. The default test

proportion of .5 was applied to discover significant differences between categorizations at

an alpha level of .05. Due to the conservative nature of the Bonferroni correction and the

total of 18 comparisons, the Bonferroni correction was not applied to this **H1b** test in

study 2. Please refer to Appendix M and Appendix N for a tabular overview of the results.
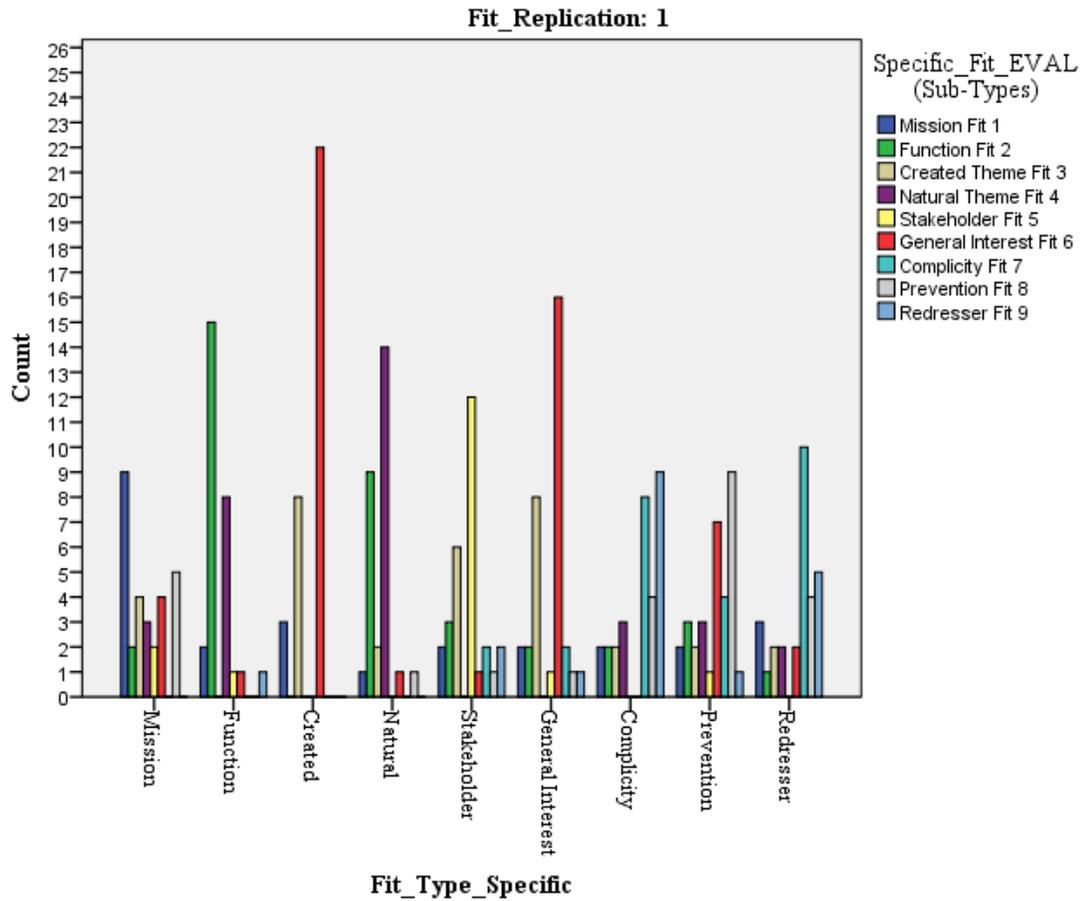
Figure 13 Frequencies for Fit Sub-type Categorizations: Bar Charts (Replication 1)
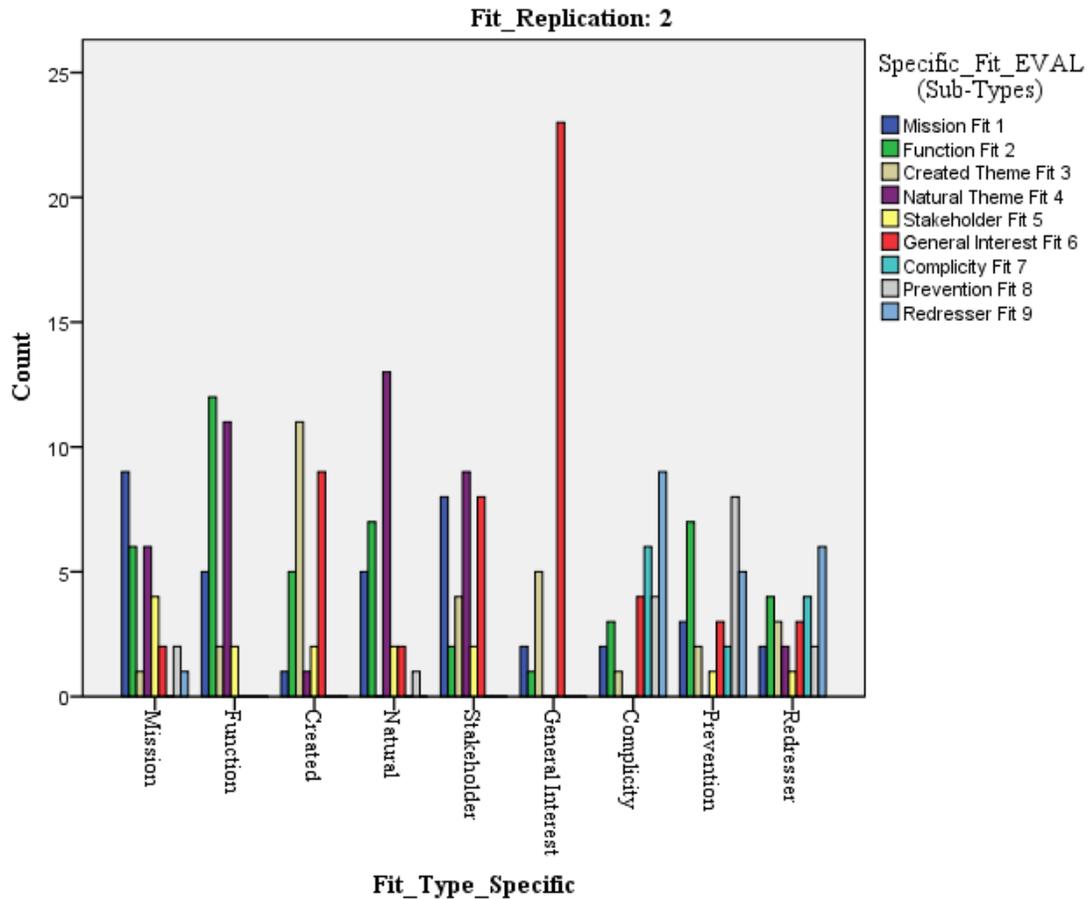
Figure 14 Frequencies for Fit Sub-type Categorizations: Bar Charts (Replication 2)

A first glance at the frequencies and bar charts indicated that especially for positive and neutral fit sub-type scenarios classificatory peaks were noticeable. In other words, many fit sub-type scenarios were most often categorized into their respective a priori determined fit types. For example, the CRM scenarios written to represent mission, function, natural theme, general interest, and prevention fit were most often classified into their respective, a priori determined fit sub-types in both replications.

Mission fit categorizations. The number of mission fit categorizations in replication 1 (online insurance brand and environmental charity) stood out slightly more

than categorizations into other sub-types compared to replication 2. Nevertheless, binomial tests showed that the nine times replication 1 was categorized as mission fit was much smaller than the 20 times it was categorized into other fit types. The proportions of .31 to .69 were however not significantly different ($N = 29$, $p = .061$) from .5, indicating no clear agreement between participants. In replication 2 (coffee brand and fair trade charity), mission fit categorizations were followed by function and natural theme fit categorizations. In replication 2, the proportional difference (.29 for mission fit, .71 for other fit type categorizations) to the .5 test proportion was significant ($N = 31$, $p = .029$), indicating that an even larger number of participants sorted the CRM scenario into a fit type other than mission fit.

Function fit categorizations. For function fit CRM scenarios, proportions of categorizations were not significantly different from the test proportions in both replications, $N = 28$, $p = .851$ in replication 1; $N = 32$, $p = .215$ in replication 2. In replication 1 (sportswear brand and heart health charity), categorizations into function fit were however higher with 15, compared to 13 categorizations into other fit types. In replication 2 (writing supplies brand and education for kids charity), categorizations into function fit (12 in number) were smaller than categorizations into other fit sub-types (20 in number). In both function fit CRM scenarios, the second most categorization was into natural fit.

Natural theme fit categorizations. Moving on to natural fit, the reverse pattern to function fit was observable. That means, although the modal category was natural theme fit for the natural theme CRM scenarios (14 selections in replication 1; 13 selections in replication 2), the second most categorized sub-type was function fit with 9 selections in replication 1 and 7 selections in replication 2. There was no predominant categorization

into natural theme fit for the natural fit scenarios, given the insignificant results for both binomial tests, $N = 28$, $p = 1.000$ in replication 1; $N = 30$, $p = .585$ in replication 2, indicating that a categorization into sub-types other than natural theme fit occurred equally often as a categorization into natural theme fit. Taken together these results suggest that function and natural theme fit are closely related.

General interest fit categorizations. General interest scenarios in both replications were expected to be categorized into created theme fit in addition to general interest fit based on the results in study 1. This was also the case as frequencies and bar charts illustrate. The number of categorizations into general interest fit were, compared to the other sub-types, outstanding. In replication 1 (fast food brand and children's literacy charity), general interest fit was selected 16 times to best represent the fit described in the scenario. In replication 2 (computer brand and blood donation charity), general interest fit was selected 23 times as the sub-type that best represented the CRM scenario. Proportions in replication 1 were not significantly different from .5 as about half of the participants perceived this scenario to represent other fit sub-types ($N = 33$, $p = 1.000$). Proportions in replication 2 however were significant at the .05 level ($N = 31$, $p = .011$) and indicated that replication 2 was dominantly categorized as general interest fit, making it the only sub-type with a significant, desired categorization.

Complicity fit categorizations. Observed proportions for both complicity fit scenarios (snack bar brand and anti-obesity charity in replication 1; household cleaning products brand and groundwater charity in replication 2) were significantly different from the .5 test proportion, $N = 30$, $p = .016$ for replication 1; $N = 29$, $p = .002$ for replication 2. Proportions were however opposite from the a priori determined sub-type category of the CRM scenario, as complicity fit scenarios were sorted into the complicity fit category

only 8 (6) times in replication 1 (replication 2), whereas they were sorted into other fit sub-type categories 22 (23) times in replication 1 (replication 2). The highest number of categorizations was for redresser fit in both replications. While inconsistent with the model prediction, this result reflected the finding in study 1 that complicity fit was closely related to redresser fit and therefore was perceived as a negative fit category.

   Prevention fit categorizations. Observed proportions for both prevention fit scenarios (department store brand and environmental charity in replication 1; car brand and environmental charity in replication 2) were significantly different from the .5 test proportion, $N = 32$, $p = .020$ for replication 1; $N = 31$, $p = .011$ for replication 2. Proportions were however opposite from the a priori determined sub-type category of the CRM scenario, as prevention fit scenarios were sorted into the prevention fit category only 9 (8) times in replication 1 (replication 2), whereas they were sorted into other fit sub-type categories 23 (23) times in replication 1 (replication 2). While the highest number of categorizations was for prevention fit in both replications, the second highest number of categorization for the department store brand scenario (replication 1) was into general interest fit with 7 categorizations; for the car brand (replication 2) this was function fit with 7 categorizations.

   Created theme fit categorizations. The pasta brand and LGBT charity scenario (replication 2) was the only created theme fit scenario that was most often, i.e. 11 times, perceived as created theme fit, followed by 9 categorizations into general interest fit. The result of the binomial test was not significant ($p = .265$), given the observed proportions of .62 (18 categorizations into other sub-types) and .38 (11 categorizations into created theme fit) and the sample size of 29. The created theme fit scenario in replication 1 (hand tool brand and children's charity) on the other hand was most often, i.e. 22 times,

categorized as general interest fit, followed by 8 categorizations into created theme fit. These proportions were significant ($N = 33$, $p = .005$), but underline that participants mostly perceived this CRM scenario to represent general interest fit. These results highlight that creating the fit, when it does not naturally exist or cannot be explained through longer-term commitments for instance, can be quite challenging.

Redresser fit categorizations. The electronics brand and recycling charity scenario (replication 2) was the only redresser fit scenario that was most often (6 times) perceived as redresser fit, followed by 4 categorizations into function fit and complicity fit each. The result of the binomial test was significant ($N = 27$, $p = .006$), given the observed proportions of .78 (21 categorizations into other sub-types) and .22 (6 categorizations into redresser fit). The redresser fit scenario in replication 1 (airline brand and climate charity) was most often categorized as complicity fit (10 times), followed by 5 categorizations into redresser fit. As a result, the binomial test was significant ($N = 29$, $p = .001$), but observed proportions of .83 to .17 indicated that redresser fit was not the dominant fit category for this scenario compared to other fit types, specifically complicity fit.

Stakeholder fit categorizations. Stakeholder fit was most often perceived as stakeholder fit solely in replication 1 (beer brand and prostate cancer charity) with 12 categorizations, followed by 6 sorts into created theme fit. Proportions of .41 (categorizations into stakeholder fit) to .59 (categorizations into other fit types) were not significantly different from .5 ($N = 29$, $p = .458$). The stakeholder fit scenarios in replication 2 (youth clothing brand and arts for youth charity) was most often perceived as natural theme fit (9 times), followed by categorizations into mission (8 times) and general interest fit (8 times). It was only sorted twice into stakeholder fit, therefore

resulting in significant binomial test results ($N = 33$, $p < .001$), which indicated that this scenario was dominantly perceived as other fit types relative to stakeholder fit.

Upon conducting significance tests for the categorization results using binomial tests, we could not find support for hypothesis **H1b**. The reasons are that results were either insignificantly different from .5, or significantly different but pointing in the direction opposite than suggested by the model. That means, on the one hand categorizations into the desired fit sub-type were high, but categorizations into other sub-types were similarly high so that proportions were close to .5 and therefore not significant. On the other hand, some scenarios were mainly categorized into sub-types other than the a priori determined category rather than they were categorized into the desired fit sub-type, which resulted in significant but opposite results. Judging solely from the modal values of scenario categorizations as visible in the frequencies table and bar charts for both replications, **H1b** would largely receive support, albeit not statistically. Moreover, the described peaks or modal values of the individual CRM scenario categorizations have a rather exploratory character and require further validation with larger samples and real-world application.

Discussion

Results of the multinomial logistic regression and binomial tests that were conducted to test hypothesis **H1a** – the categorization of general fit types – reflect findings of study 1. Positive fit was again shown to be the most accurately categorized general fit type. Among the neutral fit scenarios, categorizations into neutral fit were higher and significant for replication 2 compared to replication 1. This supports results in study 1, where a similar pattern emerged for the neutral fit CRM scenarios. The neutral fit CRM scenario in replication 1 that described a fast food brand partnering with a

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children's literacy charity evoked some associations with McDonald's well-known support of children through its Ronald McDonald Houses. Therefore, the fictitious scenario could have been confounded by the real-world example and perceived as positive rather than neutral fit by participants. Negative fit was categorized into both negative and positive fit types, once more pointing to the disagreement between participants as to how to view negative fit scenarios.

Additionally, in study 2 we examined the individual contribution of each CRM scenario, i.e. each fit sub-type scenario, to the perception of general fit. The two proposed strongest positive fit sub-types, mission fit and function fit, were both clearly categorized into positive fit in both replications. Similarly, both natural theme fit scenarios were also strongly perceived as positive fit, thereby complementing the results from study 1 where natural fit demonstrated a relation with function fit in terms of mean ranks. Although statistical significance was lacking for the general interest fit CRM scenarios, in absolute numbers these scenarios were most often categorized into neutral fit, hence also reflecting the pattern that emerged in study 1. Parallel to results in study 1, where stakeholder fit scenario in replication 2 (youth clothing brand and arts for youth charity) received high mean ranks for stakeholder fit, natural fit, and mission fit, this scenario was mainly sorted into positive fit in study 2. Replication 1 of the stakeholder fit scenario (beer brand and prostate cancer charity) was most often categorized into neutral fit. In study 1 the same scenario received the highest mean ranks for stakeholder fit and general interest fit. General interest fit scenarios, as mentioned previously, were most often sorted into neutral fit, but more often into positive fit in replication 1 compared to replication 2. Both complicity CRM scenarios in study 2 were most often categorized into negative fit. Therefore, prevention and redresser fit seem to be the sub-types that confounded negative

fit categorization the most with their high numbers of positive fit categorizations. Again, these results are comparable with study 1 results where the individual scenarios received high mean ranks across evaluations of all sub-types. As pointed out in the discussion section for study 1, a possible explanation for the intricacy around the negative fit categorizations could have resulted from a combination of shared associations between brand and charity and absence of critical reflection on the alliance type so that some participants perceived negative fit CRM scenarios as negative fit and others perceived it as positive fit. Applying the findings of White and Willness (2009) to this context, it is possible that some participants were not able to elaborate on negative valence of the suggested negative fit scenarios if they were preoccupied with understanding the CRM scenario and the fit definitions which led to a positive fit perception more easily. Another possible explanation may be that the behavioral change of the company stimulated elaboration so that prevention fit was perceived as a mild negative fit type (Meyers-Levy & Tybout, 1989).

The second part of this discussion focuses on the sub-type categorizations (**H1b**) of each CRM scenario. Weak to medium agreement reported in study 1 is essentially echoed in study 2 through the diverse categorizations that occurred for every sub-type scenario. Mission fit scenario 1 in study 2 was most often categorized into mission fit, followed by prevention fit; in study 1 the same scenario received high mean ranks for both mission fit and prevention fit evaluation scales. An explanation for the number of prevention fit categorizations may be that insurance companies often use large amounts of paper when printing their policies and even though this scenario included the "online" and "paperless" aspect of the fictitious insurance brand, strong associations with paper waste and environmental harm may have been present for some participants. Mission fit

scenario 2 (coffee brand and fair trade charity) was, comparable with study 1 results, also categorized into function, natural, and stakeholder fit. Functional fit is a plausible categorization as through the purchase of fair traded coffee consumers support coffee workers. Natural fit is also plausible as the sustainable consumer would not only be interested in quality coffee beans, but also ethical working environments. Lastly, stakeholder fit includes key stakeholders that are affected by the brand's business, which in this scenario are the coffee workers that are supported through the purchase of fair trade coffee. For some participants, these aspects may have stood out in addition to fair trade being anchored in the coffee brand's mission. Function and natural fit scenarios exhibited parallels to study 1, as the function fit scenarios were not only categorized into function fit, but also natural fit and vice versa. Potential reasons and relations between these fit sub-types were already examined in study 1.

The existence of a relation between general interest fit and created theme fit became clear once more through the examination of general interest fit scenarios. As in study 1, where mean ranks for both replications were highest for General_Fit_EVAL and Created_Fit_EVAL, the numbers of general interest fit categorizations for both scenarios were the highest in study 2, but followed by categorizations into created theme fit. Results for the created theme fit scenarios in study 2 were also similar to study 1 results in that created theme and general interest fit were the two fit types the scenarios were most often sorted into. Even the tendencies that occurred in replication 1 (hand tool brand and children's charity) in study 1, where GeneralInterest_Fit_EVAL received a slightly higher mean rank than Created_Fit_EVAL was corroborated in study 2, where the same scenario was more often categorized into general interest fit compared to created theme fit. As already mentioned in study 1, the fictitious scenario descriptions could have been too

weak to convey the same long-term or prioritizing efforts that real-world brands and companies exhibit and that would justify a categorization into created theme fit as a positive sub-type versus general interest fit.

Stakeholder fit scenarios were among the fit sub-types that did not achieve consistency in participants' categorizations. Whereas in replication 1 (beer brand and prostate cancer charity) it was most often sorted into stakeholder fit, followed by created theme fit, it was regarded as natural theme, mission, and even general interest fit in replication 2 (youth clothing and arts for youth). Similar to the online insurance mission fit scenario, both stakeholder fit scenarios could have had several bases for associations, for example if participants only read "cancer" and did not see a connection between "men" as the consumers (and therefore stakeholders) of the beer brand and "prostate cancer" as the cancer that can be caused only in men. The youth clothing brand however does also fit with young customers on a natural fit basis as the purpose of the brand is to sell clothing to young people. Similar associations can justify a mission fit. It is however surprising that this scenario was sorted into general interest fit, a potential explanation here being that some participants did not see an immediate connection between the arts and a clothing brand and the "youth" association was not strongly activated while cognitive effort was lacking.

Finally, the negative fit sub-types showed interesting patterns. Together with results from study 1, the categorization pattern for complicity fit scenarios, which were also perceived as redresser fit in both studies, suggests a strong negative fit perception for these proposed "milder" forms of negative fit. An explanation for this occurrence may be, as mentioned in study 1, that the brands and causes used for the complicity scenarios were personally closer to the participants. Vice versa, in the redresser fit scenarios, the numbers

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of categorizations into complicity fit were apparent, but not as outstanding as for complicity fit, general interest, or created theme fit scenarios. Prevention fit scenarios exhibited results that are in part comparable with the mean ranks in study 1, although in study 2 absolute numbers show that prevention fit was selected most often as the sub-type that represented prevention fit scenarios. The second most categorizations for replication 1 (department store brand and environmental charity) into general interest fit and for replication 2 (car brand and environmental charity) into function fit represent the two sub-types that were among those with the highest mean ranks for the prevention fit scenarios in study 1. Although department stores are known for producing a substantial amount of plastic bag waste, this association did not result in a strong negative perception. The categorization of the car brand scenario into function fit does however make sense, in that by switching to hybrid cars that have a better fuel economy and lower emissions a consumer would help the cause through the function of the hybrid car.

Whereas participants in study 2 were asked to categorize each alliance into the dominant general and sub-type fit category, overall categorization results are similar to the results in study 1, where participants were not asked to determine and focus only on the most prominent fit type the scenario represented in their opinion. The previous explanations indicated that albeit some scenarios did not exhibit generalizability across replications, the replicability of results across the two studies for the categorization of general fit types contributes to the external validity of this research. Furthermore, we suspect that associations participants formed with fictitious brands and charities, as well as idiosyncrasies that were generated through associations with real brands and charities, e.g. for the fast food brand CRM scenario, influenced some of the categorizations.

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Compared to the general fit types that included three possible categorizations into positive, neutral, and negative fit, the sub-types of fit offered nine possible categorizations for participants. Due to this large number of possibilities to categorize the sub-types, there was some potential that not only the variance of categorizations was higher for the sub-types, but that also the spread of categorization across sub-types would influence the results. In blunt statistical terms, leaving participants' perceptions and proposed model structure aside, every general fit category had the same 1/3 chance to be selected, whereas every sub-type category had the same 1/9 chance to be selected. Together with the small sample sizes for each scenario, it was more difficult to find statistically significant fit sub-type categorizations. On the other hand, one could argue that if there had been stronger and consistent agreement concerning the fit sub-types the scenarios represented, as was the case for the general interest fit replication 2 scenario, then more significant results would have been possible. The small sample sizes in both the post hoc general fit categorization analyses and the sub-type categorization analyses did however constitute a major limitation for their part.

Hypotheses 2a, 2b, 3a, and 3b

Hypotheses 2 and 3 postulated that participants' categorizations matched the proposed locations on the commonality and valence dimensions. To recall, the proposed Hypotheses 2a, 2b, 3a, and 3b stated the following:

H2a: *The individuals' categorizations into positive, neutral, and negative fit types will match the proposed location on the commonality dimension.*

H2b: *The individuals' categorizations into fit sub-types will match their proposed location on the commonality dimension.*

H3a: *The individuals' categorizations into positive, neutral, and negative fit types will match the proposed location on the valence dimension.*

H3b: *The individuals' categorizations into fit sub-types will match their proposed location on the valence dimension.*

In Chapter 4, fit was proposed to be construed along the two dimensions of commonality and valence. In order to avoid confusion between commonality and valence tests for general and sub-types of fit, **H2a** (commonality ratings for general fit, i.e. positive, neutral, and negative, type categorizations) followed by **H3a** (valence ratings for general fit type categorizations) will be tested first. Subsequently, **H2b** (commonality ratings for fit sub-type categorizations) and **H3b** (valence ratings for fit sub-type categorizations) will be tested. Nonparametric tests were conducted to test the hypotheses, because neither commonality nor valence ratings, grouped by general fit and fit sub-type categorizations, were normally distributed. Variable transformation was not preferred as it exacerbates lack of interpretability of results.

Match of General Fit Categorizations and Location on Commonality Dimension (H2a)

In accordance with the proposed valenced fit model, ratings on the commonality scale were expected to be high for positive fit types, low for neutral fit types, and again high for negative fit types. As both positive and negative fit types were proposed to exhibit strong associations, they were expected to be rated high on the commonality scale. To test hypothesis **H2a**, General_Fit_EVAL served as the criterion variable and was split up into three groups, relative to the general fit type a CRM scenario was sorted into by the participants. The box plots in Figure 15 provide an overview of the range of scores for the three general fit types (according to how they were categorized) on the commonality scale.

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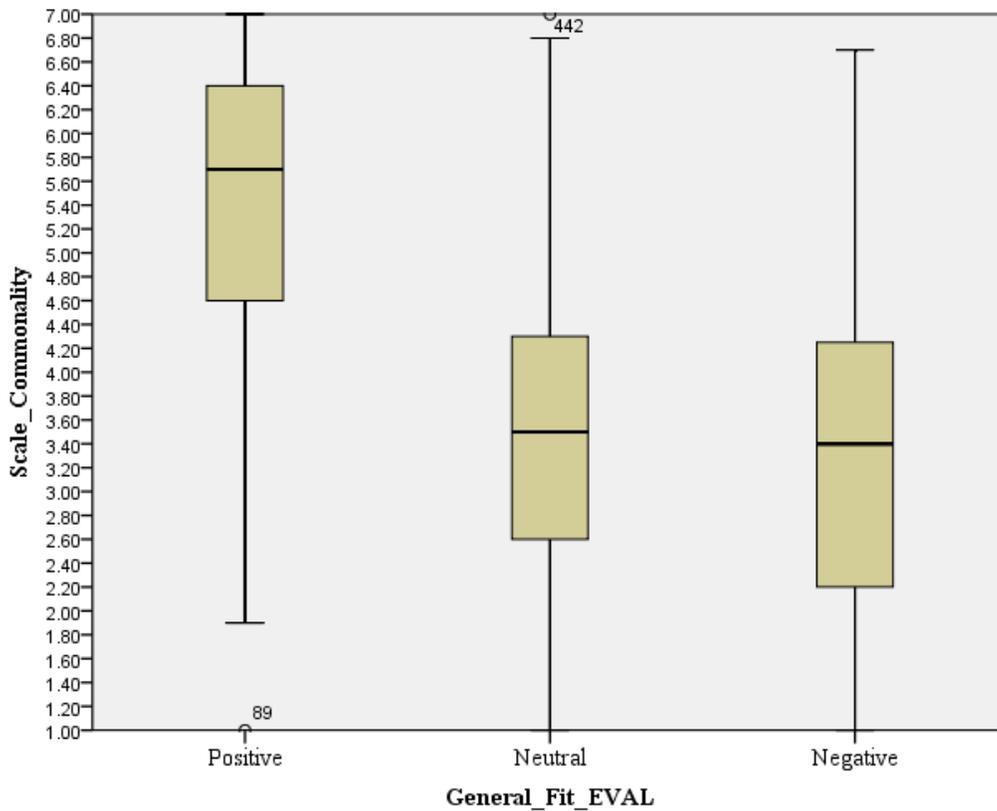
Figure 15 Commonality Ratings for General Fit Type Categorizations (Box Plots)

Descriptives for commonality ratings are enclosed in Appendix O. Positive fit with a Median of 5.7 was perceived as having the highest degree of commonality, followed by neutral fit (*Mdn* = 3.5) and negative fit (*Mdn* = 3.4). All fit categorizations received scores across the full range of the commonality scale and exhibited substantial variation. Whereas commonality scores for positive fit fell into the proposed area on the commonality dimension, and most of the neutral fit scores were lower on the commonality dimension compared to positive fit, negative fit did not receive high commonality ratings. The third quartile of negative fit had a value of approximately 4.28, which is only slightly higher than the commonality scale midpoint of 4. It should also be noted that the Median for positive fit categorizations is still far from the highest scale

point of 7 and commonality ratings for neutral fit were relatively high considering a range of 2.55 to 4.35 between the first and third quartile.

Three Mann-Whitney U tests were conducted to compare whether commonality ratings for CRM alliances that were categorized into positive fit were significantly different from those categorized into neutral fit, whether commonality ratings for CRM alliances categorized into neutral fit were significantly different from those categorized into negative fit, and lastly whether commonality ratings for CRM alliances categorized into positive fit were significantly different from those categorized into negative fit. To adjust for multiple pairwise comparisons, a Bonferroni correction of $\alpha/3 = .0167$, with $\alpha = .05$, was applied. First, the positive-neutral fit comparison indicated that commonality ratings were higher for positive fit compared to neutral fit, $U = 6861.5$, $Z = -12.359$, $p < .001$. The Mann-Whitney test for the neutral-negative fit comparison did however not indicate that commonality ratings were higher for negative compared to neutral fit; instead, commonality ratings for neutral and negative fit were not significantly different from one another, $U = 5912.0$, $Z = -1.019$, $p = .308$, and therefore do not support what was expected based on the proposed valenced fit model. Furthermore, the positive-negative fit comparison showed that commonality ratings for positive and negative fit categorizations were significantly different from one another, $U = 2853.0$, $Z = -10.934$, $p < .001$, contrary to our expectation that ratings would not be statistically different for those two general fit types. Therefore, **H2a** received partial support as the difference between positive and neutral fit categorizations was significant and in the hypothesized direction, whereas negative fit did not receive the desired scores on the commonality dimension.

Match of General Fit Categorizations and Location on Valence Dimension

(H3a)

Ratings on the valence scale were expected to be highest for the positive fit categorizations, around the scale midpoint for neutral fit categorizations, and lowest for the negative fit categorizations. To test hypothesis **H3a**, General_Fit_EVAL served as the criterion variable and was split up into three groups, relative to the general fit type the scenario was sorted into by the participants. Box plots were created to provide a graphical illustration of the valence score distributions and ranges for each of the three general fit types (see Figure 16).
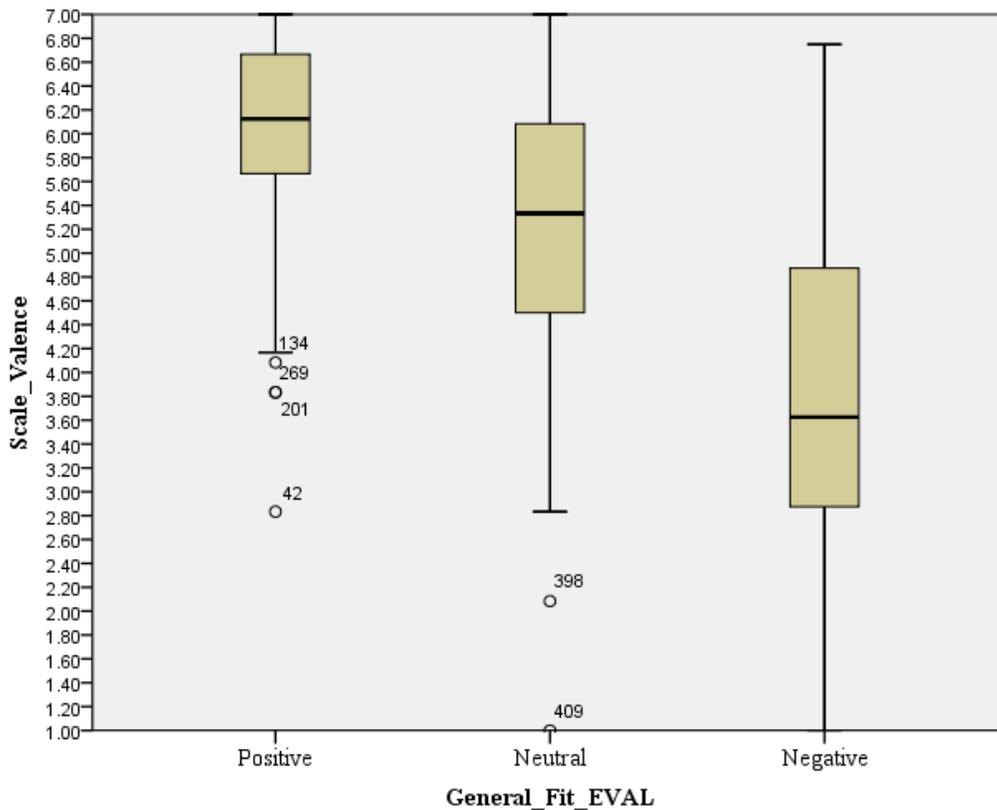

Figure 16 Valence Ratings for General Fit Type Categorizations (Box Plots)

Descriptives for valence ratings are enclosed in Appendix P. Positive fit with a Median of 6.13 was rated high on the valence scale as expected. The minimum value for positive fit on the valence scale was 2.83 and was considered a potential outlier by SPSS, due to its distance from the values between the first and third quartile. The interquartile range for positive fit on the valence scale with values from 5.65 to 6.67 suggests that positive fit evaluations of the CRM scenarios were perceived as hypothesized on the valence scale. Neutral fit had a wider interquartile range than positive fit with values ranging from 4.5 to 6.083 and a Median of 5.33. While valence ratings for neutral fit categorizations indicated a shift to the mid-point of the scale, they were also marked by some overlap with positive fit ratings and the Median for neutral fit categorizations was not as close to the scale midpoint of 4 as expected. Negative fit categorizations showed the largest score variance, with an interquartile range from 2.85 to 4.94 and valence scores ranging from 1.00 to 6.75. The Median of negative fit however was low at 3.63, once more indicating that negative fit scenarios were perceived as hypothesized on the valence dimension. Almost all fit categorizations received scores across the full range of the valence scale and exhibited substantial variation.

Three Mann-Whitney U tests were conducted to compare whether valence ratings for CRM alliances that were categorized into positive fit were significantly different from those categorized into neutral fit, whether valence ratings for CRM alliances categorized into neutral fit were significantly different from those categorized into negative fit, and lastly whether valence ratings for CRM alliances categorized into positive fit were significantly different from those categorized into negative fit. To adjust for multiple pairwise comparisons, a Bonferroni correction of $\alpha/3 = .0167$, with $\alpha = .05$, was applied. First, the positive-neutral fit comparison indicated a significant difference in valence

ratings for positive fit compared to neutral fit categorizations, $U = 12934.0$, $Z = -7.830$, $p < .001$. The Mann-Whitney test for the neutral-negative fit comparison also indicated a significant difference in valence ratings were higher for neutral compared to negative fit, $U = 2646.0$, $Z = -7.489$, $p < .001$. As a result, the positive-negative fit comparison also showed a significant difference in valence ratings, $U = 1977.0$, $Z = -11.899$, $p < .001$. Together with the box plots, results for the Mann-Whitney U tests support **H3a**, since the valence ratings for positive, neutral, and negative fit categorizations were pairwise significant and in accordance with the hypothesized locations. The significant differences between the fit types and the visible gradation of valence ratings for the three fit types in the box plots notwithstanding, it should be noted that neutral fit ratings reside high on the valence scale, while negative fit ratings are widely scattered and located around the scale-midpoint. Altogether, the valence ratings were located in the two upper thirds of the valence scale and rather spread than concentrated for the single fit types.

Discussion

Positive fit categorizations were more concentrated around the upper half of the commonality scale, whereas neutral and negative fit categorizations were more scattered and indicated central tendencies around the lower end of the commonality scale. Our proposition concerning the negative fit types and their degree of commonality was not supported. Apparently, negative fit was perceived just as weakly as neutral fit, possibly because the 'harming' of the cause by the brand compensated for the actual relatedness of brand and cause, especially since we found that negative fit categorizations were perceived as lower in valence. The results of **H3a** should be treated with caution in so far as neutral fit ratings, albeit significantly different from positive fit valence ratings, were still mainly higher than the 'neutral' valence scale point of 4. Similarly, although negative

fit had the lowest Median, participants did not perceive brand and charities to have a complete, but rather mild distracting, harmful, or opposing relation on the valence scale. The significant results for **H2a** and **H3a** notwithstanding, more distinct commonality and valence ratings were expected that would have set the fit types further apart from one another. Nevertheless, valence predictions were supported.

Match of Fit Sub-type Categorizations and Location on Commonality Dimension (H2b)

Testing **H2b**, the matching of commonality ratings for the sub-types of fit according to the proposed fit model, proved to be rather elaborate as no separate, concrete hypotheses for every single fit sub-type were proposed. Therefore, no planned comparisons were made. Commonality ratings for the fit sub-types were however expected to be highest for mission, function, redresser, and prevention fit categorizations, slightly lower for created theme, natural theme, stakeholder fit, and complicity fit categorizations, and around the scale midpoint for general interest fit categorizations. A Kruskal-Wallis test as a nonparametric one-way ANOVA alternative was conducted in SPSS, ensued by automatic pairwise multiple comparisons (Dunn's test) with Bonferroni adjusted significance levels. Referring to Zar (1999), Ruxton and Beauchamp (2008) suggest that Dunn's test is an appropriate procedure to conduct multiple comparisons. Furthermore, Zar (1999) states that Dunn's test is suitable if not all groups have equal sample sizes, which is the case for the sub-type categorizations. Specific_Fit_EVAL served as the criterion variable and was split up into nine groups, relative to the sub-type of fit the scenario was sorted into by the participants. The omnibus Kruskal-Wallis test indicated that there was a significant difference between the commonality ratings for the

nine fit sub-type categorizations, $\chi^2(8) = 158.885$, $p < .001$, with mean rank commonality scores as illustrated in Table 28.

Table 28 Mean Rank Scores for Commonality Scale Ratings

Specific_Fit_EVAL	N	Mean Rank
Natural Theme Fit 4	75	385.55
Mission Fit 1	63	357.11
Function Fit 2	84	348.42
Stakeholder Fit 5	31	310.10
Prevention Fit 8	42	280.13
Created Theme Fit 3	63	215.33
General Interest Fit 6	108	182.40
Complicity Fit 7	38	175.97
Redresser Fit 9	40	155.70
Total	544	

Box plots (Figure 17) were obtained to gain a graphical illustration of the commonality score distributions and ranges for each of the nine general fit types.
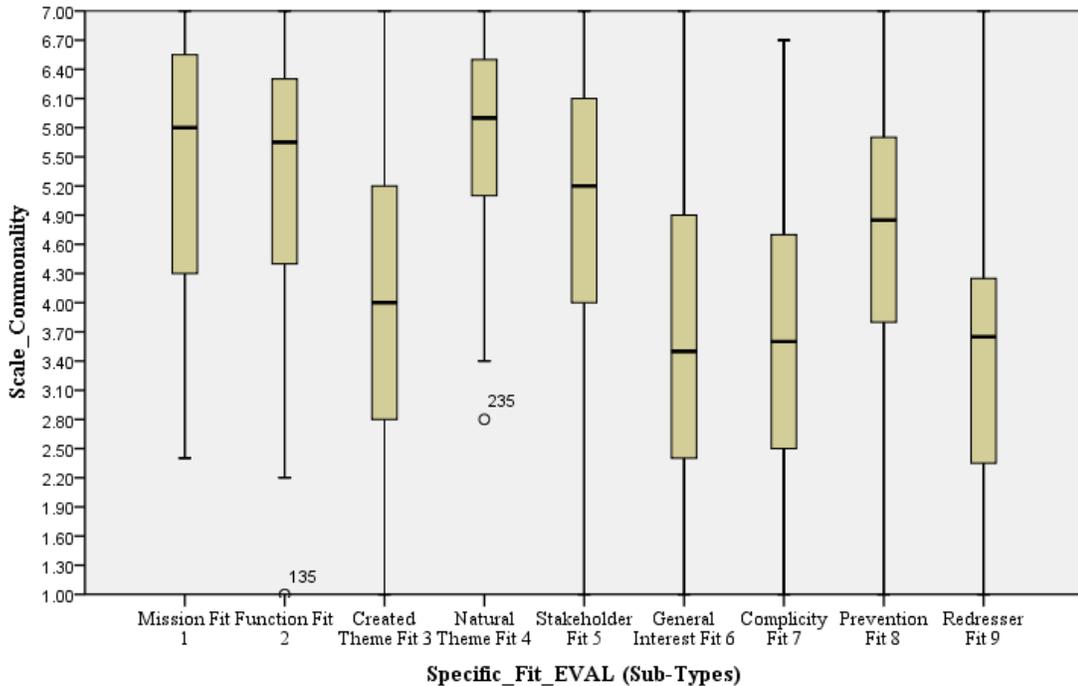
Figure 17 Distributions of Commonality Ratings for Different Fit Sub-type Categorizations

Descriptive statistics for the commonality scale are included in Appendix Q. For detailed explanations concerning the pairwise comparisons of the fit sub-type categorizations for the commonality scale please refer to Appendix R.

Match of Fit Sub-type Categorizations and Location on Valence Dimension (H3b)

Hypothesis testing for **H3b** also proved to be an elaborate task since no separate, concrete hypotheses for every single fit sub-type were proposed. In accordance with the proposed fit model, a decline of valence scores was expected for different sub-types. Valence ratings for the fit sub-types were expected to be highest for mission and function fit, and slightly lower for created theme, natural theme, and stakeholder fit. Valence ratings for general interest fit categorizations were expected to be scattered around the

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scale midpoint of 4. Finally, valence ratings for complicity fit were expected to be located

below the scale midpoint, followed by prevention and redresser at the lower end of the

valence scale. In the absence of planned comparisons, a Kruskal-Wallis test was

conducted in SPSS, ensued by automatic pairwise multiple comparisons (Dunn's test)

with Bonferroni adjusted significance levels. Specific_Fit_EVAL served as the criterion

variable and was split up into nine groups, relative to the sub-type of fit the scenario was

sorted into by the participants. Box plots (Figure 18) were obtained to gain a graphical

illustration of the valence score distributions and ranges for each of the nine general fit

types.
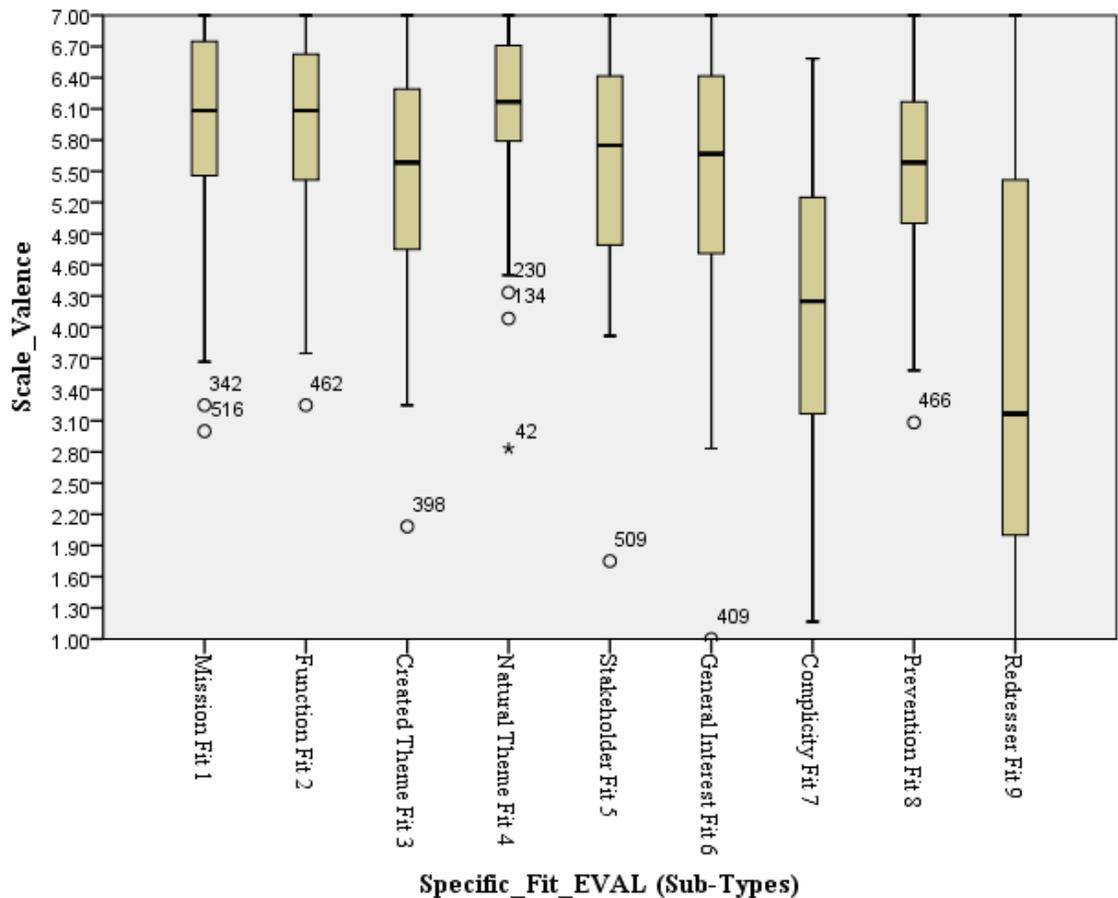
Figure 18 Distributions of Valence Ratings for Different Fit Sub-type Categorizations

The omnibus Kruskal-Wallis test indicated that there was a significant difference between the valence ratings for the nine fit sub-type categorizations, $\chi^2(8) = 106.747$, $p < .001$, with mean rank valence scores as illustrated in Table 29.

Table 29 Mean Rank Scores for Valence Scale Ratings

Specific_Fit_EVAL	N	Mean Rank
Natural Theme Fit 4	75	343.85
Mission Fit 1	63	329.31
Function Fit 2	84	327.67
General Interest Fit 6	108	273.49
Stakeholder Fit 5	31	270.95
Prevention Fit 8	42	258.20
Created Theme Fit 3	63	251.21
Complicity Fit 7	38	130.96
Redresser Fit 9	40	114.93
Total	544	

Descriptive statistics for the valence scale are enclosed in Appendix Q. For detailed explanations concerning the pairwise comparisons of the fit sub-type categorizations for the valence scale please refer to Appendix S.

Discussion

The analyses showed that a pattern comparable to the sub-type categorization hypotheses emerged in that natural theme fit categorizations had higher commonality perceptions than suggested. Results for hypothesis 1 also indicated that mission and function fit CRM scenarios received high natural theme fit ratings. The natural theme fit type generally appeared to be a strong positive fit type. Created theme fit had lower commonality perceptions than suggested. Results for hypothesis 1 tests also indicated that there was some uncertainty as to whether created theme fit scenarios represented general interest fit. General interest fit roughly marked the lowest Median commonality ratings,

but was still located moderately high on the commonality dimension. Complicity and redresser fit types did not receive high enough commonality ratings to be differentiated from general interest fit. All in all, participants not only showed variation concerning negative fit sub-type commonality ratings, but also regarding positive sub-type commonality ratings. Furthermore, Medians were high overall and none of the IQR ranges was close to the lower end of the commonality dimension. Given the complexity of results, part of the model propositions were supported, but overall **H2b** only received weak support.

Some parallels were however apparent between the commonality ratings for the general fit types and the fit sub-types. General interest fit, the neutral fit sub-type, received the lowest Median commonality score, but indicated no significant difference compared with created theme, complicity, and redresser fit. The only negative sub-type that was rated higher on the commonality scale was prevention fit. Recall that commonality ratings for the negative fit categorizations as shown previously were also lower than expected. It is however noteworthy that brands and charities in complicity and redresser fit categorizations were regarded as less similar or related than brands and charities that were categorized into prevention fit.

Participants' perceptions of created theme fit were different than the suggested connection between brand and charity in terms of commonality. Whereas we argued that created theme fit alliances may show relatively high associations, relatedness, and similarities between brand and charity due to the fact that they focus on and prioritize their long-term or repeated cause support, participants did not perceive this was the case for the CRM alliances they classified into created theme fit. As already mentioned, a possible explanation here could be that fictitious CRM alliances could not evoke the same

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salient beliefs or active prior knowledge that real-world long-term CRM commitments may evoke or activate. Nevertheless, some degree of congruency with results from **H1b** was visible in that created theme fit indicated a close relation with general interest fit.

The findings for the valence ratings partly contradict the proposed model structure. Results only lead to very weak support for **H3b.** With the exception of valence ratings for the proposed mission and function sub-types, all other sub-type valence ratings were too high relative to the locations proposed in the fit model. Complicity and redresser fit had valence ratings closer to the proposed location on the valence dimension, but were still rated moderately high. Natural theme fit once more showed a tendency towards strong positive fit types. Created theme, general interest, and prevention fit were not rated as low as expected and perceived as rather positive. Hence, relations between brands and charities in CRM scenarios were mostly perceived as harmonious with the brand contributing to the fulfillment of the partnership mission.

One sub-type that stood out was general interest fit. General interest valence ratings were much higher than expected. Previous results indicated that neutral fit (the general fit type), was also rated higher on the valence dimension than expected, once more indicating some closeness with positive fit and its sub-types. Moreover, it could be said that brand and charities of those CRM scenarios that participants categorized into general interest and neutral fit were perceived as more connected and associated than proposed, possibly because merely the act of forming the CRM alliance led participants to perceive company and charity as related. This suggests a relocation of the neutral (or general interest) fit type in terms of valence.

Similarly, prevention fit tended towards positive fit sub-types on the valence dimension as was the case for the commonality dimension. A possible explanation for this

result could be that the brand replaced its negative impact with a behavior change in positive direction that resulted in higher valence and commonality perceptions. This suggests a relocation of prevention fit and consideration as the mildest form of negative fit, likely due to the brand's behavioral change that is taking place.

So What? – Fit Types, Attitude toward CRM, and Purchase Intention

The main purpose of this research was to investigate how consumers perceived different CRM alliances in terms of company/brand–charity fit based on the suggested valenced fit framework. Therefore, no causal model for the relation of general fit types or fit sub-types and attitudes toward the CRM alliance and purchase intentions was proposed. Instead two research questions were formulated to leave more room for an exploration of the different fit types and their relation with attitudes toward the CRM alliance and purchase intentions. These research questions were:

RQ1: How does fit category differentially impact consumer attitude toward the CRM alliance?

RQ2: How does fit category differentially impact consumer purchase intention?

To assess these research questions, we examined whether there was a difference in attitudes toward the CRM alliance and purchase intentions according to participants' general fit and fit sub-type categorizations. No specific hypotheses regarding attitude toward the CRM alliance and purchase intentions and their relation with CRM fit types were formulated in the previous chapters, although some prior expectations existed. In accordance with previous findings as outlined in Chapter 2 and the attitude-purchase intention relation, positive fit and fit sub-type categorizations were expected to be associated with the highest CRM attitudes and purchase intentions as these fit types were suggested to have the highest degrees of commonality and valence. CRM attitudes and

purchase intentions for neutral fit categorizations were expected to be lower than those for positive fit as participants were expected to form less strong associations between brand and charity. On the basis of balance theory, neutral fit should not lead to a strictly imbalanced triad which, because a brand in a neutral fit CRM alliance does not actually harm the cause, may also result in moderately high CRM attitudes and purchase intentions. Coleman and Sherrell (2014) offered an interesting perspective on how consumers may perceive low-fitting CRM pairings differently and highlight that consumer responses to low fit CRM alliances are very complex. The negative fit types proposed in this research may present a conundrum for examining consumer reactions and behavior, especially since previous studies have mainly focused on low fit CRM alliances and did not differentiate between low (neutral in this study) and negative fit. Negative fit has the potential to elicit positive consumer responses based on more elaborate processing or it may result in negative consumer reactions, for example when consumers question the motives or sincerity of the company or brand, which in turn may or may not affect CRM attitudes and purchase intentions. Ellen et al. (2000) for example found that incongruent, i.e. non-fitting, CRM offers were not evaluated much differently from congruent CRM offers. Other researchers discovered that skepticism towards company motives has no effect on purchase intention (Patel, Gadhavi, & Shukla, 2016) and, as an extension, that low-fit CRM has a negative impact on purchase intentions regardless of the company's motivation (Becker-Olsen et al., 2006). Research is inconclusive as to the consumer reactions elicited by different fit types. The following analyses shed some light on possible relations between fit types, CRM attitude, and purchase intention.

General Fit Categorizations and Attitude toward CRM

The scale that was used to measure attitude toward CRM (labelled

Scale_AttitudeCRM) was adapted from Simmons and Becker-Olsen (2006; cf. Chapter 5,

Attitude, p. 63) and obtained a reliability alpha of .941. No further reliability

improvement could be achieved by item deletion, which is why all three items were

averaged to create the CRM attitude scale. A Kruskal-Wallis test, with

Scale_AttitudeCRM as the test variable and General_Fit_EVAL as grouping variable,

indicated that there was a significant difference between CRM attitudes for the positive,

neutral, and negative fit categorizations, $\chi^2(2) = 137.290$, $p < .001$. Box plots (Figure 19),

descriptives (Appendix T), and pairwise comparisons (Table 30) were examined to

ascertain whether or not all three fit types exhibited significant differences.
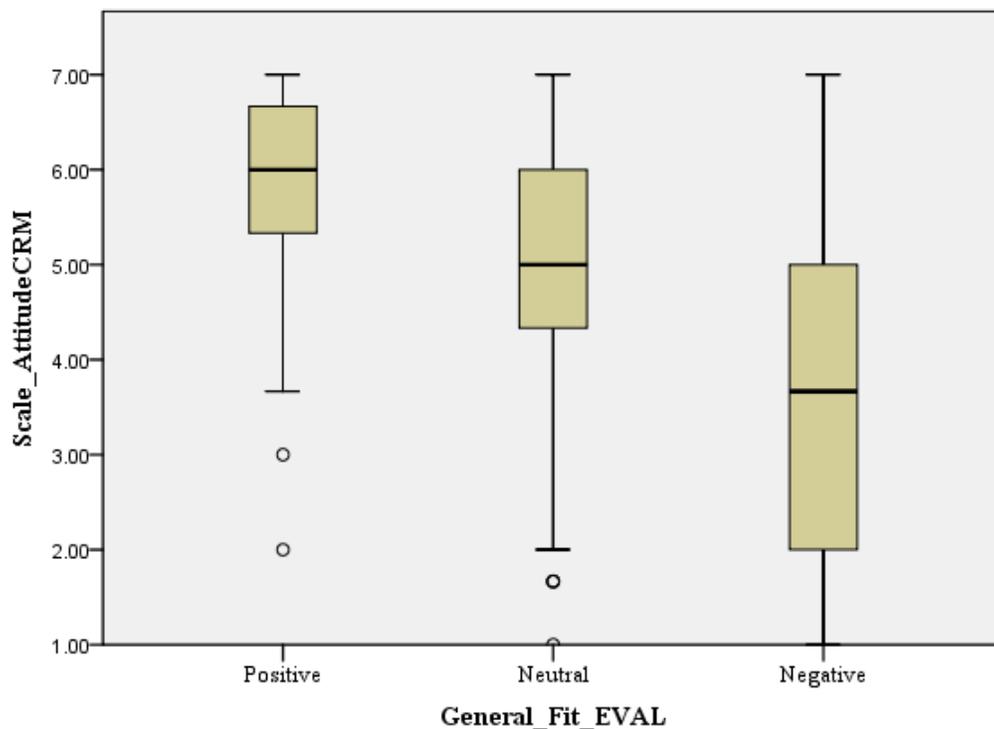
Figure 19 Distributions of CRM Attitude Ratings for General Fit Type Categorizations

Table 30 Pairwise Comparisons of CRM Attitude Ratings for Different General Fit Types

Sample 1-Sample 2	Test Statistic	Std. Error	Std. Test Statistic	Sig.	Adj. Sig.ᵃ
Negative-Neutral	107.731	21.178	5.087	**.000**	**.000**
Negative-Positive	211.984	19.210	11.035	**.000**	**.000**
Neutral-Positive	104.253	15.441	6.752	**.000**	**.000**

Each row tests the null hypothesis that the Sample 1 and Sample 2 distributions are the same.
Asymptotic significances (2-sided tests) are displayed. The significance level is .05.
a. Significance values have been adjusted by the Bonferroni correction for multiple tests.

Positive fit categorizations (*Mdn* = 6.00, *IQR* = 1.33) with a variance of .775 had the smallest scatter of CRM attitude ratings and participants were more consistent in their ratings relative to the other fit types. In comparison, neutral fit categorizations (*Mdn* = 5.00, *IQR* = 1.67) and negative fit categorizations (*Mdn* = 3.67, *IQR* = 3.00) had lower Medians, higher interquartile ranges, and larger variances of 1.711 and 3.006 respectively. All pairwise comparisons were significant as well, further indicating that there was a difference between positive-neutral, positive-negative, and neutral-negative fit categorization pairs. These findings showed that CRM attitudes were highest for the positive fit types, followed by neutral then negative fit types. The low Median, high variance and IQR for CRM attitudes concerning negative fit may be interpreted such that participants faced difficulties not only categorizing, but also forming consistent attitudes toward the CRM alliances that are perceived as negative fit. Results for purchase intentions are expected to fall out similar to the CRM attitudes.

General Fit Categorizations and Purchase Intention

The purchase intention scale (labelled Scale_PurchaseIntent), adapted from Burton et al. (1999) and Kozup et al. (2003; cf. Chapter 5, Attitude and Purchase

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Intention, p. 75), obtained a reliability alpha of .938. No further reliability improvement could be achieved by item deletion, which is why all three items were averaged to create the purchase intention scale. A Kruskal-Wallis test, with Scale_PurchaseIntent as the test variable and General_Fit_EVAL as grouping variable, indicated that there was a significant difference between purchase intentions for the positive, neutral, and negative fit categorizations, $\chi2(2) = 77.577$, $p < .001$. Box plots (Figure 20), descriptives (Appendix U), and pairwise comparisons (Table 31) were examined to ascertain whether or not all three fit types exhibited significant differences.
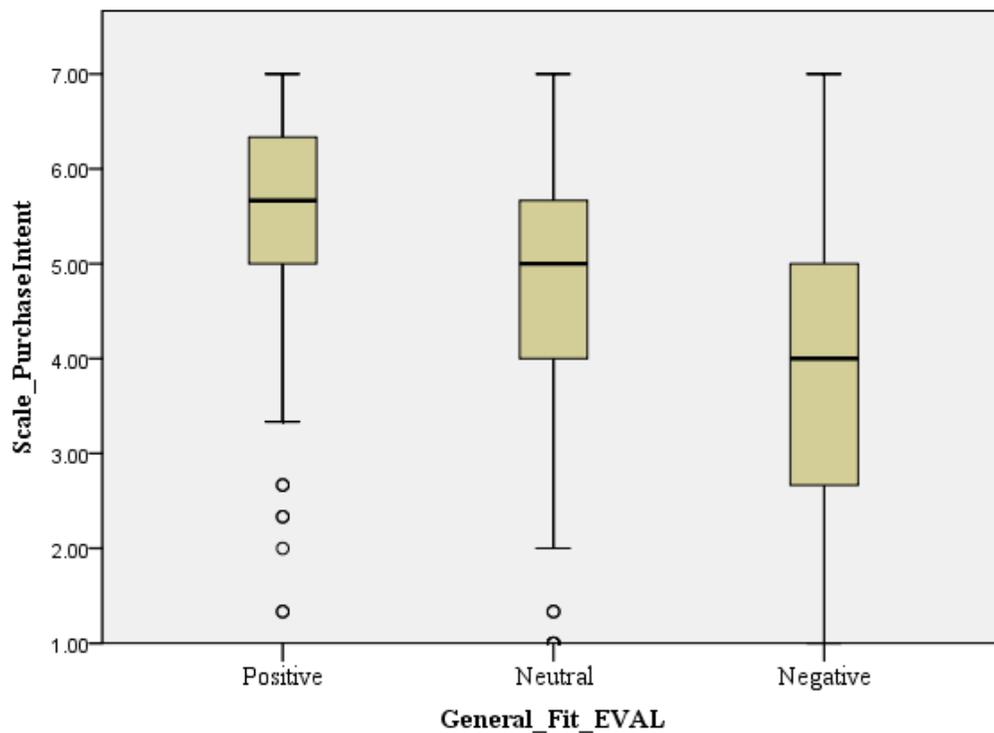
Figure 20 Distributions of Purchase Intention Ratings for General Fit Type Categorizations

Table 31 Pairwise Comparisons of Purchase Intention Ratings for Different General Fit Types

Sample 1-Sample 2	Test Statistic	Std. Error	Std. Test Statistic	Sig.	Adj. Sig.[a]
Negative-Neutral	74.753	21.197	3.527	**.000**	**.001**
Negative-Positive	157.271	19.227	8.180	**.000**	**.000**
Neutral-Positive	82.518	15.456	5.339	**.000**	**.000**

Each row tests the null hypothesis that the Sample 1 and Sample 2 distributions are the same.
Asymptotic significances (2-sided tests) are displayed. The significance level is .05.
a. Significance values have been adjusted by the Bonferroni correction for multiple tests.

From the results of the descriptives, it can be inferred that positive fit categorizations (*Mdn* = 5.67, *IQR* = 1.33) with a variance of 1.331 had the smallest scatter of purchase intent ratings and participants were more consistent in their ratings relative to the other fit types. In comparison, neutral fit categorizations (*Mdn* = 5.00, *IQR* = 1.83) and negative fit categorizations (*Mdn* = 4.00, *IQR* = 2.33) had lower Medians, higher interquartile ranges, and larger variances of 1.875 and 2.739 respectively. All pairwise comparisons were significant as well, further indicating that there was a difference between positive-neutral, positive-negative, and neutral-negative fit categorization pairs. These findings showed that purchase intentions were highest for the positive fit types, followed by neutral then negative fit types. Given the high variance and IQR, we assume that negative fit types led to the highest disagreement between participants as to whether or not they would consider purchasing the brand described in their CRM scenario. It is possible that some participants questioned the sincerity of the brand's effort in supporting the charitable cause that was described, which may have led to the large spread of purchase intention ratings for negative fit.

Fit Sub-type Categorizations and Attitude toward CRM

To examine the relation between fit sub-type categorizations and CRM attitudes, a Kruskal-Wallis test was conducted, ensued by automatic multiple pairwise comparisons. Scale_AttitudeCRM served as the test variable and Specific_Fit_EVAL served as the grouping variable. The test indicated that there was a significant difference between CRM attitudes for the fit sub-type categorizations, $\chi^2(8) = 80.510$, $p < .001$. In the following, only box plots (Figure 21) will be depicted. Box plots suggest that the positive fit types of mission, function, and natural fit received the highest median attitudes, whereas the negative fit types of complicity and redresser fit received the lowest. Descriptives, pairwise comparisons, and detailed results that offer insights into which of the nine fit sub-types showed significant differences can be found in Appendix V.
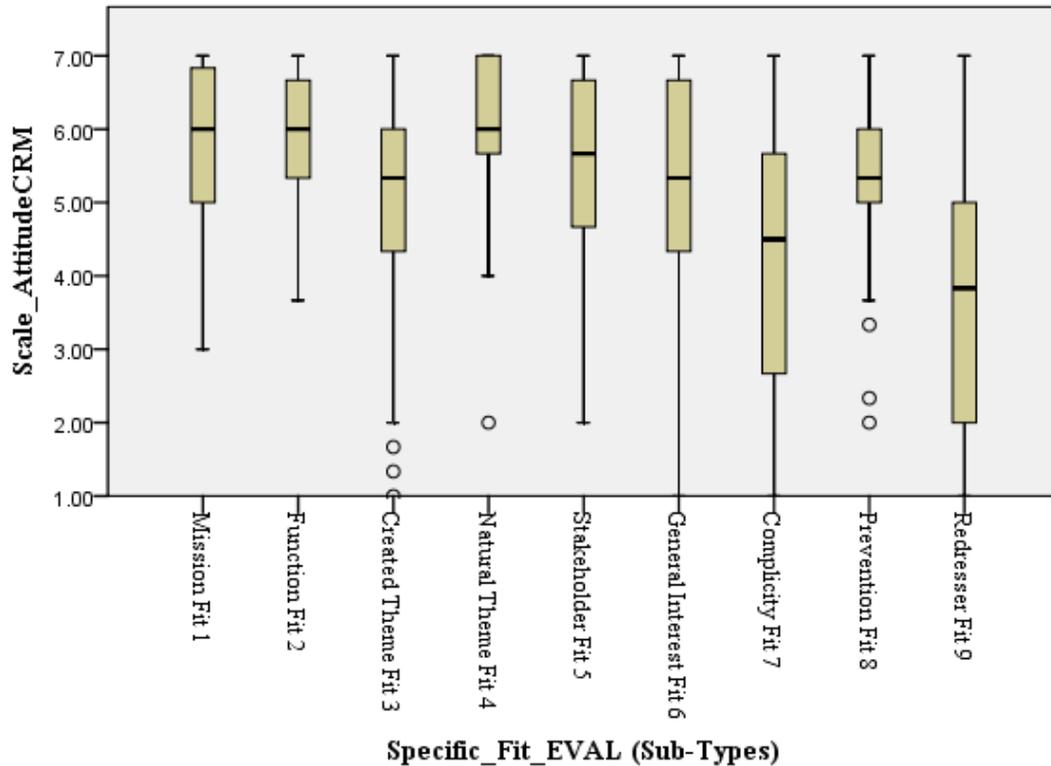
Figure 21 Distributions of CRM Attitude Ratings for Fit Sub-type Categorizations

Fit Sub-type Categorizations and Purchase Intention

To examine the relation between fit sub-type categorizations and purchase intention, another Kruskal-Wallis test was conducted, with Scale_PurchaseIntent serving as the test variable and Specific_Fit_EVAL serving as the grouping variable, ensued by automatic multiple pairwise comparisons. The test indicated that there was a significant difference between purchase intentions for the fit sub-type categorizations, $\chi^2(8) = 54.288$, $p < .001$. As for purchase intentions, only box plots (Figure 22) are depicted. The results are similar to, but not identical with, the CRM attitude results. Again (positive) function and natural fit are high, whereas (negative) redresser is low, however mission fit was somewhat lower for purchase intention than it had been for attitude. Descriptives,

pairwise comparisons, and detailed results that offer insights into which of the nine fit

sub-types showed significant differences can be found in Appendix W.
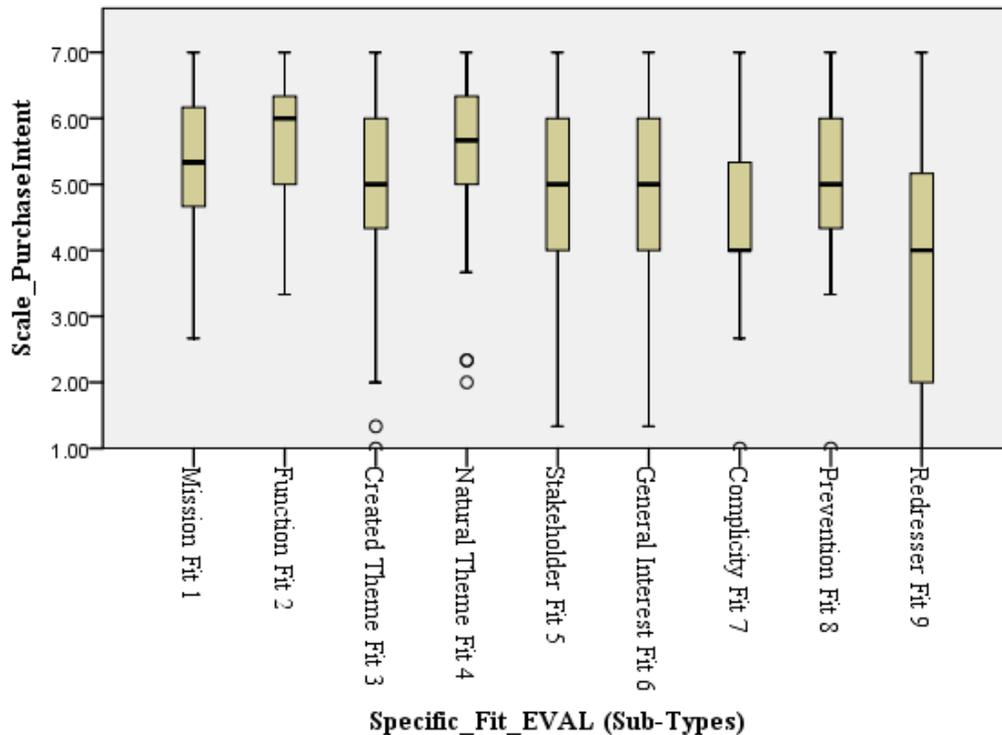
Figure 22 Distributions of Purchase Intention Ratings for Fit Sub-type Categorizations

Discussion

Overall, results for general fit types and fit sub-types in terms of CRM attitudes

and purchase intentions are comparable. CRM attitude measures and purchase intentions

were highest for the CRM scenarios that were sorted into positive fit types. This suggests

that consumer perceptions of a harmonic relation between company and charity are

supportive for evoking favorable responses toward the CRM alliance and for triggering

cause support, which in CRM requires consumer engagement and is often related to the

purchase of a product. Compared to positive fit, the CRM scenarios that were categorized

as neutral fit still had purchase intentions that were slightly higher than the scale

midpoint, but they also showed a larger spread. This suggests that even if company and

charity/cause are rather unrelated, a company that helps a cause that is of general interest

to the public is still seen as worthwhile to support. On a general level, negative fit

categorizations were rated least favorable on purchase intentions. Negative fit had the

largest spread of purchase intent ratings and lowest overall Median, whereby the Median

was around the scale midpoint. To reiterate, negative fit types seem to have resulted in the

largest disagreement among participants as to whether or not they would consider

supporting a company that harms a cause with its business.

With respect to the sub-types of fit, the lowest attitudes toward CRM and purchase

intentions were found for complicity and redresser fit categorizations, i.e. when

participants thought the CRM scenario represented a brand that created a negative (or

mildly negative) impact on the supported cause and, without changing its products or

services, the brand entered into the CRM alliance to fix its negative impact. For attitude

towards CRM, complicity and redresser fit both received mixed ratings and were

perceived as less favorable overall. Lower purchase intentions were more pronounced for

redresser fit compared to complicity fit. Especially the findings concerning negative fit

types could be seen as helpful insights for marketing managers when selecting charity

partners in regards to their own business operations.

The most favorable attitudes toward CRM were found for natural theme, function,

and mission fit categorizations. Similarly, purchase intentions were highest for function

and natural theme fit, followed by mission fit. Apparently, when participants either

perceived that the brand addressed the cause or could be used to support the cause, or

perceived that there was a direct relation between the general purpose of brand and

charity or cause, or perceived that the mission stated by the brand was related to cause

support, purchase intentions were highest. Interestingly, both CRM attitudes and purchase intentions were similar for general interest, created theme, and stakeholder fit, suggesting that it is similarly worthwhile to support a cause that receives broad public support, as it is to support causes that are connected to stakeholders or that are created through focusing, advertising, and directing attention towards them.

Chapter 7: General Discussion and Conclusion

General Discussion

Results indicated that CRM fit is a multifaceted concept and that fit types are not as clearly discernable as the valenced fit model proposed. Most hypotheses received partial or weak support, because consistency in categorization, commonality, and valence ratings was more or less visible for the positive fit types. It was more visible in the sense that we could see trends in absolute numbers of categorizations and ratings, but categorizations into fit types and ratings on commonality and valence were generally scattered. Participants had difficulties grasping and interpreting the concept of negative fit. Although tendencies to classify CRM scenarios were directed towards the suggested fit types represented by the scenarios, i.e. our judgement of fit in the CRM scenario write-up, disagreement was apparent. In other words, whereas a certain degree of categorization salience was present in absolute numbers, and mainly among the positive fit categories (an exception being created theme fit) so that the proposed fit type matched the CRM alliances represented (Hypothesis 1), this was less so the case for the neutral and negative fit categories and their sub-types. It was observed that results were replicable across study 1 and 2.

From a theoretical point of view, some fit categories can be re-ordered within the proposed model. Natural theme fit for example could be ranked among stronger positive fit types positioned higher on the commonality dimension. Furthermore, created theme fit and general interest fit were classified similarly. Based on commonality and valence Median ratings for general fit types and fit sub-types, the following revised valenced fit model was created (see Figure 23). It should be kept in mind that this model is only an interpretative suggestion for a re-ordering of the general fit categories and the fit sub-type

categories. Future research is advised to subject the fit types to further testing and

statistical clustering.
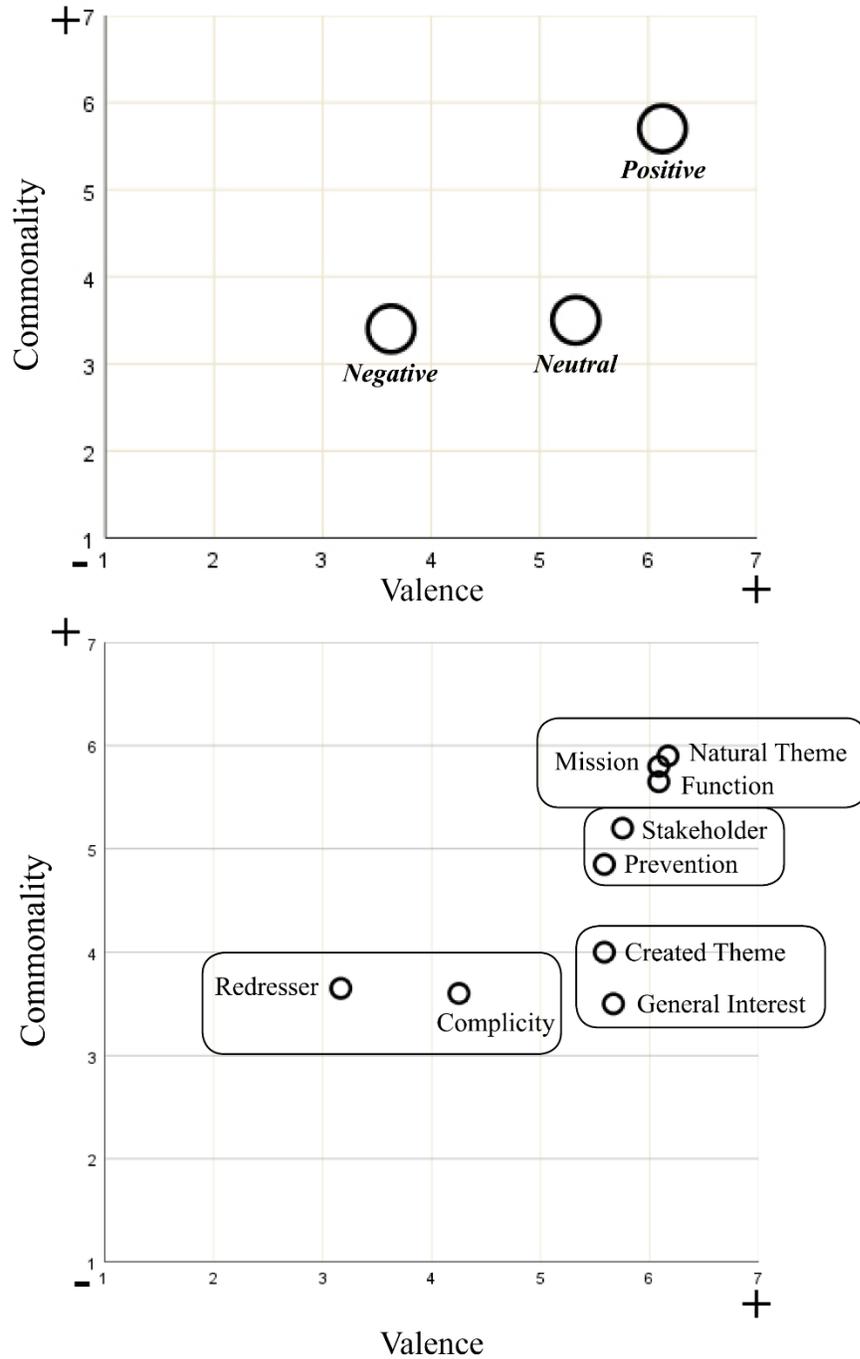
Figure 23 Revised Valenced Model for Fit in CRM

Moreover, results for Hypotheses 2 and 3, as well as purchase intentions indicated that the variability of participants' ratings was relatively high. Positive fit types in general seemed to be the least ambiguous to categorize with locations on commonality and valence roughly as suggested. Moreover, attitudes toward CRM and purchase intentions for positive fit types were highest, speaking for the advantage of forming positive, high-fitting CRM alliances.

Together with the results for attitudes toward CRM and purchase intentions, marketers are advised to be cognizant about the difficulties consumers face when confronted with negative fit and to select alliance partners carefully. Positive fit types not only exhibited more consistent categorizations compared to neutral and negative fit types; fit types that were regarded as positive fit by the participants also showed higher valence and commonality ratings compared to fit types that were categorized otherwise. Most importantly from a practical standpoint, purchase intentions were highest for positive fit and its sub-types. Neutral fit also represents a viable route for marketers to take. There are however intricacies concerning neutral (or general interest) fit and created theme fit that, due to the scope of this research, could not be adequately addressed, for example longevity and sincerity perception of the CRM alliance. These perceptions may exist and affect the fit type categorization.

While negative fit received the lowest purchase intentions, the sub-type of prevention fit stood out with CRM attitudes and purchase intentions higher than the scale midpoint. Although marketers are generally advised to avoid negative fit pairings as these resulted in the lowest purchase intentions, prevention fit represents an opportunity for companies to utilize the behavioral change as a mechanism to counter the negative impact they have on the cause. The fact that companies or brands recognize that they harm the

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cause and initiate a behavioral change could be seen as a signal of sincerity by consumers and therefore lead to more positive consumer reactions, which brings the prevention fit type closer towards positive fit types. Therefore, the relatively high CRM attitudes and purchase intentions for prevention fit could be interpreted as a possibility for brands to indemnify for harmful or unsustainable behavior, which may also aid in partner selection. To recall, prevention fit was also rated higher on commonality and valence than the remaining two negative fit sub-types (complicity and redresser) and had the most categorizations into positive fit in study 2 compared to the other negative fit sub-types. As mentioned in the discussion section on H1a and H1b in study 2, the company's behavioral change could have stimulated elaborations and influenced associations so that prevention fit was perceived as a mild negative fit type (Meyers-Levy & Tybout, 1989). Prevention fit was neither seen as a perfect negative nor as a perfect positive fit and therefore potentially evoked more favorable consumer responses in the form of higher CRM attitudes and purchase intentions that were comparable to but did not exceed those for positive fit sub-types (cf. Meyers-Levy & Tybout, 1989). On the other hand, it was suggested earlier that some participants may have not been able to elaborate on negative valence of the suggested negative fit scenarios if they were preoccupied with understanding the CRM scenario and the fit definitions. Suggesting an ability to elaborate as a moderator, the lack of elaboration for negative fit categorizations may have led to less favorable consumer responses for negative fit in general (cf. White & Willness, 2009). In the context of CSR initiatives that are comparable to the redresser and complicity fit sub-types of the present research in particular, White and Willness (2009) found that participants evaluated the company less favorably when they were able to elaborate on the negative fit type company-cause pairing.

Contribution

  This study contributes to research on fit in cause-related marketing in that a more integrated, valenced fit model was proposed and its structure tested in two studies. Fit was shown to be a multi-faceted concept, yet it appears that individuals see differences in the types of fit relatively consistently. Given the results, the proposed fit model was revised in the general discussion section. Positive fit stood out among the general fit types as it was most consistently categorized, rated on commonality and valence, and had the most favorable attitudes and purchase intentions.

  From a practical point of view, this thesis sought to give marketers an idea of how different charity partners may affect consumers' fit perception of a CRM alliance. Although previous research has examined consumer responses to different fit types, this research contributes to the CRM fit literature by offering a more comprehensive look at differing perceptions for a wide variety of fit categories.

  Concerning the relations between the proposed fit types and attitudes toward CRM as well as purchase intentions, positive fit types and sub-types were found to be connected to the most favorable CRM attitudes. The high CRM attitude and purchase intention ratings for natural fit, mission, and function fit suggest that if the supported cause or charity is directly related to a company's business practice, purpose, written statement, or products, consumers are likely to recognize and reward that.

  Among the negative fit sub-types, prevention fit has potential to evoke favorable attitudes and higher purchase intentions and can be used by companies to communicate a behavior change, whereby the company moves away from creating a harmful effect on the cause to actively addressing and changing its behavior instead of solely partnering with a charity as in complicity or redresser fit. Otherwise, negative fit seems to be

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somewhat confusing and risky and marketers are advised to exercise caution when contemplating a negative fit CRM alliance. In summary, it was demonstrated that even within general fit categories consumers consistently see discernable differences between CRM alliances based on the nature of the fit between company or brand and charity.

Limitations

This research has several limitations. The following provides a possible explanation for why participants to some extent consistently categorized CRM alliances, but also exhibited variation in their categorizations and commonality as well as valence, CRM attitude, and purchase intention ratings. Keller's (1993) elucidations on Fishbein and Ajzen's expectancy-value model and how it has been applied to brand attitude formation may be translated to the findings of the present research. The concept of belief salience (the beliefs a consumer has about the characteristics of a brand) and subsequent judgment of these beliefs is vital for attitude formation according to the expectancy-value model (Keller, 1993). Brand associations are an important element of the attitude formation process, and brand associations may vary according to favorability, strength, and uniqueness (Keller, 1993). Applied to the present research, participants were instructed to read different fit definitions and then make a decision about the fit type the scenario represented based on these definitions and the information on brand, charity, cause, and CRM that was available in the CRM scenario description. The fit type definition should have triggered certain cues that participants compared to the information in the CRM scenario. The problematic issue in the present research is that we do not know which piece of information represented the salient cue and resulted in associative strength that led to the categorization into a particular category over another category (or the higher ratings for some categories and lower ratings for other categories

as in study 1). Similarly, we do not know what triggered participants to make a particular commonality, valence, CRM attitude, or purchase intention rating. In this context, differences in cognitions as well as personal experience constitute further potential to complicate the matter.

On the other hand, especially with regard to sociological classification, intersubjectivity, a concept that is concerned with common-sense perceptions among human beings and shared explanations for social interactions, plays an important role (Zerubavel, 1997). Concerning the generalization of results from statistical analyses, intersubjectivity is generally assumed. In the consumer behavior context intersubjectivity is at play, although it may differ for different so-called thought communities. Together with individual cognition, there may also be some degree of social distance between the researcher and participants as well as between participants (Calder, 1977). Therefore, a possible avenue for future research may be to include additional measurements that aim at the identification of the salient information (e.g. a measure that asks for the cue that triggered categorization into a certain category) or to build the bridge to qualitative research. A possibility could be to conduct a categorization task that asks participants to rank all (or a selection of) available CRM scenarios, products, or ads according to commonality and valence.

Although controlling for associations with real-world brands and charities indicated that the majority of participants did not have such associations that may have confounded study results, the possibility of prior experience, knowledge, and information cannot be fully ruled out. Moreover, attitude measures indicated that not all brands and CRM alliances were equally liked by participants. Although charity attitudes were higher

than brand and CRM attitudes in both studies, even those indicated some significant differences.

In this context, it is further conceded that descriptions might have influenced fit categorizations. Although we attempted to ensure congruence, parallelism, and readability ease and chose fictitious brands and charities to prevent preconceptions, it cannot fully be ruled out that some CRM scenarios were equally easy to understand and clear to all participants. Moreover, assessing the clarity of fit definitions with a 1-item question could be argued to be simplistic as different people may have different understandings of the concept of clarity. Even though participants indicated that the fit definitions were clear to them, we do not know how they personally define clarity. Hence, no insights into participants' cognitions were provided–an issue that could be addressed in future research.

Concerning the study designs in general, the order and type of the questions likely introduced response bias and common method variance as described previously. The discussion for hypothesis 1 in study 1 already provided a brief statement on the possibility of acquiescence and extremity bias. Additionally, it was found that participants tended to avoid low scale ratings and instead showed overall high ratings for commonality, valence, and purchase intentions. These issues may have been exacerbated through the inclusion of attitude, commonality and valence measures (plus purchase intention measures in study 2) together in one question block in Qualtrics. Randomization, reverse wording, as well as changes to question formats were applied to minimize bias.

Moreover, no causal inferences were possible due to the order of the questions and the cross-sectional nature of the study. One important condition for causation is that the cause precedes the effect, which was not the case in this study due to the randomization

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of question order. On the other hand, randomization aids in mitigating systematic error and since no causal model was proposed in this research the focus was on randomizing.

Differences in sample sizes were apparent for general fit type conditions, but not for sub-type conditions. In some tests however, where small sample sizes resulted in insignificant results, larger sample sizes may have resulted in significant results. An increase of sample size always goes hand in hand with the trade-off between statistical and practical significance. Moreover, most nonparametric tests perform well with conditions that have unequal sample sizes.

Using fictitious brands and charities instead of real-world brands, charities, and CRM alliances may be at the cost of external validity, although hypothetical examples partly control for prior knowledge. Prior knowledge may be argued to have both advantages and disadvantages. An aspect fictitious brands and charities cannot account for is for instance the influence brand and charity names may have on fit perception, alliance perception in general, brand and charity attitudes, as well as behavioral intentions. This may be particularly applicable to created theme fit, for example if a brand is known for always supporting a particular cause.

Lastly, the absence of planned comparisons due to more omnibus-style hypotheses resulted in a high number of multiple pairwise comparisons. Accordingly, the Bonferroni correction was applied to control for type I errors. Due to its conservative nature, the Bonferroni correction has potential to inflate type II errors. Results showed that while some pairwise comparisons were significant at the unadjusted significance level, they were insignificant at the Bonferroni adjusted significance level. As such the results reported here are conservative.

Future Research

        The written CRM scenario descriptions that included fictitious brands and charities could be regarded as a limitation of this study. Future research on fit in CRM could therefore replicate the fit categorization with real brands and companies to enhance external validity. In this context, products or advertisements could be presented to participants who would be asked to sort these products or ads into predetermined fit types according to the fit definitions. Another possibility to explore the fit concept and approach this concept from a different angle would be to create a more qualitative study and not provide participants with the concrete fit definitions but instead ask them to generate fit groupings themselves and subsequently allow them to rearrange fit groupings in terms of more specific attributes based on which they think the products or ads would fit.

        Furthermore, future research could incorporate the notion of CRM relationship longevity and psychological distance into the suggested fit model and examine whether for example causes that participants more or less identify with lead to different fit perceptions of the CRM alliance. As a next step, it would be very important to bridge the gap between fit, attitudes, and purchase intention and also include consumer skepticism towards the CRM alliance, as well as sincerity and altruism perceptions of the for-profit organization in CRM.

        Lastly, this first hypothesis test hinted at a certain connectedness of fit types, which we attempted to capture through the two dimensions of commonality and valence. Likely, the underlying patterns by which fit types are interconnected and how they emerge are also influenced by self-perceptions, psychological distance, attitudes and so forth. Ultimately, marketing managers may benefit from knowing how consumers

categorize and differentiate between CRM alliances in terms of fit. Although study 2

helped to shed more light on the underlying structure by showing the different ways CRM

alliances were categorized, more research into the why and how CRM alliances are

assigned fit types by consumers and how this eventually impacts behavior would be

useful.

Conclusion

The purpose of this research was to address the intricacy around fit in CRM by

proposing a valenced fit model of fit in CRM and test its structure. In study 1 and study 2

it was shown that particularly positive and neutral CRM scenarios were assigned a salient

fit category, which speaks for consistency and accurateness in those fit categorizations.

Negative fit CRM scenarios however constituted a fit type that was more difficult to

interpret and classify in that it was not dominantly seen as negative fit. Despite the

presence of a salient fit category for most general fit types and fit sub-types, marketers are

advised to keep in mind that participants exhibited variation in their fit classifications,

meaning that a company-charity CRM alliance may exhibit different fit perceptions in

consumers.

Commonality and valence ratings for general fit and fit sub-type categorizations

suggested a re-ordering of the proposed model for some of the fit categories. While

positive fit was perceived as high in commonality and valence as the fit model suggested,

negative fit was not as high in commonality as expected. Concerning the fit sub-types,

natural theme fit was found to be the strongest form of positive fit. Created theme fit was

closely related to general interest fit, although this could have been due to study

conditions. Prevention fit stood out as the negative sub-type that, likely due to the

behavior change that takes place with the company, resulted in a valence location close to positive fit sub-types and provides an opportunity for CRM alliances in this category.

Attitudes toward the CRM alliance and purchase intentions also suggest that there is potential for the negative prevention fit sub-type in terms of more favorable consumer responses. This reason is that prevention fit, compared to complicity and redresser fit, evoked responses comparable to positive fit sub-types. Generally, negative fit types were however regarded as most unfavorable relative to positive fit (most favorable) and neutral fit.

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Appendices

Appendix A
Conceptualizations of Fit

Year	Author(s)	Area	Fit Conceptualization							
			Synonym	Definition	Dimensionality: Elements/Categories	Classification	Variable Type	Measure	Findings	Theories Used
Sponsorship, Brand Extension, Celebrity Endorsement, Marketing Communications										
1990	Aaker & Keller	Brand Extensions	Similarity	Similarity between the two involved product classes	Complement, Substitute, Transfer	• Extent to which the products were substitutes participants would use in certain usage situations (substitute) • Extent to which the products were complements participants would be likely to use together in certain usage situations (complement) • Perceived ability of a competent manufacturer in the original product class to make the extension (transfer)	IV	• 7-point Likert; 1 = strongly disagree, 7 = strongly agree; assessed for dimensions • Coding according to substitutes, complements, transfer descriptions	• Perception of fit positively influences attitude toward brand extension • Low rated extensions: lack of perceived fit/similarity between original and extension leads to perception of lacking the ability to create a superior product • Fit on either transfer or complement dimension is sufficient	Several theoretical perspectives possible: • Cognitive consistency (Heider, 1958; Osgood & Tannenbaum, 1955) • Stimulus generalization (Bierley, McSweeney, & Vannieuwker, 1985; McSweeney & Bierley, 1984) • Affect transfer (Wright, 1975) • Categorization theory (Cohen & Basu, 1987; Fiske, 1982; Fiske & Pavelchak, 1986; Sujan, 1985) → Hypotheses based on categorization theory
1992	Heckler & Childers	Marketing Communications	Incongruency /Congruency	Incongruency of information with prior expectations • Congruent behavior: both relevant and expected • Incongruent behavior: both relevant and unexpected	Two-dimensional • Relevancy of information in defining the theme of the message • Expectancy of information within that context	• Expected - unexpected • Relevant - irrelevant	IV	Pretest: Two 5-point scales anchored by extremely unexpected-extremely expected and extremely irrelevant-extremely relevant	• Support for two-dimensional conceptualization of incongruent relationships • Differential effects: relevant objects more easily recalled than irrelevant objects if they were expected, but not when unexpected	Social cognition • Several associative memory models → Integration of relevancy and expectancy (e.g. Hastie, 1980, 1981; Srull, 1981; Srull et al., 1985)

1994	Kamins & Gupta	Celebrity Endorsement	Fit or Congruence	How well celebrity image and/or personality fits the product	• Celebrity image and product fit	• High congruence • Low congruence	IV	Pretest: Perceived congruency of celebrity image with the role of the spokesperson for the product category from 1 = incongruent to 5 = congruent Measure: 7-point Likert scale: How congruent is the image of Leonard Nimoy (company president) with that of the WYSE PC 386 home computer (British Knights running shoes)" on a range of 1 = incongruent to 7 = congruent	• Higher product/spokesperson congruence led to both enhanced perceived spokesperson believability and attractiveness, BUT only for a celebrity • Hypothesis: congruence interacts with spokesperson familiarity • Incongruence between celebrity and advertised product: celebrity believability and attractiveness may not favorably impact attitude toward the product • Product/celebrity spokesperson congruence might be important factor for advertising strategy	Matchup hypothesis
1997	Gwinner	Event Sponsorship	Sponsor-Event Similarity	Degree of similarity between the event and the sponsor	• Functional similarity: sponsoring product is used during the event • Image similarity: image of event is related to brand image	N/A (conceptual paper)	Moderator	N/A	Proposition 5a: The higher the degree of similarity (functional or image) between event and sponsoring brand, the more effective the image transfer between event and brand.	For similarity: Meaning transfer (creating an event's image and transferring it to the sponsoring brand)
2003	Rodgers	Internet Sponsorship	Associative Links	Perceived strength of the sponsor-sponsee matchup	Relevant Link: close and natural connection between sponsor's product and Web site's section	• Relevant sponsorship link • Irrelevant sponsorship link	IV	Manipulation Check: 5-point scale response to: "How well did this brand's product or service fit with the section it sponsored?", from 1 (not very well at all) to 5 (very well)	• Relevant sponsors were recalled better, liked better, yielded higher purchase intentions than irrelevant sponsors • Relevant sponsors more persuasive than irrelevant sponsors	• Associative links • Theory of associative learning • Congruity principle

Year	Author	Context	Term	Definition	Dimensions			Operationalization	Findings	Theory
2007	Fleck & Quester	Sponsorship (scale creation)	Congruence	Congruence is made up of two notions (cf. Heckler & Childers, 1992) • Congruence as a vague concept in the literature • Extensive review of definitions, but authors do not commit to one	Two-dimensional • Relevancy • Expectancy (cf. Heckler & Childers, 1992)	see dimensions	Congruence as a latent variable, explained by relevancy and expectancy	Scale creation: 5-item congruency scale measured with 7-point Likert scales • E1: I am not surprised that this company sponsors this event • E2: One would expect this company to sponsor this event • E3: It was predictable that this company would sponsor this event • R1: That this company sponsors this event tells me something about it • R3: With this sponsorship, I discover a new aspect of this company	• Sponsorship congruence is derived from two distinct sources - relevancy and expectancy • Explanation for why moderate levels of congruence are more effective than high or low levels → curvilinear impact of congruence	• Notion of congruency/similarity/match (however no concrete reference to a theory this paper relies on) • Heckler & Childers' (1992) relevancy and expectancy model
Cause-Related Marketing										
1988	Varadarajan & Menon	Cause-Related Marketing (CRM)	Match	Match between the firm's customer profile or any of its multiple constituencies • Also: link/linkage	Brand image and positioning, characteristics of product offerings, characteristics of target market	N/A (conceptual paper)	N/A	N/A	N/A	Possible theory for effectiveness of CRM: contingency theory
1996	Drumwright	Company Advertising with Social Dimensions	Company-Cause Compatibility	Relationship of cause to core business	Relationship of cause to core business	• No relationship - complete disconnect • Indirect relationship - target market • Close relationship	IV	Why was the decision made to affiliate with this cause or causes (for social campaign)? • Probes: How did this decision come about? Were members of the cause community involve? If so, what roles did the play?	(Managerial Research) • For company-cause compatibility, informants more likely to perceive campaign as successful • Most advantageous: indirect relationship → cynical reactions from consumers when relationship was too close (questioned motive, opportunism, exploitation)	Organizational and interorganizational identification

Year	Author	Context	Fit Term	Fit Definition Source	Fit Conceptualization	Fit Levels	Role	Manipulation/Measurement	Findings	Theory
2000	Ellen, Mohr, & Webb	CRM	Congruency with Core Business	Varadarajan & Menon, 1988	Congruency with Core Business	• Congruent • Incongruent	IV	Pretest: • Three 7-point semantic differential items • e.g. is not related to what they sell … is related to what they sell	Weak support for H2 (incongruent offers will be evaluated more positively than congruent offers) • no sig. difference in grocery store setting; only marginal difference in building supply setting	Attribution theory
2000	Till & Nowak	CRM	Belongingness	Belongingness principle: Cause and brand pairings that will be most easily formed will be those in which there is a perceived natural or plausible fit between brand and cause	Not explicitly stated, but similar to core business	N/A (conceptual paper)	N/A	N/A	Managerial implication: Perceived fit/similarity/belongingness should be an important consideration for managers in selecting causes	• Associative links, associative learning, and classical conditioning (affect transfer, inferential belief formation) • Belongingness principle
2001	Polonsky & Speed	Sponsorship and CRM	Recipient/cause-Sponsor Fit	N/A (reference to McDaniel, 1999*)	N/A (conceptual paper)	N/A	Moderator	N/A	• Better perceptions of fit are associated with better sponsorship response • No fit may have negative consequences (exploitation) • Strong fit is taken as signal of sincerity	• *No explicit reference to theory*, but associative links, congruity, and attribution seem to be underlying notions
2002	Hoeffler & Keller	Corporate Social Marketing	Fit	N/A	• Commonality: cause and brand share similar associations and responses • Complementarity: firm attempts to augment existing brand knowledge by partnering with a nonprofit (goal: mitigate effects of criticism; preferred for differentiation)	• High fit • Low fit	Mediator (Fit)	N/A	• Proposition commonality: High fit enhances commonality and strengthens existing brand knowledge • Proposition complementarity: Low fit can enhance differentiation and complementarity more than high fit and will be more difficult than partnering with high fit causes	• Commonality & complementarity: Associations

2003	Basil & Basil	CRM	Fit	Fit is comprised of certain levels of association and complementarity	• Association: Extent of shared commonality between PSO and NPO (not nature of commonality) • Complementarity: Nature of association between PSO and NPO (related mission or purpose)	• No fit: no association • Positive fit: complementary association • Neutral fit: non-complementary association (common element, neither contributing to nor detracting from alliance mission) • Negative fit: non-complementary association (purpose of PSO is at odds with purpose of NPO/inverse relationship with shared association)	IV	Manipulation check: Open-ended question: "What do (PSO) and (NPO) have in common, if anything?" → coding, identification of modal category	• Fit of any kind is preferred to no fit • Fit can be explained through association and complementarity • Evaluations of CRM alliances: Lack of fit was least effective, followed by negative or neutral fit and positive fit.	• Associations: Extent of commonality - Schematic processing • Complementarity: Nature of association
2003	Basil & Herr	CRM	Fit	Organizations sharing a common concept carrying positive (negative) affect could be seen as "fitting" together in positive (negative) way.	Sharing a common element	• Positive fit • Negative fit	IV	N/A	• Potential negative impact of negative company attitudes or negative fit on charity attitude • Effect of fit is stronger than effect of company attitude (bigger effect size) → positive fit might compensate negative company attitudes	• Associative networks/links
2003	Menon & Kahn	CSR (advocacy advertising and cause promotions)	Congruence (also: perceived fit)	Common associations between brand and cause	• Product dimensions • Target segment affinity • Corporate image • Personal involvement of company/brand	• High congruence • Low congruence • Range: neutral to positive (not negative)	IV	Six 9-point items ranging from 1 (disagree strongly) to 9 (agree strongly)	• Level of congruence between sponsor and social issue affected CSR • Advocacy advertising (focus is on the social issue): higher ratings of CSR for lower congruence • Cause promotions (focus is on the sponsor): higher ratings of CSR for higher congruence	• Cognitive elaboration • Also: Associations and congruence

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2004	Berger, Cunningham, & Drumwright	Social Alliances	Fit	Fit (compatibility) can be assessed based on 9 dimensions	• Mission • Resource *(Access to resources)* • Management fit *(among leaders)* • Work force fit *(employee affinity)* • Target market fit *(Customer affinity)* • Product/cause fit *(Co-branding; compatible positioning - strategic similarity)* • Cultural fit *(values, beliefs)* • Cycle fit *(timing, seasonal complementarity)* • Evaluation fit *(measures of success)*	N/A	N/A	Elite interviews (qualitative) - Coding	More crucial dimensions of fit: • Mission fit • Resource fit • Management fit • Evaluation fit	• *No explicit reference to theory*, but the framework seems to be based on the underlying notion of congruity as a favorable state, in this case also from a company-cause alliance management point of view
2004	Gourville & Rangan	CRM	Fit	Fit between CRM campaign and for-profit business strategy and NPO mission	*First-order fit:* transactional fit → no great disconnect between for-profit goals and NPO mission, but no great synergies either *Second-order fit:* • Business strategy fit (mission) • Target segment fit (customers) • Employee fit	• First-order fit • Second-order fit	N/A (conceptual paper)	N/A	• Introduction of a framework for constructing and assessing CRM partnerships with different classifications of fit	• *No explicit reference to theory*, but the framework seems to be based on the underlying notion of congruity as a favorable state
2004	Hamlin & Wilson	CRM	Product/Cause Fit	• Linking companies and causes via their branded identities • *Assertion: Term fit is poorly defined in CRM literature*	• Product attribute • Branded identities	• Poor fit • Good fit • Neutral fit	IV	N/A	• Fit is important for successful CRM, but poorly defined • Degree of product-cause fit has significant effect on consumer product evaluations • Consumer assessment of fit may be rather based on a more primitive heuristic than extensive, cognitive elaboration → at least for low-involvement FMCG's	• Rational consumer - Cognitive evaluation for high involvement purchases OR • Classical conditioning + Heuristics for low involvement purchases (FMCG's) • Authors: CRM predominantly low involvement FMCG's→ Fit is a 'disruptive' process, not relying on higher cognitive processing→ Authors critique CRM literature that relies on attention, cognition, rationality

2004	Lafferty, Goldsmith, & Hult	CRM	Brand-Name Fit Product-Category Fit	• Brand name and product category fit between alliance partners • *Assertion: Research on fit is nonexistent in the CBA literature*	• Brand name: How comfortable are consumers with CRM pairing/How logical is the partnership? → image perceptions • Product category	• Brand-name fit • Product-category fit	IV	Three 7-point bipolar items to assess fit: consistent/not consistent, complementary/not complementary, makes sense/does not make sense (adapted from Aaker & Keller, 1990)	• Fit plays important role in consumer acceptance of CRM alliances as plausible (familiarity with cause moderates effectiveness of CRM alliance) • Product-category fit does not appear as critical • Brand-name fit is necessary antecedent for successful CRM campaign	• Brand-name fit: Congruity theory, attributional search • Product-category fit: Congruity theory • Information integration theory
2004	Pracejus & Olsen	CRM	Brand-Cause Fit	• N/A • *Assertion: Except Bendapudi et al. (1996) (donor/recipient similarity) there is no other conceptual/empirical work on brand-cause fit*	N/A	• High fit • Low fit	IV	Pre-measure: 7-point scale anchored by "very low fit" and "very high fit"	• Fit positively impacts consumer choice • Case of price discounts: donation to high fit charity can result in 5-10 times the donation value (compared to low fit)	• *No explicit reference to theory*, but it can be assumed, that associative networks and congruity are the underlying notions
2006	Basil & Herr	CRM	Fit	Measure of the strength of the relational tie between the two organizations • Complementarity of organization's' purposes? • Does the alliance "make sense"?	N/A	• Fit • No-fit	IV	Pretest 4: Determination of fit and no-fit categories • Definition of fit for participants: "whether the organizations' purposes were complementary, and whether the organizations' alliance 'made sense'"	• Fit enhanced perceptions of CRM alliance strength and resulted in more positive responses • No fit: more negative thoughts regarding CRM alliance (Fit creates stronger unit relationship in balance theory triad) • Effect of fit on CRM attitudes is mediated by perceptions of alliance strength → fit may lead to perception of appropriateness (propriety), but not necessarily to positive affect (liking)	• Balance theory

			Fit	see Varadarajan & Menon (1988)	N/A	• Low fit between firms and social initiatives • High fit between firms and social initiatives	IV	Pretest: Four scaled items • 1 (low fit) - 7 (strong fit) • 1 (dissimilar) - 7 (similar) • 1 (inconsistent) - 7 (consistent) • 1 (not complementary) - 7 (complementary)	• Participants produced more thoughts when fit was low (vs. high) • Overall favorability of thoughts is reduced when fit is low (vs. high) • Overall attitude is significantly higher in high-fit (vs. low-fit) conditions • Low fit has a negative impact on consumer beliefs (less credible), attitudes, purchase intentions independent of company motivation (same effect for high-fit, but profit-motivated initiatives) • Timing: only high-fit, proactive (compared to reactive), improved consumer beliefs, attitudes, purchase intentions	• Associative network theory • Consistency (albeit not explicitly stated)
2006	Becker-Olsen, Cudmore, & Hill	CSR Initiatives								
2006	Bloom, Hoeffler, Keller, & Meza	Social-Cause Marketing	Brand-Cause Fit	Initiatives in which the logic behind the brand's affiliation can be easily recognized by most consumers	N/A	• High-fit/low fit social cause • High-fit/low fit commercial partner	IV	N/A	• Participants assigned to social-cause groups weighed marketing style significantly more positive than those assigned to commercial partner • Within social cause partner fit: Better scores for high-fit than low-fit social cause partner, but no statistically significant difference between the two • Low-fit campaigns might elicit positive responses in particular circumstances • But: very poor fit likely hurt a brand	• *No explicit reference to theory*, but the authors seem to rely on associative links/networks

| 2006 | Ellen, Webb, & Mohr | CSR programs | Company-Cause Fit | Fit between cause mission and company core business | Fit between cause mission and company core business | • High fit
• Low fit
• No fit | IV | Three 7-point Likert-type items (adapted from Sengupta, Goodstein, & Boninger, 1997) assessed fit, relevance, appropriateness of partnership | • Significant influence of fit on attributions and purchase intent
• High-fit (vs. Low-fit): participants were more likely to attribute firm participation to values-driven and strategic reasons and less likely to egoistic reasons (no sig. influence of fit on stakeholder-driven attributions)
• Fit affects responses through its influence on consumer attributions
• High-fit led to perception that company was motivated by desire to help within its normal business (not excessively selfish) - this led to higher purchase intent in this condition | • Attributional inferences |
| 2006 | Gupta & Pirsch | CRM | Company-Cause-Customer Fit | Perceived link between company image, positioning, target market and cause image and constituency (Varadarajan & Menon, 1988; Ellen, Mohr, & Webb, 2000) | See definition | • High company-cause fit
• Low company-cause fit | IV | Manipulation check: Assessment of fit with 1 = low level of fit; 7 = high level of fit
• No clear description of measure | • Company-cause fit improves attitude toward alliance, increases purchase intent → Enhanced under conditions of customer-company and customer-cause congruence; influenced by consumer's overall attitude toward company
• Consumer's level of skepticism has no significant influence toward company-cause fit on purchase intent
• Managerial advice: Seek high fit causes
• Overall attitude toward company is important for CRM success | • Associative learning, associative links, perceived belongingness
• Information integration theory |

2006	Simmons & Becker-Olsen	Social Sponsorship	Fit	Perceived congruence	Mission, products, markets, technologies, attributes, brand concepts, other key associations	• Natural fit (low vs. high): extent to which cause is perceived to be congruent with company image, independent of efforts to create a perceived fit • Created fit (low vs. created fit): Making a nonsalient shared association salient and thus creating perceived fit	IV	Pretest:Seven items: dissimilar/similar, inconsistent/consistent, atypical/typical, unrepresentative/representative, not complementary/complementary, low fit/high fit, does not make sense/makes sense	• High (low) fit can increase (dilute) brand equity • Low fit blurs company positioning and decreases favorability of attitude toward the sponsorship through its unexpectedness and subsequent increased, negatively biased elaboration • Creating fit may be as effective as natural fit • Communication through NPO (rather than company) can reduce low fit perceptions and associated risks SIDE NOTE: In pretest, participants perceived negative fit pairings as high fit (e.g. oil company partnering with environmental cause)	• *No explicit reference to theory,* but congruity/consistency and associative links seem to be underlying conceptions
2006	Trimble & Rifon	CRM	Sponsor-Cause Compatibility	Degree of consumer acceptance of the pairing *Function of two types:* • *Functional (Gwinner, 1997)* • *Image (Gwinner, 1997)* • *Other characteristics and their relationships to cause*	• Functional: Similarities between day-to-day business and cause • Image: dependent on consumer knowledge of company history and perhaps exposure to the cause	• Functional compatibility • Image compatibility • Low compatibility	IV	Pretest: • Functional similarity: *Four item 7-point semantic differential (similar/dissimilar, unrelated/related, different/alike, reconcilable/irreconcilable)* • Perceptions of congruity: *Three item 7-point semantic differential (compatible/not compatible, good fit/poor fit, good match/bad match)* • Compatibility manipulation check: *Three item 7-point semantic differential (compatible/not compatible, good fit/poor fit, good match/bad match)*	• Perceived compatible partnership may benefit companies more than incompatible partnerships • Cause familiarity influences perceptions of credibility for conditions lacking functional similarity • In functional similarity conditions, consumers utilized personal involvement instead of familiarity for compatibility decisions • Role of involvement: creates stronger perceptions of compatibility	• Image transfer hypothesis • Theory of cognitive elaboration and attributions of corporate motive

2007	Barone, Norman, & Miyazaki	CRM	Retailer-Cause Fit	Relatedness perceived to exist between retailer and cause	• Retailer's core product line • Retailer's image • Retailer's target market	• High fit • Low fit	IV	Manipulation check: Elements/Categories measured on three-item 9-point semantic differential scale, anchored by 1 (very poor), 5 (neutral), and 9 (very good)	• Influence of fit on consumer response is complex • Retailer-cause fit had little or no effect on evaluations and intentions when attitude toward the cause was relatively high, but significant, positive effect when attitudes were low *Company motive:* • Negative motive: Retailer-cause fit had significant, positive effect on evaluations and intentions when consumer attitudes toward the cause were unfavorable • Positive motive: Retailer-cause fit had positive influence on evaluations and intentions, regardless of level of cause affinity → Effects of retailer-cause fit are moderated by perceived retailer motive, consumer affinity, and interactions of those → Fit is complex	• Consumer inferences • Suspicion
2007	Nan & Heo	CRM	Brand-Cause Fit	Fit is a multidimensional construct. "The overall perceived relatedness of the brand and the cause with multiple cognitive bases." • *Assertion: There is little agreement on the nature of fit*	N/A	• High brand-cause fit • Low brand-cause fit	IV	Manipulation check: Agreement with two statements • "I think that (company) donating to (cause) represents a good match between the product and the cause" • "I think that donations to (cause) are appropriate for (company)"	• Interaction: Only for highly brand conscious consumers, brand-cause fit has positive influence on consumer attitudes towards CRM ads and brand • No significant main effect of (high vs. low) brand-cause fit on attitudes → high (vs. low) fit is not more effective in eliciting positive attitudes towards company, ad, brand	• *No explicit reference to theory*, but attributions, associative links, and congruity seem plausible underlying notions

| 2009 | Samu & Wymer | CRM | Fit | Perceived fit: compatibility/congruence between brand and cause based on a meaningful association between them or their target markets (Drumwright et al., 2000) | N/A | • High fit
• Low fit | IV | Manipulation check: Rating of fit between cause and brand from 1 (very poor fit) to 5 (very good fit) | • High fit (vs. low fit) led to more favorable attitude toward the cause, intent to contribute toward the cause, intent to volunteer
• High fit (vs. low fit) led to more favorable attitude toward the brand and intent to purchase
• Fit-dominance interaction (dominance as the degree to which a message emphasizes brand or cause)
→ Cause dominance:
Low fit: cause dominance led to more favorable attitude toward cause and intent to contribute than equal and brand dominance
High fit: no differences across dominance levels
→ Brand dominance:
Low fit: cause dominance led to higher values than equal and brand dominance
High fit: brand dominance led to more positive values than equal and cause dominance
• Ideal combination: high fit and cause dominance; higher fit is better for both cause and brand
• Critical role of cause dominance to reduce consumer skepticism when fit is low | • Categorization
• Causal attribution - inferences |

Year	Authors	Type	Fit term	Definition	Dimensions	Fit levels	Role	Measurement	Results	Theory
2010	Zdravkovic, Magnusson, & Stanley	CRM	Brand-Cause Fit	"We still have no clear understanding of what fit is" • Fit describes the link between sponsoring and sponsored entities• Description for research participants: Fit is "something suitable, appropriate, or proper, something in harmony or accord, and something that conforms to a particular shape or size" (Adapted from Merriam-Webster Dictionary)	*Prominence:* • Relationship explicitness • Visibility of relationship • Visuals/Color • Active involvement (of consumer) • Local attributes *Marketing Strategy:* • Target market • Mission • Geographic compatibility • Promotional activities • Slogan	10 sub-dimensions of fit and overall fit (low/high) adapted form Simmons & Becker-Olsen (2006)	IV	Development of items to measure 10 sub-dimensions (consensus)	• Each of the 10 sub-dimensions significantly predicts attitude toward sponsorship and brand → Visibility of relationship, Visuals/Color, Mission, Target market, Active involvement are significant predictors of attitude toward sponsorship → Relationship explicitness, Visuals/Color, Target market, Local attributes, Active involvement are significant predictors of attitude toward brand • Increased familiarity with cause increases the effect of fit on attitude toward brand • Increased familiarity with cause diminishes the effect of fit on attitude toward sponsorship (sponsorship evaluated similarly between fit and no-fit partners)	• Congruence theory • Matchup hypothesis
2011	Sheikh & Beise-Zee	CSR and CRM	Company-Cause Fit	see Varadarajan & Menon (1988)	see Barone, Norman, & Miyazaki (2007)	• High fit • Low fit	Mediator and Moderator	Following Barone, Norman, & Miyazaki (2007) • Two items, 5-point Likert scale: one that asks whether the cause fits the objective of the company; and one that asks about the fit between the cause and the company's image.	• Company-cause fit has positive effect on consumer attitude toward company • Even if consumers are not interested/neutral toward a cause, low fit can lessen a previously positive attitude • Company-cause fit has moderating effect on relationship between cause affinity and consumer attitude toward company → Low affinity: large effect of fit on consumer attitude → High affinity: fit is relatively unimportant	• *No explicit reference to theory*, but attributions (fit as proxy for consumer attributions) could explain the results

Year	Author	Type	Construct	Definition				Role	Measurement	Findings	Theory
2012	Bigné-Alcañiz, Currás-Pérez, Ruiz-Mafé, & Sanz-Blas	CRM	Cause-Brand Fit	Perceived degree of similarity and compatibility between brand and cause	N/A		• High fit • Low fit	Moderator	Three-item bipolar scale: "Do you think that the combination of (brand) and (NPO) is… • fit1: not congruent - congruent • fit2: not compatible - compatible • fit3: goes together - doesn't go together (adapted from Rifon et al.; 2004)	• Cause-brand fit may influence consumer response as moderator, not mediator • High fit: positive effect of CSR associations on brand attitude is stronger (than low fit) → CSR associations more accessible • Low fit: brand attitude is improved and formed based on CA (corporate ability) associations (compared to high fit) → CA associations more accessible • High fit: effect of positive brand attitude reinforces consumer responses in favor of brand (purchase intent) and social cause (support for NPO)	• Associative networks/learning • Classical conditioning • Information accessibility - diagnosticity
2012	Chang & Liu	CRM	Product-Cause Fit	N/A	• Complementary-fit • Consistent-fit	• Complementary-fit • Consistent-fit • Low-fit	IV	Participants indicated degree of fit on 7-point scale from low to high fit; Participants categorized causes into consistent-fit, complementary-fit, low-fit based on short descriptions	• Consumers prefer hedonic product with complementary-fit cause • Consumers more prefer utilitarian product with consistent-fit cause • Beneficial effects of complementary-fit are enhanced for high donation level	• Attribution theory • Associative networks

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| 2012 | Kim, Sung, & Lee | CRM | Company-NPO Fit | "Perceived match or link between a cause and the firm's product line, brand image, position, target market, mission, and/or values" (Becker-Olsen et al., 2006; Becker-Olsen & Hill, 2006) | • *Business fit* → Naturally formed → Business domains/areas between organizations are similar → "With whom?" • *Activity fit* → Created by the company → Match between company's major business and activity the company performs through CRM → "What to do?" • *Familiarity fit* → Level of similarity in terms of familiarity between company and NPO, rather than brand and cause | • High fit for all three categories • Low fit for all three categories | IV | Pretest: • Business fit (pairings selected in pretest): two 7-point items: low fit/strong fit; dissimilar/similar • Familiarity fit (pairings selected in pretest): 7-point scales adapted from Becker-Olsen & Hill (2006): unfamilar/familiar; did not recognize/recognize; had not heard of/heard of Main study: • Manipulation of activity fit by authors in scenarios; familiarity and business fit based on pretest • Manipulation check of all fit types with three items (Becker-Olsen et al., 2006): similar/dissimilar; consistent/inconsistent; complementary/not complementary | • High-fit (vs. low-fit) familiarity and activity fit perceived as more public-serving • High familiarity fit: slightly more public-serving attribution when both high in familiarity (vs. both low in familiarity) • Low familiarity fit: slightly more public-serving attribution when company was highly familiar and NPO was not • No difference in attribution for high vs. low business fit | • Attribution theory

Supporting: Consistency theory, meaning transfer theory, two stages of behavior interpretation |

Year	Author		Term	Definition		Operationalization	Role	Measurement	Findings	Theory
2012	Koschate-Fischer, Stefan, & Hoyer	CRM	Company-Cause Fit	See Simmons & Becker-Olsen (2006) for definition and dimension	See Simmons & Becker-Olsen (2006) for definition and dimension	• High fit • Low fit	Moderator	Eight-item 7-point semantic differentials to measure perceived company-cause fit (adapted from Lafferty, Goldsmith, & Hult, 2004; Simmons & Becker-Olsen, 2006) • Product category fit: low fit/high fit, inconsistent/consistent, not complementary/complementary, does not make sense/does make sense • Brand name fit: low/high fit, inconsistent/consistent, not complementary/complementary, does not make sense/does make sense	• Cause-related consumer predispositions moderate the donation amount-WTP link • Negative moderating effect of fit on donation amount-WTP link, mediated by attributed company motives • Low fit: consumer attribute motives to the company according to donation amount → Low donation level results in attribution of less positive company motives than high donation level • High fit: motive attributions do not affect positive donation amount-WTP link • Main effect of donation amount was stronger for low fit (compared to high fit) → more likely when product is utilitarian and consumed in private	• Attribution theory and inferences
2012	Robinson, Irmak, & Jayachandran	CRM	Fit	"Extent to which the causes being supported in the CM [campaign] are in line with the domain of the company's operations" (reference to Simmons & Becker-Olsen, 2006)	Connection to company's core business (Simmons & Becker-Olsen, 2006)	• High fit• Low fit	IV	Participants were told: "We would like you to determine how well you think the cause fits with Company X. The fit between a company and a cause means how well the two organizations connect, or appear to make sense together."• Then 7-point semantic differential from 1 (extremely poor fit) to 7 (extremely good fit) based on the question "How well do you think the following cause fits with Company X?"	• Low (vs. High) perceptual fit enhances consumers' perceived personal role and purchase intentions when allowed to select the cause, because consumers feel they have a more significant role→ Building on notion that low fit generally affects consumer reactions negatively→ Mediated by perceived personal role in helping the cause→ Boundary condition for more positive effect of high fit found in other research (Simmons & Becker-Olsen, 2006)	• Consumer choice and perceived role

Year	Author	Type	Construct	Definition	Operationalization	Values	Role	Source/Scale	Findings	Theory
2013	Kerr & Das	CRM	Product-Cause Fit	Consumer's perception of the level of compatibility or congruency between the product and the associated cause	Product category fit	• High fit • Low fit	IV	Nan & Heo, 2007 • 1 (strongly disagree) - 7 (strongly agree)	• High fit (vs. low fit) led to higher purchase intentions • Significant 3-way interaction of fit, donation request format, and NFC (need for cognition) on purchase intention → *High NFC, low fit: concrete (vs. abstract) donation format led to greater purchase intention* → *High fit: no significant difference between concrete and abstract donation formats*	• *No explicit reference to theory*, but congruency, associative links, and matchup hypothesis are referred to
2013	Moosmayer & Fuljahn	CRM	Cause-Brand Fit	Similarity of a product sold within a CRM campaign and the cause attached to it	Product fit	• High fit • Low fit	IV	N/A	• Perceived corporate motive and cause-brand fit appear to be relevant determinants of consumer choice in CRM • Altruistic motives increase consumer evaluations • Campaigns evaluated more positively when product-cause fit is low	• Schema theory
2014	Chen, Su, & He	CRM	Cause Congruence	Cause congruence "refers to the perceived connection between the cause and its constituents and the sponsoring company's product line, brand image, brand positioning or target market" (cf. Ellen, Mohr, & Webb, 2000; Varadarajan & Menon, 1988)	See definition	• High congruence • Low congruence	Moderator	Based on Heckler and Childers's (1992) three-item, seven-point Likert congruence scale	Replication of Bigné-Alcaniz et al. (2012) • Incongruent cause would be preferable if company is rather associated with CA (corporate ability) • Congruent cause would be preferable if company is rather associated with CSR	• *No explicit reference to theory*, but associative links/networks could be underlying conceptions

| 2014 | Coleman, Sherrell | CRM | Brand-Cause Fit | Reference to several journal articles • Perceived similarity between sponsor and cause (e.g. Simmons & Becker-Olsen, 2006; Pracejus & Olsen, 2004) • Perceved link between cause and sponsor firm's product line, brand image position, target market, mission, and/or values (Varadarajan & Menon, 1988; Becker-Olsen, Cudmore, & Hill, 2006) • "There is no such thing as a bad fits if brands are intentional about the selection of social causes" (p. 0-7) • Low fit can be managed through explanation | See definition • Congruence (yes: natural fit; no: latent or discrete fit) • Explanation (yes: latent fit; no: discrete fit) | • Natural fit: → "Simply makes sense" → Congruence between brand and cause's industries or market → Consumers do not require education to understand this partnership • Latent fit: → Initial incongruence alleviated by explanation • Discrete fit: → does not naturally make sense and cannot be explained | N/A (conceptual paper) | N/A | Focus Group: • CRM examples were given to participants that matched the fit classifications → Brand/sponsor motivation was brought up (questioning of large companies partnering with small-scale causes) → Full explanation of partnership needed to assuage consumer doubt

Author suggestions: • Low fit can be managed with explanation, i.e. proper communication to consumers | • *No explicit reference to theory*, but association could be an underlying conception |

*McDaniel, S. (1999). An investigation of match-up effects in sport sponsorship advertising: The implications of consumer advertising schemas. *Psychology and Marketing, 16*(2), 163-84.

Appendix B
Study 1 Questionnaire

Note. This questionnaire uses the Mission Brand 1 scenario an exemplar and was identical for all other 17 scenario descriptions. All page breaks that were part of the survey are omitted in this questionnaire preview.

Q1.1 Survey on Cause-Related Marketing Letter of Consent   Thank you for participating in this research on cause-related marketing - Your opinions are very important to us! This study is conducted within the context of a Master's thesis at the University of Lethbridge in Alberta, Canada. For more information about this study, or if you would like to contact the primary researcher, please e-mail Jennifer Liebetrau at jennifer.liebetrau@uleth.ca.   Please read the following letter of information carefully before beginning the study.   You are being invited to participate in a research study examining a partnership between a brand and a charity, called cause-related marketing. You will be asked about your perception of the partnership. The study will take approximately 15-20 minutes. The study is conducted online. You simply respond to questions on your computer or large tablet. For reasons of display and design, we ask that you DO NOT take this study on your phone or small size tablet.   Your participation is voluntary. You may skip questions if you choose, though we hope you will answer all questions carefully. You may quit the study at any time by simply closing your browser. You will receive $1.00 through Mechanical Turk for your participation. This payment will be made whether or not you complete the study, though we hope you will complete each question carefully as it is important to our research. We include attention check questions to make sure that you read the questions carefully. Response quality will be evaluated and poor quality respondents will be noted.   There is no anticipated risk or discomfort related to this research, and you may find participation interesting. In addition, you may request the study results if you wish, by emailing the researchers at jennifer.liebetrau@uleth.ca.   We will not collect any personal information. Your responses will be anonymous. It is important to note however that for any information transmitted over the Internet complete security cannot be guaranteed. The survey website temporarily collects your IP address to avoid duplicate responses but will not collect information that could identify you. Your computer IP address will also be used to verify that you are in the USA. It will then be permanently deleted.   The results of this study may be presented at academic conferences and published in academic articles. Results will always be presented in summary form. At no time will individual identities be used in any reports or presentations resulting from the study. This survey uses Qualtrics™ which is a United States of America company. As a consequence, authorities from the United States, under provisions of the Patriot Act, may access this survey data, though it is unlikely. Qualtrics privacy policy can be viewed at https://www.qualtrics.com/privacy-statement. Data will be retained for three years after article publication, then destroyed unless data retention in a data repository is required. Data in summary form, without personal identifiers, may be made available in a data repository for verification of findings.   If you have any questions regarding your rights as a research participant, you may contact the University of Lethbridge Office of Research Ethics at 403-329-2747 or

research.services@uleth.ca. This research study has been reviewed for ethical acceptability and approved by the University of Lethbridge Human Subject Research Committee. You must be 18 years of age or older, live in the USA, and have a strong understanding of English to participate in this survey. By participating you affirm that you meet these requirements. You can only participate once in this survey. This is STUDY ONE--CAUSE RELATED MARKETING. By participating in this study you will not be eligible to participate in STUDY TWO--CAUSE RELATED MARKETING which will be available in the next few weeks. LOOK FOR SURVEY CODE IN RED NEAR END OF SURVEY. ENTER THIS INTO MECHANICAL TURK PAGE TO EARN CREDIT.

Q1.2 In order to proceed with the study please acknowledge the information provided and give consent. Or, if you do not wish to agree, please select that option and you will exit this study.
○ I have read the above information regarding this research study, and I give my consent to participate (1)
○ I do not agree (0)

Q2.1 Introduction   In this survey, we focus on cause-related marketing partnerships between brands and charities. Cause-related marketing occurs when a brand and a charity partner with each other to support or raise awareness for a good cause. Consumers play an important role, because their actions are often required to trigger charitable donations, for example when the brand promises to donate a certain dollar amount to the charity for every purchase.   Please note that we differentiate between brand, charity, and cause as follows: Brand: This may be a company or a brand within a company involved in the cause-related marketing partnership.   Charity: The nonprofit organization involved in the cause-related marketing partnership. Cause: The specific need the brand and charity will focus on.   We ask you to read one hypothetical scenario and answer the related questions. This scenario describes a brand and a charity that enter into a cause-related marketing partnership.

Q3.1   The following questions are about your attitudes. Please read the scenario description and answer the following questions on a scale from 1 to 7.

Q3.2

Scenario Description:

An Online Insurance Brand partners with an Environmental Charity. They partner to support the cause of forest protection.

The Online Insurance Brand offers travel, car, and life insurances online. It offers only electronic billing. Most of its services are paperless.

Its stated mission is to protect forest areas while offering the best service for insurance.

Its target market consists of all consumers who are interested in insurance.

It promotes its insurance through online advertising. The advertising often shows the brand's mission to protect forest areas. The advertising encourages consumers to reduce paper use. It offers suggestions for saving trees.

The mission of the Environmental Charity is to protect the world's forest areas. The goal of this charity is to reduce paper use and to protect trees.

Q3.3 What is your attitude toward the described brand?

	1 (1)	2 (2)	3 (3)	4 (4)	5 (5)	6 (6)	7 (7)
Negative:Positive (1)	❍	❍	❍	❍	❍	❍	❍
Unfavorable:Favorable (2)	❍	❍	❍	❍	❍	❍	❍
Bad:Good (3)	❍	❍	❍	❍	❍	❍	❍

Q3.4 What is your attitude toward the described charity?

	1 (1)	2 (2)	3 (3)	4 (4)	5 (5)	6 (6)	7 (7)
Negative:Positive (1)	❍	❍	❍	❍	❍	❍	❍
Unfavorable:Favorable (2)	❍	❍	❍	❍	❍	❍	❍
Bad:Good (3)	❍	❍	❍	❍	❍	❍	❍

Q3.5 What is your attitude toward the described cause-related marketing partnership?

	1 (1)	2 (2)	3 (3)	4 (4)	5 (5)	6 (6)	7 (7)
Negative:Positive (1)	❍	❍	❍	❍	❍	❍	❍
Unfavorable:Favorable (2)	❍	❍	❍	❍	❍	❍	❍
Bad:Good (3)	❍	❍	❍	❍	❍	❍	❍

Q3.6   Did you have difficulties with any of the questions on this page? Do you feel that changes should be made on this page? Please explain here.

Q4.1 Please read the scenario description and answer the following questions on a scale from 1 to 7.

Q4.2
SCENARIO DESCRIPTION

Q4.3 Indicate how you perceive the link between brand and charity. Brand and charity are…

	1 (1)	2 (2)	3 (3)	4 (4)	5 (5)	6 (6)	7 (7)
Weakly connected:Strongly connected (1)	❍	❍	❍	❍	❍	❍	❍
Dissimilar:Similar (2)	❍	❍	❍	❍	❍	❍	❍
Unrelated:Related (3)	❍	❍	❍	❍	❍	❍	❍
Select 2 for this option:Select 2 for this option (4)	❍	❍	❍	❍	❍	❍	❍
Dissociated:Associated (5)	❍	❍	❍	❍	❍	❍	❍
Do not make sense together:Make sense together (6)	❍	❍	❍	❍	❍	❍	❍
Apart from each other:Close to each other (7)	❍	❍	❍	❍	❍	❍	❍
Disconnected:Connected (8)	❍	❍	❍	❍	❍	❍	❍

Q4.4   Indicate the degree to which you feel that the brand contributes to the fulfillment of the partnership mission. Please take into consideration whether the purposes of brand and charity are in your opinion pointed in same direction or somewhat at odds with each

other. The relationship between brand and charity, particularly with respect to the brand's contribution to the partnership mission, can be characterized as...

	1 (1)	2 (2)	3 (3)	4 (4)	5 (5)	6 (6)	7 (7)
Distracting:Enhancing (1)	○	○	○	○	○	○	○
Harmful:Helpful (2)	○	○	○	○	○	○	○
Opposing:Supporting (3)	○	○	○	○	○	○	○
Inharmonious:Harmonious (4)	○	○	○	○	○	○	○
Preventing:Advancing (5)	○	○	○	○	○	○	○
Detrimental:Beneficial (6)	○	○	○	○	○	○	○
Select 5 here:Select 5 here (7)	○	○	○	○	○	○	○
Bad:Good (8)	○	○	○	○	○	○	○
Inefficient:Efficient (9)	○	○	○	○	○	○	○
Undermining:Contributing (10)	○	○	○	○	○	○	○

Q4.5 Did you have difficulties with any of the questions on this page? Do you feel that changes should be made on this page? Please explain here.

Q5.1   The following questions are about the fit between brand and charity. Fit can be described as some form of link or connection between the brand and charity in a cause-related marketing partnership.   Please read the definitions for different types of fit and answer the related questions. After you have answered these questions, you will see the cause-related marketing scenario description and evaluate what type of fit the scenario description represents.

Q6.1 There are various general types of fit.   Please read the following definitions for general types of fit: Positive fit occurs: When brand and charity each have some sort of association with the cause   When the purposes of brand and charity both benefit the cause in some way. Neutral fit occurs: When brand and charity or cause are not linked or associated   When the purpose of the brand is not connected to the purpose of the charity or cause. Negative fit occurs: When the brand has opposite types of association with the cause that the charity supports   When the purpose of the brand is at odds in some way with the purpose of the charity When the brand helps to create the

problem that the charity is trying to address.   Now, on a scale from 1 (Very unclear) to 5 (Very clear), indicate how clear these definitions of fit are.

	Very unclear 1 (1)	2 (2)	Somewhat clear 3 (3)	4 (4)	Very clear 5 (5)
Positive fit (1)	○	○	○	○	○
Select 4 here (2)	○	○	○	○	○
Neutral fit (3)	○	○	○	○	○
Negative fit (4)	○	○	○	○	○

Q6.2 Do you have suggestions for making the definitions clearer? Please explain here.

Q6.3 Now read the scenario description.

Q6.4
SCENARIO DESCRIPTION

Q6.5 What type of general fit does the scenario you just read represent?   Please read the following definitions for general types of fit first.   Positive fit occurs: When brand and charity each have some sort of association with the cause When the purposes of brand and charity both benefit the cause in some way.   Neutral fit occurs: When brand and charity or cause are not linked or associated When the purpose of the brand is not connected to the purpose of the charity or cause.   Negative fit occurs: When the brand has opposite types of association with the cause that the charity supports When the purpose of the brand is at odds in some way with the purpose of the charity When the brand helps to create the problem that the charity is trying to address.   Now, on a scale from -3 (Negative Fit), to 0 (Neutral Fit), to +3 (Positive Fit), indicate what general type of fit the scenario represents.
○ Negative Fit -3 (4)
○ -2 (5)
○ -1 (7)
○ Neutral Fit 0 (8)
○ +1 (9)
○ +2 (10)
○ Positive Fit +3 (11)

Q6.6 Did you have difficulties with the question on this page? Do you feel that changes should be made on this page? Please explain here.

Q7.1 There are various specific types of fit. Please read the following definition of MISSION FIT and, on a scale from 1 (Very unclear) to 5 (Very clear), indicate if it is

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clear or not.   MISSION FIT Definition: Mission Fit occurs when a key element in a company's or brand's written statement of purpose is to address the same need the cause or charity addresses.

❍ Very unclear 1 (1)
❍ 2 (2)
❍ 3 (3)
❍ 4 (4)
❍ Very clear 5 (8)

Q7.2 If we add an EXAMPLE to the definition, does it become clearer? Definition: Mission Fit occurs when a key element in a company's or brand's written statement of purpose is to address the same need the cause or charity addresses. (Example: An Organic Wine Brand partners with an Anti-Pesticide Charity.)

❍ Less clear with example 1 (1)
❍ 2 (2)
❍ 3 (3)
❍ 4 (4)
❍ More clear with example 5 (8)

Q7.3   Do you have any suggestions for making this definition clearer?

Q7.4 Now read the scenario description and evaluate whether it represents MISSION FIT.

Q7.5
SCENARIO DESCRIPTION

Q7.6 The scenario represents MISSION FIT. Definition: Mission Fit occurs when a key element in a company's or brand's written statement of purpose is to address the same need the cause or charity addresses.

❍ Strongly Disagree 1 (1)
❍ 2 (2)
❍ 3 (3)
❍ 4 (4)
❍ 5 (5)
❍ 6 (6)
❍ Strongly Agree 7 (7)

Q7.7 Did you have difficulties with the question on this page? Do you feel that changes should be made on this page? Please explain here.

Q8.1   There are various specific types of fit.   Please read the following definition of FUNCTION FIT and, on a scale from 1 (Very unclear) to 5 (Very clear), indicate if it is clear or not.   FUNCTION FIT Definition: Function fit occurs: When the function or

use of the brand (and related products/services) addresses the cause   OR When the brand (and related products/services) is used to help achieve the goals of the cause.
- ○ Very unclear 1 (1)
- ○ 2 (2)
- ○ 3 (3)
- ○ 4 (4)
- ○ Very clear 5 (8)

Q8.2 If we add an EXAMPLE to the definition, does it become clearer? Definition: Function fit occurs: When the function or use of the brand (and related products/services) addresses the cause   OR   When the brand (and related products/services) is used to help achieve the goals of the cause. (Example: A Water Filter Brand partners with a Clean Drinking Water Charity.)
- ○ Less clear with example 1 (1)
- ○ 2 (2)
- ○ 3 (3)
- ○ 4 (4)
- ○ More clear with example 5 (8)

Q8.3   Do you have any suggestions for making this definition clearer?

Q8.4 Now read the scenario description and evaluate whether it represents FUNCTION FIT.

Q8.5
SCENARIO DESCRIPTION

Q8.6 The scenario represents FUNCTION FIT. Definition: Function fit occurs: When the function or use of the brand (and related products/services) addresses the cause   OR   When the brand (and related products/services) is used to help achieve the goals of the cause.
- ○ Strongly Disagree 1 (1)
- ○ 2 (2)
- ○ 3 (3)
- ○ 4 (4)
- ○ 5 (8)
- ○ 6 (9)
- ○ Strongly Agree 7 (10)

Q8.7 Did you have difficulties with the question on this page? Do you feel that changes should be made on this page? Please explain here.

Q9.1 There are various specific types of fit.   Please read the following definition of CREATED THEME FIT and, on a scale from 1 (Very unclear) to 5 (Very clear), indicate

if it is clear or not.   CREATED THEME FIT Definition: Created Theme fit occurs when the brand only creates the fit by advertising, prioritizing, or focusing its attention on the supported cause.

❍ Very unclear 1 (1)
❍ 2 (2)
❍ 3 (3)
❍ 4 (4)
❍ Very clear 5 (8)

Q9.2   If we add an EXAMPLE to the definition, does it become clearer? Definition: Created Theme fit occurs when the brand only creates the fit by advertising, prioritizing, or focusing its attention on the supported cause. (Example: A local Restaurant Brand consistently supports a local Children's Sports Charity. They buy jerseys and equipment for the children's sports team every year. They also post pictures of the team on their walls every year and publicize their support.)

❍ Less clear with example 1 (1)
❍ 2 (2)
❍ 3 (3)
❍ 4 (4)
❍ More clear with example 5 (8)

Q9.3   Do you have any suggestions for making this definition clearer?

Q9.4 Now read the scenario description and evaluate whether it represents CREATED THEME FIT.

Q9.5
SCENARIO DESCRIPTION

Q9.6 The scenario represents CREATED THEME FIT. Definition: Created Theme fit occurs when the brand only creates the fit by advertising, prioritizing, or focusing its attention on the supported cause.

❍ Strongly Disagree 1 (1)
❍ 2 (2)
❍ 3 (3)
❍ 4 (4)
❍ 5 (5)
❍ 6 (6)
❍ Strongly Agree 7 (7)

Q9.7 Did you have difficulties with the question on this page? Do you feel that changes should be made on this page? Please explain here.

Q10.1 There are various specific types of fit.   Please read the following definition of NATURAL THEME FIT and, on a scale from 1 (Very unclear) to 5 (Very clear), indicate if it is clear or not.   NATURAL THEME FIT Definition: Natural theme fit occurs when the general purpose of the brand is directly related to the general purpose of the charity.
○ Very unclear 1 (1)
○ 2 (2)
○ 3 (3)
○ 4 (4)
○ Very clear 5 (8)

Q10.2   If we add an EXAMPLE to the definition, does it become clearer? Definition: Natural theme fit occurs when the general purpose of the brand is directly related to the general purpose of the charity. (Example: A Hiking Equipment Brand partners with an Environmental Charity.)
○ Less clear with example 1 (1)
○ 2 (2)
○ 3 (3)
○ 4 (4)
○ More clear with example 5 (8)

Q10.3   Do you have any suggestions for making this definition clearer?

Q10.4 Now read the scenario description and evaluate whether it represents NATURAL THEME FIT.

Q10.5
SCENARIO DESCRIPTION

Q10.6 The scenario represents NATURAL THEME FIT. Definition: Natural theme fit occurs when the general purpose of the brand is directly related to the general purpose of the charity.
○ Strongly Disagree 1 (1)
○ 2 (2)
○ 3 (3)
○ 4 (4)
○ 5 (5)
○ 6 (6)
○ Strongly Agree 7 (7)

Q10.7 Did you have difficulties with the question on this page? Do you feel that changes should be made on this page? Please explain here.

Q11.1 There are various specific types of fit.   Please read the following definition of STAKEHOLDER FIT and, on a scale from 1 (Very unclear) to 5 (Very clear), indicate if

it is clear or not. STAKEHOLDER FIT Definition: Stakeholder fit occurs when there is a clear link between the brand and some group of people connected with the brand. This could be the brand's customers, employees, suppliers, or other groups in the community linked to both the brand and the cause.
- ❍ Very unclear 1 (1)
- ❍ 2 (2)
- ❍ 3 (3)
- ❍ 4 (4)
- ❍ Very clear 5 (8)

Q11.2   If we add an EXAMPLE to the definition, does it become clearer? Definition: Stakeholder fit occurs when there is a clear link between the brand and some group of people connected with the brand. This could be the brand's customers, employees, suppliers, or other groups in the community linked to both the brand and the cause. (Example: A Children's Book Publishing Brand partners with a Children's Hospital.)
- ❍ Less clear with example 1 (1)
- ❍ 2 (2)
- ❍ 3 (3)
- ❍ 4 (4)
- ❍ More clear with example 5 (8)

Q11.3   Do you have any suggestions for making this definition clearer?

Q11.4 Now read the scenario description and evaluate whether it represents STAKEHOLDER FIT.

Q11.5
SCENARIO DESCRIPTION

Q11.6 The scenario represents STAKEHOLDER FIT. Definition: Stakeholder fit occurs when there is a clear link between the brand and some group of people connected with the brand. This could be the brand's customers, employees, suppliers, or other groups in the community linked to both the brand and the cause.
- ❍ Strongly Disagree 1 (1)
- ❍ 2 (2)
- ❍ 3 (3)
- ❍ 4 (4)
- ❍ 5 (5)
- ❍ 6 (6)
- ❍ Strongly Agree 7 (7)

Q11.7 Did you have difficulties with the question on this page? Do you feel that changes should be made on this page? Please explain here.

Q12.1 There are various specific types of fit.   Please read the following definition of GENERAL INTEREST FIT and, on a scale from 1 (Very unclear) to 5 (Very clear), indicate if it is clear or not.   GENERAL INTEREST FIT Definition: General Interest fit occurs when the cause is broadly supported, but there are no other specific, clear linkages between brand and cause.
❍ Very unclear 1 (1)
❍ 2 (2)
❍ 3 (3)
❍ 4 (4)
❍ Very clear 5 (8)

Q12.2   If we add an EXAMPLE to the definition, does it become clearer? Definition: General Interest fit occurs when the cause is broadly supported, but there are no other specific, clear linkages between brand and cause. (Example: A Car Brand partners with an Anti-Child Abuse Charity.)
❍ Less clear with example 1 (1)
❍ 2 (2)
❍ 3 (3)
❍ 4 (4)
❍ More clear with example 5 (8)

Q12.3   Do you have any suggestions for making this definition clearer?

Q12.4 Now read the scenario description and evaluate whether it represents GENERAL INTEREST FIT.

Q12.5
SCENARIO DESCRIPTION

Q12.6 The scenario represents GENERAL INTEREST FIT. Definition: General Interest fit occurs when the cause is broadly supported, but there are no other specific, clear linkages between brand and cause.
❍ Strongly Disagree 1 (1)
❍ 2 (2)
❍ 3 (3)
❍ 4 (4)
❍ 5 (5)
❍ 6 (6)
❍ Strongly Agree 7 (7)

Q12.7 Did you have difficulties with the question on this page? Do you feel that changes should be made on this page? Please explain here.

Q13.1 There are various specific types of fit.   Please read the following definition of COMPLICITY FIT and, on a scale from 1 (Very unclear) to 5 (Very clear), indicate if it

is clear or not.   COMPLICITY FIT Definition: Complicity fit occurs when the offering of the brand generates a mildly negative impact on the cause, but is not a primary creator of the negative impact.

❍ Very unclear 1 (1)
❍ 2 (2)
❍ 3 (3)
❍ 4 (4)
❍ Very clear 5 (8)

Q13.2   If we add an EXAMPLE to the definition, does it become clearer? Definition: Complicity fit occurs when the offering of the brand generates a mildly negative impact on the cause, but is not a primary creator of the negative impact. (Example: A Fruit Juice Brand partners with a Dental Health Charity.)

❍ Less clear with example 1 (1)
❍ 2 (2)
❍ 3 (3)
❍ 4 (4)
❍ More clear with example 5 (8)

Q13.3   Do you have any suggestions for making this definition clearer?

Q13.4 Now read the scenario description and evaluate whether it represents COMPLICITY FIT.

Q13.5
SCENARIO DESCRIPTION

Q13.6 The scenario represents COMPLICITY FIT. Definition: Complicity fit occurs when the offering of the brand generates a mildly negative impact on the cause, but is not a primary creator of the negative impact.

❍ Strongly Disagree 1 (1)
❍ 2 (2)
❍ 3 (3)
❍ 4 (4)
❍ 5 (5)
❍ 6 (6)
❍ Strongly Agree 7 (7)

Q13.7 Did you have difficulties with the question on this page? Do you feel that changes should be made on this page? Please explain here.

Q14.1 There are various specific types of fit.   Please read the following definition of PREVENTION FIT and, on a scale from 1 (Very unclear) to 5 (Very clear), indicate if it is clear or not.   PREVENTION FIT Definition: Prevention fit occurs when the brand

changes its products or services to reduce or eliminate the negative impact it has on the cause.
○ Very unclear 1 (1)
○ 2 (2)
○ 3 (3)
○ 4 (4)
○ Very clear 5 (8)

Q14.2   If we add an EXAMPLE to the definition, does it become clearer? Definition: Prevention fit occurs when the brand changes its products or services to reduce or eliminate the negative impact it has on the cause. (Example: A Car Wash Brand switches to all natural cleaners and partners with a Clean Water Charity.)
○ Less clear with example 1 (1)
○ 2 (2)
○ 3 (3)
○ 4 (4)
○ More clear with example 5 (8)

Q14.3   Do you have any suggestions for making this definition clearer?

Q14.4 Now read the scenario description and evaluate whether it represents PREVENTION FIT.

Q14.5
SCENARIO DESCRIPTION

Q14.6 The scenario represents PREVENTION FIT. Definition: Prevention fit occurs when the brand changes its products or services to reduce or eliminate the negative impact it has on the cause.
○ Strongly Disagree 1 (1)
○ 2 (2)
○ 3 (3)
○ 4 (4)
○ 5 (5)
○ 6 (6)
○ Strongly Agree 7 (7)

Q14.7 Did you have difficulties with the question on this page? Do you feel that changes should be made on this page? Please explain here.

Q15.1 There are various specific types of fit.   Please read the following definition of REDRESSER FIT and, on a scale from 1 (Very unclear) to 5 (Very clear), indicate if it is clear or not.   REDRESSER FIT Definition: Redresser fit occurs when the brand creates

a negative impact on a cause. Without changing its products or services, the brand partners with a charity to fix its negative impact on the cause.
- ❍ Very unclear 1 (1)
- ❍ 2 (2)
- ❍ 3 (3)
- ❍ 4 (4)
- ❍ Very clear 5 (8)

Q15.2   If we add an EXAMPLE to the definition, does it become clearer? Definition: Redresser fit occurs when the brand creates a negative impact on a cause. Without changing its products or services, the brand partners with a charity to fix its negative impact on the cause. (Example: A Tobacco Brand partners with a Cure Lung Cancer Charity.)
- ❍ Less clear with example 1 (1)
- ❍ 2 (2)
- ❍ 3 (3)
- ❍ 4 (4)
- ❍ More clear with example 5 (8)

Q15.3   Do you have any suggestions for making this definition clearer?

Q15.4 Now read the scenario description and evaluate whether it represents REDRESSER FIT.

Q15.5
SCENARIO DESCRIPTION

Q15.6 The scenario represents REDRESSER FIT. Definition: Redresser fit occurs when the brand creates a negative impact on a cause. Without changing its products or services, the brand partners with a charity to fix its negative impact on the cause.
- ❍ Strongly Disagree 1 (1)
- ❍ 2 (2)
- ❍ 3 (3)
- ❍ 4 (4)
- ❍ 5 (5)
- ❍ 6 (6)
- ❍ Strongly Agree 7 (7)

Q15.7 Did you have difficulties with the question on this page? Do you feel that changes should be made on this page? Please explain here.

Q237.1 Almost done!

Q237.2 Did the scenario description make you think of any specific brands?
○ Yes (1)
○ No (2)

Q237.3 Please name the brands that you were thinking of while reading the scenario description.

Q237.4 Did the scenario description make you think of any specific charities?
○ Yes (1)
○ No (2)

Q237.5 Please name the brands that you were thinking of while reading the scenario description.

Q237.6 Lastly, we ask you to respond to some demographic questions.

Q237.7 Are you:
○ Male (1)
○ Female (2)
○ Other or prefer not to say (3)

Q237.8 What is your age?
○ under 18 years old (1)
○ 18-24 years old (2)
○ 25-34 years old (3)
○ 35-44 years old (4)
○ 45-54 years old (5)
○ 55-64 years old (6)
○ 65-74 years old (7)
○ 75-84 years old (8)
○ 85 years or older (9)
○ Prefer not to say (10)

Q237.9 What country do you live in?
Note. A country list with 197 choices was presented to the participants.

Q237.10 What is the annual income for your household in US Dollars?
○ Under $10,000 (1)
○ $10,000 to $29,999 (2)
○ $30,000 to $59,999 (3)
○ $60,000 to $89,999 (4)
○ $90,000 to $150,000 (5)
○ $150,000 or more (6)
○ Would rather not say (7)

Q237.11 What is the highest level of education you have completed?
○ Less than high school degree (1)
○ High school or equivalent (2)
○ Vocational/technical school (3)
○ Some college (4)
○ Associate's degree (5)
○ Bachelor's degree (6)
○ Master's degree (7)
○ Doctoral degree (8)
○ Other (9) _____

Q237.12 How confident are you in the accuracy of your responses to this survey?
○ Not at all confident 1 (1)
○ 2 (2)
○ 3 (3)
○ 4 (4)
○ 5 (5)
○ 6 (6)
○ Extremely Confident 7 (7)

Q1506 SURVEY CODE: The survey completion code is: CRM. Please enter this on the Mechanical Turk page to secure your payment.

Q237.13 Do you have any comments regarding this research? Did you have any difficulties? Was anything confusing? Please explain here.

Note. All page breaks that were part of the survey are omitted in this questionnaire preview.

Q1 Survey on Cause-Related Marketing Letter of Consent   Thank you for participating in this research on cause-related marketing - Your opinions are very important to us! This study is conducted within the context of a Master's thesis at the University of Lethbridge in Alberta, Canada. For more information about this study, or if you would like to contact the primary researcher, please e-mail Jennifer Liebetrau at jennifer.liebetrau@uleth.ca.   Please read the following letter of information carefully before beginning the study.   You are being invited to participate in a research study examining a partnership between a brand and a charity, called cause-related marketing. You will be asked about your perception of the partnership. The study will take approximately 10 minutes. The study is conducted online. You simply respond to questions on your computer or large tablet. For reasons of display and design, we ask that you DO NOT take this study on your phone or small size tablet.   Your participation is voluntary. You may skip questions if you choose, though we hope you will answer all questions carefully. You may quit the study at any time by simply closing your browser. You will receive $0.35 through Mechanical Turk for your participation. This payment will be made whether or not you complete the study, though we hope you will complete each question carefully as it is important to our research. We include attention check questions to make sure that you read the questions carefully. Response quality will be evaluated and poor quality respondents will be noted.   There is no anticipated risk or discomfort related to this research, and you may find participation interesting. In addition, you may request the study results if you wish, by emailing the researchers at jennifer.liebetrau@uleth.ca.   We will not collect any personal information. Your responses will be anonymous. It is important to note however that for any information transmitted over the Internet complete security cannot be guaranteed. The survey website temporarily collects your IP address to avoid duplicate responses but will not collect information that could identify you. Your computer IP address will also be used to verify that you are in the USA. It will then be permanently deleted.   The results of this study may be presented at academic conferences and published in academic articles. Results will always be presented in summary form. At no time will individual identities be used in any reports or presentations resulting from the study. This survey uses Qualtrics™ which is a United States of America company. As a consequence, authorities from the United States, under provisions of the Patriot Act, may access this survey data, though it is unlikely. Qualtrics privacy policy can be viewed at https://www.qualtrics.com/privacy-statement. Data will be retained for three years after article publication, then destroyed unless data retention in a data repository is required. Data in summary form, without personal identifiers, may be made available in a data repository for verification of findings.   If you have any questions regarding your rights as a research participant, you may contact the University of Lethbridge Office of Research Ethics at 403-329-2747 or research.services@uleth.ca. This research study has been reviewed for ethical

acceptability and approved by the University of Lethbridge Human Subject Research Committee. You must be 18 years of age or older, live in the USA, and have a strong understanding of English to participate in this survey. By participating you affirm that you meet these requirements. You can only participate once in this survey. This is STUDY 1A--CAUSE RELATED MARKETING. By participating in this study you will not be eligible to participate in STUDY TWO--CAUSE RELATED MARKETING which will be available in the next few weeks. LOOK FOR SURVEY THREE LETTER CODE IN RED NEAR END OF SURVEY. ENTER THIS INTO MECHANICAL TURK PAGE TO EARN CREDIT.

Q2 In order to proceed with the study please acknowledge the information provided and give consent. Or, if you do not wish to agree, please select that option and you will exit this study.
- ○ I have read the above information regarding this research study, and I give my consent to participate (1)
- ○ I do not agree (0)

Q3 Introduction In this survey, we focus on cause-related marketing partnerships between brands and charities. Cause-related marketing occurs when a brand and a charity partner with each other to support or raise awareness for a good cause. Consumers play an important role, because their actions are often required to trigger charitable donations, for example when the brand promises to donate a certain dollar amount to the charity for every purchase. Please note that we differentiate between brand, charity, and cause as follows: Brand: This may be a company or a brand within a company involved in the cause-related marketing partnership. Charity: The nonprofit organization involved in the cause-related marketing partnership. Cause: The specific need the brand and charity will focus on. We ask you to read one hypothetical scenario and answer the related questions. This scenario describes a brand and a charity that enter into a cause-related marketing partnership. You will see the scenario description at all times as you respond to the questions.

Q4 Please read the following scenario description carefully. Once you feel comfortable with it, select the scenario description by clicking on the small circle to the upper left of the description to proceed.

❍ Online Insurance Brand & Environmental Charity   (1)
❍ Coffee Brand & Fair Trade Charity   (2)
❍ Sportswear Brand & Heart Health Charity   (3)
❍ Writing Supplies Brand & Education for Kids Charity   (4)
❍ Hand Tool Brand & Children's Charity   (5)
❍ Pasta Brand & LGBT Charity   (6)
❍ Grocery Store Brand & Food Bank Charity   (7)
❍ Pet Food Brand & Spay and Neuter Charity   (8)
❍ Beer Brand & Prostate Cancer Charity   (9)
❍ Youth Clothing Brand & Arts for Youth Charity   (10)
❍ Fast Food Brand & Children's Literacy Charity   (11)
❍ Computer Brand & Blood Donation Charity   (12)
❍ Snack Bar Brand & Anti-Obesity Charity   (13)
❍ Household Cleaning Products Brand & Safe Groundwater Charity   (14)
❍ Department Store Brand & Environmental Charity   (15)
❍ Car Brand & Environmental Charity   (16)
❍ Airline Brand & Climate Charity   (17)
❍ Electronics Brand & Recycling Charity   (18)
(Note: Each participant only saw one of the eighteen scenario descriptions)

Q5 Please read the scenario description and answer the questions in the following section.   The following section contains a variety of questions about your attitudes. Some questions may seem repetitive, but it is very important that you read each question carefully and respond to all of them.

Q6 ${q://QID19/ChoiceGroup/DisplayedChoices}

Q7 Complete the following statements on a scale from 1 (=Bad) to 7 (=Good).

	Bad 1 (1)	2 (2)	3 (3)	Neutral4 (4)	5 (5)	6 (6)	Good 7 (7)
I think the described brand is... (1)	○	○	○	○	○	○	○
I think the described charity is... (2)	○	○	○	○	○	○	○
I think the described cause-related marketing partnership is... (3)	○	○	○	○	○	○	○

Q8 On a range from 1 (=Negative) to 7 (=Positive), please respond to the following statements:

	Negative 1 (1)	2 (2)	3 (3)	Neutral 4 (4)	5 (5)	6 (6)	Positive 7 (7)
My attitude toward the described brand is... (1)	○	○	○	○	○	○	○
My attitude toward the described charity is... (2)	○	○	○	○	○	○	○
My attitude toward the described cause-related marketing partnership is... (3)	○	○	○	○	○	○	○

Q9 My feeling toward the described brand is...
- ○ Unfavorable 1 (1)
- ○ 2 (2)
- ○ 3 (3)
- ○ Neutral4 (4)
- ○ 5 (5)
- ○ 6 (6)
- ○ Favorable 7 (7)

Q10 My feeling toward the described charity is...
- ○ Unfavorable 1 (1)
- ○ 2 (2)
- ○ 3 (3)
- ○ Neutral4 (4)
- ○ 5 (5)
- ○ 6 (6)
- ○ Favorable 7 (7)

Q11 My feeling toward the described cause-related marketing partnership is...
- ○ Unfavorable 1 (1)
- ○ 2 (2)
- ○ 3 (3)
- ○ Neutral4 (4)
- ○ 5 (5)
- ○ 6 (6)
- ○ Favorable 7 (7)

Q12 Indicate how you perceive the link between brand and charity. Brand and charity are…

	1 (1)	2 (2)	3 (3)	4 (4)	5 (5)	6 (6)	7 (7)
Weakly connected:Strongly connected (1)	○	○	○	○	○	○	○
Select 2 for this option:Select 2 for this option (2)	○	○	○	○	○	○	○
Do not make sense together:Make sense together (3)	○	○	○	○	○	○	○
Apart from each other:Close to each other (4)	○	○	○	○	○	○	○

Q13 Please indicate your agreement with the following statements on a scale from 1 (=Strongly Disagree) to 7 (=Strongly Agree).

	Strongly disagree 1 (1)	2 (2)	3 (3)	Neither agree nor disagree 4 (8)	5 (11)	6 (12)	Strongly agree 7 (13)
Brand and charity are similar. (1)	O	O	O	O	O	O	O
Brand and charity are related. (2)	O	O	O	O	O	O	O
Brand and charity are associated. (3)	O	O	O	O	O	O	O
Brand and charity are connected. (4)	O	O	O	O	O	O	O

Q14 Please indicate your agreement with the following statements on a scale from 1 (=Strongly Disagree) to 7 (=Strongly Agree).

	Strongly disagree 1 (1)	2 (2)	3 (3)	Neither agree nor disagree 4 (4)	5 (5)	6 (6)	Strongly agree 7 (7)
Brand and charity are dissimilar. (1)	O	O	O	O	O	O	O
Brand and charity are unrelated. (2)	O	O	O	O	O	O	O
Brand and charity are dissociated. (3)	O	O	O	O	O	O	O
Brand and charity are disconnected. (4)	O	O	O	O	O	O	O

Q15 Indicate the degree to which you feel that the brand contributes to the fulfillment of the partnership mission. Please take into consideration whether the purposes of brand and charity are in your opinion pointed in same direction or somewhat at odds with each other. The relationship between brand and charity, particularly with respect to the brand's contribution to the partnership mission, can be characterized as...

	1 (1)	2 (2)	3 (3)	4 (4)	5 (5)	6 (6)	7 (7)
Distracting:Enhancing (1)	○	○	○	○	○	○	○
Opposing:Supporting (2)	○	○	○	○	○	○	○
Inharmonious:Harmonious (3)	○	○	○	○	○	○	○
Detrimental:Beneficial (4)	○	○	○	○	○	○	○
Select 5 here:Select 5 here (5)	○	○	○	○	○	○	○
Inefficient:Efficient (6)	○	○	○	○	○	○	○

Q16 The relationship between brand and charity, particularly with respect to the brand's contribution to the partnership mission, can be described as...

	Strongly disagree 1 (1)	2 (2)	3 (3)	Neither agree nor disagree 4 (4)	5 (5)	6 (6)	Strongly agree 7 (7)
Helpful (1)	○	○	○	○	○	○	○
Advancing (2)	○	○	○	○	○	○	○
Good (3)	○	○	○	○	○	○	○
Contributing (4)	○	○	○	○	○	○	○

Q17 The relationship between brand and charity, particularly with respect to the brand's contribution to the partnership mission, can be described as...

	Strongly disagree 1 (1)	2 (2)	3 (3)	Neither agree nor disagree 4 (4)	5 (5)	6 (6)	Strongly agree 7 (7)
Harmful (1)	○	○	○	○	○	○	○
Preventing (2)	○	○	○	○	○	○	○
Bad (3)	○	○	○	○	○	○	○
Undermining (4)	○	○	○	○	○	○	○

Q18   How likely would you be to purchase the brand, given the information shown in the scenario?

	1 (1)	2 (2)	3 (3)	4 (4)	5 (5)	6 (6)	7 (7)
Very unlikely:Very likely (1)	○	○	○	○	○	○	○

Q19   Would you be more likely or less likely to purchase the brand, given the information shown in the scenario?

	1 (1)	2 (2)	3 (3)	4 (4)	5 (5)	6 (6)	7 (7)
Less likely:More likely (1)	○	○	○	○	○	○	○

Q20   Given the information shown in the scenario, how probable is it that you would consider the purchase of the brand?

	1 (1)	2 (2)	3 (3)	4 (4)	5 (5)	6 (6)	7 (7)
Not probable:Very probable (1)	○	○	○	○	○	○	○

Q21   On the following pages, we ask you to complete a categorization task. This categorization task focuses on the fit between brand and charity. Fit can be described as some form of link or connection between the brand and charity in a cause-related marketing partnership.   We ask you to sort the cause-related marketing partnership presented in the scenario description into pre-determined categories.

Q22 ${q://QID19/ChoiceGroup/DisplayedChoices}   Please sort the scenario description into one of the general fit categories listed below. To do that, simply check the general fit category that according to your perception best reflects the cause-related marketing partnership of the description.   Be advised: You can only select one general fit category. Even if you are of the opinion that you could sort one cause-related marketing partnership into more than one category, we ask you to choose the one that makes the most sense to you. Please read the definition for every general fit category before you make a final decision for one category.

○ Positive fit   Definition: Positive fit occurs   When brand and charity each have some sort of association with the cause When the purposes of brand and charity both benefit the cause in some way.   (1)
○ Neutral fit   Definition: Neutral fit occurs   When brand and charity or cause are not linked or associated When the purpose of the brand is not connected to the purpose of the charity or cause.   (2)
○ Negative fit Definition: Negative fit occurs   When the brand has opposite types of association with the cause that the charity supports When the purpose of the brand is

at odds in some way with the purpose of the charity When the brand helps to create the problem that the charity is trying to address.   (3)

Q23   Please read the following 9 definitions of specific fit carefully. Once you feel very comfortable with them all then move on to the next page.   Mission fit   Definition: Mission Fit occurs when a key element in a company's or brand's written statement of purpose is to address the same need the cause or charity addresses. (Example: An Organic Wine Brand partners with an Anti-Pesticide Charity.)   Function fit   Definition: Function fit occurs: When the function or use of the brand (and related products/services) addresses the cause   OR   When the brand (and related products/services) is used to help achieve the goals of the cause.   (Example: A Water Filter Brand partners with a Clean Drinking Water Charity.)   Created fit   Definition: Created Theme fit occurs when the brand only creates the fit by advertising, prioritizing, or focusing its attention on the supported cause. (Example: A local Restaurant Brand consistently supports a local Children's Sports Charity. They buy jerseys and equipment for the children's sports team every year. They also post pictures of the team on their walls every year and publicize their support.)   Natural Theme fit   Definition: Natural Theme fit occurs when the general purpose of the brand is directly related to the general purpose of the charity. (Example: A Hiking Equipment Brand partners with an Environmental Charity.)   Stakeholder fit   Definition: Stakeholder fit occurs when there is a clear link between the brand and some group of people connected with the brand. This could be the brand's customers, employees, suppliers, or other groups in the community linked to both the brand and the cause. (Example: A Children's Book Publishing Brand partners with a Children's Hospital.)   General Interest fit   Definition: General Interest fit occurs when the cause is broadly supported, but there are no other specific, clear linkages between brand and cause. (Example: A Car Brand partners with an Anti-Child Abuse Charity.)   Complicity fit   Definition: Complicity fit occurs when the offering of the brand generates a mildly negative impact on the cause, but is not a primary creator of the negative impact. (Example: A Fruit Juice Brand partners with a Dental Health Charity.)   Prevention fit   Definition: Prevention fit occurs when the brand changes its products or services to reduce or eliminate the negative impact it has on the cause. (Example: A Car Wash Brand switches to all natural cleaners and partners with a Clean Water Charity.)   Redresser fit   Definition: Redresser fit occurs when the brand creates a negative impact on a cause. Without changing its products or services, the brand partners with a charity to fix its negative impact on the cause. (Example: A Tobacco Brand partners with a Cure Lung Cancer Charity.)

Q24 ${q://QID19/ChoiceGroup/DisplayedChoices}   Please sort the scenario description into one of the specific fit categories listed below. To do that, you simply check the specific fit category that according to your perception best reflects the cause-related marketing partnership of the description.   Be advised: You can only select one general fit category. Even if you are of the opinion that you could sort one cause-related marketing partnership into more than one category, we ask you to choose the one that

makes the most sense to you. Please read the definition for every specific fit category before you make a final decision for one category.

○ Mission fit   Definition: Mission Fit occurs when a key element in a company's or brand's written statement of purpose is to address the same need the cause or charity addresses. (Example: An Organic Wine Brand partners with an Anti-Pesticide Charity.)   (1)

○ Function fit   Definition: Function fit occurs: When the function or use of the brand (and related products/services) addresses the cause   OR   When the brand (and related products/services) is used to help achieve the goals of the cause.   (Example: A Water Filter Brand partners with a Clean Drinking Water Charity.)   (2)

○ Created fit   Definition: Created Theme fit occurs when the brand only creates the fit by advertising, prioritizing, or focusing its attention on the supported cause. (Example: A local Restaurant Brand consistently supports a local Children's Sports Charity. They buy jerseys and equipment for the children's sports team every year. They also post pictures of the team on their walls every year and publicize their support.)   (3)

○ Natural Theme fit   Definition: Natural Theme fit occurs when the general purpose of the brand is directly related to the general purpose of the charity. (Example: A Hiking Equipment Brand partners with an Environmental Charity.)   (4)

○ Stakeholder fit   Definition: Stakeholder fit occurs when there is a clear link between the brand and some group of people connected with the brand. This could be the brand's customers, employees, suppliers, or other groups in the community linked to both the brand and the cause. (Example: A Children's Book Publishing Brand partners with a Children's Hospital.)   (5)

○ General Interest fit   Definition: General Interest fit occurs when the cause is broadly supported, but there are no other specific, clear linkages between brand and cause. (Example: A Car Brand partners with an Anti-Child Abuse Charity.)   (6)

○ Complicity fit   Definition: Complicity fit occurs when the offering of the brand generates a mildly negative impact on the cause, but is not a primary creator of the negative impact. (Example: A Fruit Juice Brand partners with a Dental Health Charity.)   (7)

○ Prevention fit   Definition: Prevention fit occurs when the brand changes its products or services to reduce or eliminate the negative impact it has on the cause. (Example: A Car Wash Brand switches to all natural cleaners and partners with a Clean Water Charity.)   (8)

○ Redresser fit   Definition: Redresser fit occurs when the brand creates a negative impact on a cause. Without changing its products or services, the brand partners with a charity to fix its negative impact on the cause. (Example: A Tobacco Brand partners with a Cure Lung Cancer Charity.)   (9)

Q25 Almost done!

Q26 Did the scenario description make you think of any specific brands?
○ Yes (1)
○ No (2)

Q27 Please name the brands that you were thinking of while reading the scenario description.

Q28 Did the scenario description make you think of any specific charities?
❍ Yes (1)
❍ No (2)

Q29 Please name the brands that you were thinking of while reading the scenario description.

Q30 Lastly, we ask you to respond to some demographic questions.

Q31 Are you:
❍ Male (1)
❍ Female (2)
❍ Other or prefer not to say (3)

Q32 What is your age?
❍ under 18 years old (1)
❍ 18-24 years old (2)
❍ 25-34 years old (3)
❍ 35-44 years old (4)
❍ 45-54 years old (5)
❍ 55-64 years old (6)
❍ 65-74 years old (7)
❍ 75-84 years old (8)
❍ 85 years or older (9)
❍ Prefer not to say (10)

Q33 What country do you live in?
Note. A country list with 197 choices was presented to the participants.

Q34 What is the annual income for your household in US Dollars?
❍ Under $10,000 (1)
❍ $10,000 to $29,999 (2)
❍ $30,000 to $59,999 (3)
❍ $60,000 to $89,999 (4)
❍ $90,000 to $150,000 (5)
❍ $150,000 or more (6)
❍ Would rather not say (7)

Q35 What is the highest level of education you have completed?
- ○ Less than high school degree (1)
- ○ High school or equivalent (2)
- ○ Vocational/technical school (3)
- ○ Some college (4)
- ○ Associate's degree (5)
- ○ Bachelor's degree (6)
- ○ Master's degree (7)
- ○ Doctoral degree (8)
- ○ Other (9) _____

Q36 How confident are you in the accuracy of your responses to this survey?
- ○ Not at all confident 1 (1)
- ○ 2 (2)
- ○ 3 (3)
- ○ 4 (4)
- ○ 5 (5)
- ○ 6 (6)
- ○ Extremely Confident 7 (7)

Q37 SURVEY CODE: The survey completion code is: CRM. Please enter this on the Mechanical Turk page to secure your payment.

Q38 Do you have any comments regarding this research? Did you have any difficulties? Was anything confusing? Please explain here.

Mission Brand 1

An Online Insurance Brand partners with an Environmental Charity. They partner to support the cause of forest protection.

The Online Insurance Brand offers travel, car, and life insurances online. It offers only electronic billing. Most of its services are paperless.

Its stated mission is to protect forest areas while offering the best service for insurance.

Its target market consists of all consumers who are interested in insurance.

It promotes its insurance through online advertising. The advertising often shows the brand's mission to protect forest areas. The advertising encourages consumers to reduce paper use. It offers suggestions for saving trees.

The mission of the Environmental Charity is to protect the world's forest areas. The goal of this charity is to reduce paper use and to protect trees.

Mission Brand 2

A Coffee Brand partners with a Fair Trade Charity. They partner to support the cause of reducing farmer and worker exploitation by assuring fair coffee prices.

The Coffee Brand offers fair trade coffee. It sells different coffee roasts, blends, and flavors.

Its stated mission is to provide fair trade coffee. That means, the Coffee Brand sells fresh and high-quality coffee and at the same time it supports coffee farmers and workers.

Its target market consists of all consumers who are interested in coffee.

It promotes its coffee through TV spots, online, outdoor, and magazine advertising. The advertising often shows people drinking the coffee this brand sells.

The mission of the Fair Trade Charity is to provide coffee farmers and workers with better wages, better working conditions, and fair terms of trade.

Function Brand 1

A Sportswear Brand partners with a Heart Health Charity. They partner to support the cause of heart health.

The Sportswear Brand offers shoes, clothing, sports accessories, and athletic equipment.

Its stated mission is to promote athleticism and to bring innovative clothing to active people.

Its target market consists of all consumers who are interested in sportswear.

It promotes its sportswear through TV spots, online, outdoor, and magazine advertising. The advertising often shows people doing athletic activities while wearing the sportswear this brand sells.

The mission of the Heart Health Charity is to save lives by educating people about heart health. This charity aims to prevent heart disease and supports early diagnose of heart problems. This charity often points to the benefits of exercising and healthy eating for heart health.

Function Brand 2

A Writing Supplies Brand partners with an Education for Kids Charity. They do this to support the cause of providing school education for children in need.

The Writing Supplies Brand offers pens, pencils, markers, and highlighters. It offers the writing products to be used at school, at work, or at home.

Its stated mission is to provide affordable, high quality writing supplies.

Its target market consists of all consumers who are interested in writing supplies.

It promotes its writing supplies through TV spots, online, outdoor, and magazine advertising. The advertising often shows people using the writing supplies this brand sells.

The mission of the Education for Kids Charity is to help children in need to learn how to write, read, and calculate. This charity wants to provide children in need with the products they need to be successful at school.

Created Theme Brand 1

A Hand Tool Brand partners with a local Children's Charity. They partner to support the cause of providing day care for children in need.

The Hand Tool Brand is a locally owned business. It offers wrenches, hammers, and screwdrivers. This brand has always supported the local community by helping this Children's Charity.

Its stated mission is to provide hand tools for any do-it-yourself job.

Its target market consists of all consumers who are interested in hand tools for do-it-yourself jobs.

It promotes its hand tools through TV spots, outdoor, online, and magazine advertising. The advertising often shows people using the hand tools this brand sells. It also shows the brand's strong support for the local Children's Charity.

The mission of the local Children's Charity is to provide day care for children in need so that they are not left alone.

Created Theme Brand 2

A Pasta Brand partners with an LGBT Charity. They partner to support the cause of sexual and gender diversity.

The Pasta Brand offers different shapes and sizes of pasta. Recently, the Pasta Brand introduced rainbow-colored pasta called "Rainbow Pasta".

Its stated mission is to provide tasty pasta at an affordable price.

Its target market consists of all consumers who are interested in pasta.

It promotes its pasta through TV spots, online, outdoor, and magazine advertising. The advertising often shows people eating the pasta this brand sells. Now the ads only focus on the "Rainbow Pasta" and the rainbow colors. The ads also show how the brand supports the LGBT Charity.

The mission of the LGBT Charity is to raise awareness for sexual and gender diversity. To do that, it uses the rainbow colors as a symbol for diversity. This charity wants to eliminate sexual discrimination.

Natural Theme Brand 1

A Grocery Store Brand partners with a Food Bank Charity. They partner to support the cause of fighting hunger.

The Grocery Store Brand offers fresh fruits and vegetables. It also offers bakery, deli, and meat products, canned and packaged foods, and household items.

Its stated mission is to provide a wide variety of every day low-priced products in a clean environment.

Its target market consists of all consumers who are interested in groceries and household items.

It promotes the groceries and household items through TV spots, outdoor, online, and magazine advertising. The advertising often shows people shopping for the groceries and household items this brand sells.

The mission of the Food Bank is to reduce and fight hunger. This is done through collecting and distributing food to people in need.

Natural Theme Brand 2

A Pet Food Brand partners with a Spay and Neuter Charity. They partner to support the cause of avoiding pet pregnancies and overpopulation.

The Pet Food Brand offers dry food, wet food, oral care food, and treats for cats and dogs.

Its stated mission is to provide healthy, valuable pet food that makes pets and owners happy.

Its target market consists of all consumers who are interested in pet food for cats and dogs.

It promotes its pet food through TV spots, online, outdoor, and magazine advertising. The advertising often shows pet owners feeding their pets with the pet food this brand sells.

The mission of the Spay and Neuter Charity is to educate pet owners about the importance of spaying and neutering. Spaying and neutering is necessary to avoid pet pregnancies and overpopulation. This charity stresses that spaying and neutering should be done after an animal adoption.

Stakeholder Brand 1

A Beer Brand partners with a Prostate Cancer Charity. They partner to support the cause of diagnosing and treating prostate cancer.

The Beer Brand offers stouts, ales, and lagers. It sells an everyday beer for every taste and occasion.

Its stated mission is to provide a beer with wide appeal at an affordable price.

Its target market consists of all men who are interested in beer.

It promotes its beers through TV spots, outdoor, online, and magazine advertising. The advertising often shows the relationship between men and beer. The ads show the beers this brand sells as the ones you just grab out of the fridge after a long day at work.

The mission of the Prostate Cancer Charity is to eliminate prostate cancer, the most common cancer in men. This is done through doing research, educating people, and raising awareness for prostate cancer.

Stakeholder Brand 2

A Youth Clothing Brand partners with an Arts for Youth Charity. They partner to support the cause of engaging young people in creating arts.

The Youth Clothing Brand offers casual and trendy shirts, pants, bags, and shoes.

Its stated mission is to make young people feel trendy while wearing its clothes. This brand gives young people the opportunity to express themselves.

Its target market consists of all young people who are interested in casual and trendy clothing.

It promotes its clothing through TV spots, online, outdoor, and magazine advertising. The advertising often shows young people wearing the clothes this brand sells.

The mission of the Arts for Youth Charity is to raise awareness for the importance of engaging young people in creating arts. This charity engages young people in writing, painting, acting, and music. That way, young people develop skills and learn how to express themselves.

General Interest Brand 1

A Fast Food Brand partners with a Children's Literacy Charity. They partner to support the cause of helping lower income children develop a love of reading.

The Fast Food Brand offers hamburgers, sandwiches, and fries.

Its stated mission is to provide quick meals on the go along with fast customer service.

Its target market consists of all consumers who are interested in fast food.

It promotes its fast food through TV spots, outdoor, online, and magazine advertising. The advertising often shows people eating the fast food this brand sells.

The mission of the Children's Literacy Charity is to provide lower income children with the opportunity to learn how to read and enjoy reading. That way, this charity wants to encourage a love of reading that will help these children throughout all of their schooling.

General Interest Brand 2

A Computer Brand partners with a Blood Donation Charity. They partner to support the cause of making blood donations.

The Computer Brand offers many computer products. It sells laptop computers, desktop computers, and tablets.

Its stated mission is to provide computer products for general use at an affordable price.

Its target market consists of all consumers who are interested in computer products.

It promotes its computer products through TV spots, online, outdoor, and magazine advertising. The advertising often shows people using the computer products this brand sells.

The mission of the Blood Donation Charity is to raise awareness for the importance of blood donations. This charity encourages people to donate their blood. It wants to make sure that enough blood can be supplied to people in need.

Complicity Brand 1

A Snack Bar Brand partners with an Anti-Obesity Charity. They partner to support the cause of healthy living and eating.

The Snack Bar Brand offers different snack bars. These contain oats, puffed rice, whole grain, fruits, and nuts. Most of them also contain chocolate, peanut butter, and marshmallows. The snack bars are rich in sugar and fats.

Its stated mission is to provide tasty snacks that satisfy everybody's craving for a snack at any time.

Its target market consists of all consumers who are interested in snack bars.

It promotes its snack bars through TV spots, outdoor, online, and magazine advertising. The advertising often shows people eating the snack bars this brand sells.

The mission of the Anti-Obesity Charity is to raise awareness for, to prevent, and to treat obesity. This is done through informing people about the importance of controlling body weight and healthy eating.

Complicity Brand 2

A Household Cleaning Products Brand partners with a Safe Groundwater Charity. They partner to support the cause of keeping groundwater clean to protect drinking water.

The Household Cleaning Products Brand offers products to clean the home. It sells glass, shower, and toilet cleaners that often contain chemicals. Like all chemicals, these can cause health problems or water pollution.

Its stated mission is to provide cleaning products for household use.

Its target market consists of all consumers who are interested in cleaning products for their homes.

It promotes its cleaning products through TV spots, online, outdoor, and magazine advertising. The advertising often shows people in their homes using the cleaning products this brand sells.

The mission of the Safe Groundwater Charity is to keep groundwater clean. It is concerned about contamination from landfills, pesticides, and household chemicals. It wants to educate people about ways to protect groundwater.

Prevention Brand 1

A Department Store Brand partners with an Environmental Charity. They partner to support the cause of recycling.

The Department Store Brand offers clothing, toys, and electronics in different sections. Plastic bags are used to pack the products at the checkout. The Department Store Brand charges $0.05 per plastic bag. It also gives a $0.05 discount per bag if customers bring their own bags.

Its stated mission is to provide a variety of affordable products every consumer needs.

Its target market consists of all consumers who are interested in shopping for different products in one place.

It promotes its stores through TV spots, outdoor, online, and magazine advertising. The advertising often shows people shopping for products in this store and leaving with their purchases.

The mission of the Environmental Charity is to support the recycling of plastic bags. That way, the charity wants to lower the pollution of the environment.

Prevention Brand 2

A Car Brand partners with an Environmental Charity. They partner to support the cause of reducing environmental pollution.

The Car Brand offers cars, SUVs, and trucks. Recently, this Car Brand introduced a new hybrid car product line. Compared to all other cars, the hybrid cars have a greater fuel economy and lower emissions.

Its stated mission is to provide safe and affordable cars, SUVs, trucks, and hybrid cars.

Its target market consists of all consumers who are interested in cars, SUVs, trucks, and hybrid cars.

It promotes its cars, SUVs, trucks, and hybrid cars through TV spots, online, outdoor, and magazine advertising. The advertising often shows people driving the vehicles this brand sells.

The mission of the Environmental Charity is to lower carbon dioxide emissions and in that way the pollution of the environment.

Redresser Brand 1

An Airline Brand partners with a Climate Charity. They partner to support the cause of reducing
air pollution.

The Airline Brand offers flights for both business and holiday travelers.

Its stated mission is to provide fast, safe, and reliable air travel.

Its target market consists of all consumers who want or need to fly.

It promotes its flights through TV spots, outdoor, online, and magazine advertising. The advertising often mentions the mission of this brand: to provide fast, safe, and reliable air travel.

The mission of the Climate Charity is to fight air pollution. This charity wants to address the release of greenhouse gases into the atmosphere. It offers a greenhouse gas credit program to people who fly. For every donation made by a passenger, the Climate Charity plants a tree.

Redresser Brand 2

An Electronics Brand partners with a Recycling Charity. They partner to support the cause of recycling.

The Electronics Brand offers products for personal use. It sells headphones, flash drives, and memory cards. All of its products use a lot of packaging. The packaging usually contains a mixture of plastic, cardboard, and paper.

Its stated mission is to provide high quality electronics at an affordable price.

Its target market consists of all consumers who are interested in commonly used electronics.

It promotes its electronics through TV spots, online, outdoor, and magazine advertising. The advertising often shows people using the electronics products this brand sells.

The mission of the Recycling Charity is to increase recycling. It shows consumers the right way to recycle. It focuses on packaging that uses a mix of materials.

Appendix E
Readability Ease of CRM Scenario Descriptions

All eighteen CRM scenario descriptions were pre-tested for readability ease to account for different levels of reading ability among study participants and to enhance clarity and consistency. Furthermore, we ensured that all CRM scenarios were relatively equal in length to keep them as comparable as possible.

One established formula used to assess the readability of a text is Flesch's reading ease that is calculated as follows:

$$\text{Reading Ease} = 206.835 - 1.015 \, sl - 84.6 \, wl,$$

with *wl* denoting the word length, calculated as the average number of syllables per word or in other words the number of syllables divided by the number of words, and *sl* denoting the average sentence length, calculated as the number of words divided by the number of sentences (Flesch, 1948; Kincaid, Fishburne, Rogers, & Chissom, 1975; Test your document's readability, n.d.). Flesch's (1948) original formula returns a score that requires conversion via a chart to make a statement on a text's difficulty. Kincaid and colleagues (1975) built on Flesch's formula and offered a simplified version, originally intended for Navy personnel use, which instead of a score directly returns the grade level of the examined text and hence indicates the number of years spent at school to be able to read a particular text. It is calculated as follows:

$$\text{Grade Level} = .39 \, (\text{words/sentence}) + 11.8 \, (\text{syllables/word}) - 15.59.$$

Flesch's reading ease formula and the revised grade level formula (Kincaid et al., 1975) share an inverse relationship, i.e. the higher the reading ease score, the lower the grade level score, and the less difficult it is to read a text. Microsoft Word uses both Flesch's (1948) original reading ease formula, as well as Kincaid et al.'s (1975) revised grade level formula to calculate the readability of a text (Test your document's readability, n.d.). Therefore, Microsoft Word was used to assess the readability of all CRM scenario descriptions as well as their word count, whereby main attention was paid to Kincaid et al.'s (1975) revised grade level formula. The main problem that emerged related to the question of which grade level to choose for the CRM scenarios. The 2012/2014 Program for the International Assessment of Adult Competencies (PIAAC) study assessed the literacy of a nationally representative sample of 8,670 noninstitutionalized adults in the United States (Rampey et al., 2016). It is however difficult to draw connections between U.S. literacy scores as surveyed in the 2012/2014 PIAAC study and readability grade levels, the reason being that the literacy scale as operationalized in the PIAAC study does not offer a grade level equivalent (Rampey et al., 2016). Instead of grade levels, the PIAAC study assessed literacy on a scale from 0 to 500 which is divided into 6 literacy levels (Level 1 to 5, plus a 'below level 1' level). Therefore, what can be said based on the 2012/14 PIAAC study is that most U.S. participants fall into either level 2 (33%) or level 3 (36%), while the U.S. average literacy score is 272 (literacy level 2). According to the PIAAC's literacy task description, texts at level 2

> may be digital or printed, and texts may comprise continuous, non-continuous, or mixed types. Tasks at this level require respondents to make matches between the text and information, and may require paraphrasing or low-level inferences. Some competing pieces of information may be present. Some tasks require the respondent to cycle

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through or integrate two or more pieces of information based on criteria; compare and contrast or reason about information requested in the question; or navigate within digital texts to access and identify information from various parts of a document. (p. B-3)

Given the aim to create relatively parallel, similarly structured CRM scenarios that required the inclusion of specific elements (e.g. target market to address a possible stakeholder fit), grade level scores ranging from 7.6 to 9.1 and word counts ranging from 125 to 150 could be achieved after adaptations of all CRM scenarios. That means, individuals with a minimum school education from grade seven to grade nine should be able to read these scenarios. Based on the average literacy level of U.S. citizens and the suggested tasks that fall under level 2, these numbers were considered adequate. Nevertheless, participants were advised that they needed a strong understanding of the English language to participate in both studies. After the initial write up of the CRM scenario descriptions, all of them were tested for their readability scores using Microsoft Word's integrated readability check and adapted until they met the desired grade levels and word counts. The following table lists the final reading ease score, grade level scores, and word counts for the CRM scenarios.

Appendix Table 1 Word Counts for CRM Scenarios

	Word count (125 – 150)	Grade Level (7.6 – 9.1)	Reading Ease
Mission Brand 1	126	8.9	47.9
Mission Brand 2	131	7.9	61.1
Function Brand 1	129	9.0	53.3
Function Brand 2	140	8.3	60.2
Created Theme Brand 1	140	7.7	62.1
Created Theme Brand 2	145	8.8	51.4
Natural Theme Brand 1	130	8.8	55.0
Natural Theme Brand 2	148	8.7	58.6
Stakeholder Brand 1	144	7.6	63.7
Stakeholder Brand 2	146	7.6	64.1
General Interest Brand 1	134	8.6	59.7
General Interest Brand 2	127	9.0	50.5
Complicity Brand 1	146	7.9	60.0
Complicity Brand 2	146	8.8	53.0
Prevention Brand 1	149	9.1	51.7
Prevention Brand 2	134	8.9	54.9
Redresser Brand 1	131	7.7	59.3
Redresser Brand 2	131	9.0	48.0
Mean	**137.61**	**8.46**	**56.36**

Appendix F
Clarity of Fit Definitions

General types of fit. The positive (*M = 4.46, SD = .95, N = 513*), neutral (*M = 4.27, SD = 1.06, N = 513*), and negative (*M = 4.18, SD = 1.29, N = 513*) fit definitions were rated high on the 5-point clarity scale. Three one sample *t* tests with a test value of 3 (scale midpoint) were conducted to assess clarity of the definitions for positive, neutral, and negative fit. A Bonferroni correction of $\alpha/3 = .0167$, with $\alpha = .05$, was applied to adjust the p-value in order to reduce the likelihood of a type I error as all three general fit clarity items were rated consecutively. The reason for this was to avoid an overestimation of the significance as with multiple comparisons a p-value of .05 would result in one in 20 tests to turn out significant by chance alone. Clarity ratings for all three fit types were significantly different from the scale midpoint, with $t(512) = 34.899$, $p < .0167$, for positive fit, $t(512) = 27.060$, $p < .0167$ for neutral fit, and $t(512) = 20.819$, $p < .0167$ for negative fit. The appropriateness of parametric *t* tests for this analysis was however questionable as all distributions of the clarity items were extremely negatively skewed, as 84.4% (clarity of positive fit definition), 76.8% (clarity of neutral fit definition), and 77% (clarity of negative fit definition) of the scores were higher than the scale midpoint. Data transformation only resulted in relatively high positive skew and was not considered an option. Although the three *t* tests may be regarded as a first indicator that definitions were regarded as clear by the participants, caution should be exercised in interpreting the results due to the violations of the normality assumption. A possible nonparametric alternative is a sign test that would compare the clarity scores to a hypothesized median, or in our case the scale midpoint of 3. It is also important to note that a transformation to normal usually impacts the mean, not the median, of the original distribution, which is why an interpretation of median differences for skewed data is appropriate (Tabachnick & Fidell, 2013). Both a Wilcoxon Signed Ranks test ($Z = -18.413$, $p < .0167$, $r = .81$) and a Sign test ($Z = -18.950$, $p < .0167$) indicated that the definition for positive fit (*Mdn = 5*) was perceived as clear compared to the scale midpoint of 3. Analogously, for neutral fit (*Mdn = 5*) the Wilcoxon Signed Ranks test ($Z = -17.042$, $p < .0167$, $r = .75$) and the Sign test ($Z = -16.945$, $p < .0167$) indicated that the definition for neutral fit was perceived as clear compared to the scale midpoint of 3. For negative fit (*Mdn = 5*), the Wilcoxon Signed Ranks test ($Z = -15.001$, $p < .0167$, $r = .66$) and a Sign test ($Z = -15.088$, $p < .0167$) indicated that the definition for negative fit was also perceived as clear compared to the scale midpoint of 3. Based on the results all definitions for the general fit types were regarded as sufficiently clear.

Sub-types of fit. Like the general fit types, all definitions for the fit sub-types were rated moderately or high on clarity, and were significantly different from the scale midpoint of 3, $p < .00278$ (see Appendix Table 2).

Appendix Table 2 Clarity of Fit Sub-Type Definitions (*t* Test)

	t Test				
	Mean	*SD*	*N*	*t*	*df*
Mission fit	4.23	.91	513	30.55[*]	512
Function fit	4.08	.96	513	25.28[*]	512
Created theme fit	3.92	.99	513	20.92[*]	512

Natural theme fit	4.23	.92	513	30.22[*]	512
Stakeholder fit	3.96	1.01	513	21.55[*]	512
General interest fit	4.11	.92	513	27.47[*]	512
Complicity fit	3.85	1.02	513	18.86[*]	512
Prevention fit	4.21	.90	513	30.62[*]	512
Redresser fit	4.02	1.0	513	23.03[*]	512

[*]$p < .00278$

A Bonferroni correction of $\alpha/18 = .00278$, with $\alpha = .05$, was applied. In total, these 18 tests were comprised of 9 tests that assessed the clarity of the fit sub-type definitions and another 9 that assessed whether these definitions became clearer with an example. Since all participants assessed whether the sub-type definitions became clearer with an example directly after rating the clarity of the fit sub-type definition, the Bonferroni correction was used for all 18 tests. The appropriateness of parametric *t* tests for this analysis was however questionable as well, because all distributions of the clarity items were negatively skewed and more than 65% of the scores were higher than the scale midpoint. Both Wilcoxon Signed Ranks test ($Z = -17.408$, $p < .00278$, $r = .77$) and Sign test ($Z = -18.473$, $p < .00278$) indicated that the definition for mission fit ($Mdn = 4.00$) was perceived as clear compared to the scale midpoint of 3. Similarly, Wilcoxon Signed Ranks test and Sign test for all remaining sub-types of fit indicated that all definitions were perceived as clear compared to the scale midpoint (please refer to Appendix Table 3) and were therefore regarded as sufficiently clear.

Appendix Table 3 Clarity of Fit Sub-Type Definitions

		Wilcoxon Signed Ranks Test		**Sign Test**
	Median	*Z*	*r*	*Z*
Mission fit	4.00	-17.408[*]	.77	-18.473[*]
Function fit	4.00	-16.229[*]	.72	-17.052[*]
Created theme fit	4.00	-14.862[*]	.66	-15.526[*]
Natural theme fit	4.00	-17.376[*]	.77	-18.298[*]
Stakeholder fit	4.00	-15.090[*]	.67	-15.625[*]
General interest fit	4.00	-16.647[*]	.74	-18.002[*]
Complicity fit	4.00	-14.103[*]	.62	-14.367[*]
Prevention fit	4.00	-17.527[*]	.77	-18.311[*]
Redresser fit	4.00	-15.654[*]	.69	-16.054[*]

[*]$p < .00278$

Additional tests were performed to assess whether all fit sub-type definitions became more or less clear with an example and to examine whether it would be beneficial to include examples along with the respective fit sub-type definition for study 2. As stated in Chapter 4 on categorization, examples may aid participants in learning the fit definitions and provide another opportunity for a comparison with the fit scenario description in order to judge the type of fit of the described CRM alliance. All fit sub-types were rated moderately to high on whether their definitions became clearer by

adding an example–more than 80% of the scores were higher than the scale midpoint of 3. Results from the *t* tests indicated a significant difference from the test value of 3. Mission fit (*M = 4.35, SD = .98, N = 513*) for instance was clearer with an example, $t(512) = 31.02, p < .00278$. All results for the *t* tests are listed in Appendix Table 4.

Appendix Table 4 Enhanced Clarity of Fit Sub-Type Definitions with Example

			t Test		
	Mean	*SD*	*N*	*t*	*df*
Mission fit	4.35	.98	513	31.02*	512
Function fit	4.55	.79	513	44.21*	512
Created theme fit	4.45	.82	513	40.02*	512
Natural theme fit	4.46	.82	513	40.05*	512
Stakeholder fit	4.47	.82	513	40.70*	512
General interest fit	4.41	.90	513	35.50*	512
Complicity fit	4.47	.79	513	42.08*	512
Prevention fit	4.59	.73	513	48.92*	512
Redresser fit	4.59	.78	513	46.29*	512

* $p < .00278$

As for the previous tests, the appropriateness of parametric *t* tests for this analysis was questionable due to the non-normal distributions of the item values. Additional nonparametric tests were run. For mission fit (*Mdn* = 5.00), Wilcoxon Signed Ranks test ($Z = 17.57, p < .00278, r = .78$) and Sign test ($Z = 18.41, p < .00278$) indicated that the definition became clearer with an example, compared to the scale midpoint of 3. Similarly, Wilcoxon Signed Ranks test and Sign test for all remaining sub-types of fit indicated that all definitions were perceived as clearer with an example (please refer to Appendix Table 5). Therefore, examples were included along with all sub-type definitions in the second study.

Appendix Table 5 Enhanced Clarity of Fit Sub-Type Definitions with Example

		Wilcoxon Signed Ranks Test		Sign Test
	Median	*Z*	*r*	*Z*
Mission fit	5.00	-17.565*	.78	-18.405*
Function fit	5.00	-19.520*	.86	-20.120*
Created theme fit	5.00	-18.906*	.83	-19.841*
Natural theme fit	5.00	-18.931*	.84	-19.816*
Stakeholder fit	5.00	-18.946*	.84	-19.984*
General interest fit	5.00	-18.368*	.81	-19.160*
Complicity fit	5.00	-18.877*	.83	-20.478*
Prevention fit	5.00	-19.804*	.87	-20.679*
Redresser fit	5.00	-19.575*	.86	-20.546*

*$p < .00278$

Appendix G
Exploratory Factor Analysis Study 1

Exploratory factor analysis (EFA) was conducted to examine the extent to which the dimensionality of the self-created scale measures for the two proposed fit dimensions, commonality and valence, would conform to the proposed structure. The decision in favor of EFA was made based on the rationale that this research explores the two fit dimensions for the first time while no pre-validated fit scale for either dimension exists. Although the literature review and theoretical notions guided the item generation, EFA was the preferred analysis method compared to the more sophisticated Confirmatory Factor Analysis (CFA). Even at the starting point of a new investigation, researchers rarely examine phenomena without having ideas about possible variable structures in mind (Floyd & Widaman, 1995 as cited in Costello & Osborne, 2005), but the fact that the proposed valenced fit model is still in its early stages of investigation supports structural inspection with EFA.

In terms of data reduction methods, the two main forms of Principal Components Analysis (PCA) and Factor Analysis (FA) may be distinguished. Both PCA and FA attempt to explore the underlying structure of variables or items in a data set based on correlations and aim to retrieve a certain number of linear combinations of these variables or items (Tabachnick & Fidell, 2013). Through these linear combinations, variables or items are grouped together into so-called factors (FA) or components (PCA). The difference between PCA and FA lies with the variance that is analyzed (Tabachnick & Fidell, 2013). Whereas PCA's main focus is on data reduction and therefore the analysis of total variance, FA analyzes the shared variance and attempts to reduce error and unique variance accounted for by each variable or item (Tabachnick & Fidell, 2013). Furthermore, FA assumes some latent causal structure, meaning that it considers the unmeasured or latent factors to influence the observed items or variables (Tabachnick & Fidell, 2013), whereas PCA mainly serves as a data reduction method that may lead to overestimation of the variance accounted for by the components (Costello & Osborne, 2005). As a result, FA was chosen to analyze the interrelatedness and underlying structure of the fit items. The final sample size of 513 responses and the 16 fit dimensions items, comprised of the seven commonality and nine valence items, resulted in a ratio of about 32 cases per item and therefore represent an adequate ratio to perform a factor analysis (Costello & Osborne, 2005; Fabrigar et al., 1999; Tabachnick & Fidell, 2013).

Suitability for factor analysis. All minimum standards for performing a factor analysis were met. An inspection of the correlation matrix (Appendix Table 6) showed that all 16 fit scale items exceeded bivariate correlations of .3 (Tabachnick & Fidell, 2013). The Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy with .972 clearly exceeded the suggested value of .6 (Tabachnick & Fidell, 2013), indicating that the correlation matrix is not the identity matrix. Moreover, Bartlett's test of sphericity was significant (χ^2 (120) = 11437.939, $p < .001$). Additional measures of sampling adequacy (MSA) are contained in the diagonal of the anti-image correlation matrix, all of which were greater than .6 (Tabachnick & Fidell, 2013). Last but not least, all communalities (Appendix Table 7) were higher than .5 (Tabachnick & Fidell, 2013), indicating that more than 50% of each variable's variance can be explained by the factors.

Extraction. According to the Kolmogorov-Smirnov and Shapiro-Wilk tests of normality, significant deviations from normality are present for all 16 fit dimension items, although normality tests have been shown to be sensitive to large sample sizes (Tabachnick & Fidell, 2013). Negative skewness is present, ranging from -1.066 to -.209, while values for kurtosis range from -1.079 to .428 for all 16 items. An examination of the corresponding histograms reflected the negative skewness. Therefore, Principal Axis Factoring (PAF) was used as it can perform factor analysis if deviations from normality are present, whereas other extraction methods like Maximum Likelihood (ML) have strict normality assumptions (Costello & Osborne, 2005; Fabrigar et al., 1999).

PAF pointed towards a two-factor solution, which supports the proposed dimensionality of the fit construct. Initial eigenvalues (Appendix Table 8) indicated that the first factor with an eigenvalue of 11.702 accounted for about 73.14% of the total variance. The second factor had an eigenvalue of 1.909 and accounted for another 11.93% of the variance. Taken together, the first two factors hence accounted for 85.07% of the total variance. All remaining 14 eigenvalues were much lower than 1, ranging from .319 to .092. After extraction, the cumulative common variance accounted for by the two factors was 83.02%, composed of 72.08% accounted for by factor 1 and 10.95% by factor 2. Graphically, the scree plot (Appendix Figure 1) reflected the extraction of two factors, indicated by a flattening slope of the line for factors three to sixteen.

Rotation. Rotation facilitates a more interpretable factor solution in that it increases high factor loadings and reduces low loadings (Tabachnick & Fidell, 2013). Orthogonal and oblique rotation are differentiated. Whereas orthogonal rotation produces uncorrelated factors, oblique rotation takes into consideration possible correlations between the factors – a phenomenon that is likely to occur if related constructs are measured (Costello & Osborne, 2005). Therefore, oblique rotation was selected for this research due to assumed correlations between commonality and valence. The commonly applied direct oblimin rotation was used for the final solution in this analysis. The factor correlation matrix indicated a correlation of .703 between factor 1 and 2. This correlation supports the use of oblique rotation as it hints at a relation between the two extracted factors. As a comparison, the graphical examination of the rotated factor plot for the orthogonal varimax rotation showed that an oblique solution was preferable, as both item clusters were located close together so that factor axes would not shoot through the item clouds in a 90 degree angle. To assess the factor loadings, to determine the unique contribution of both factors to the variance in the items, and to decide whether items should be deleted, the pattern matrix for the direct oblimin rotation was examined (Appendix Table 9). Although researchers generally agree that items loading highly on one factor and minimally on other factors should be retained, there is some disagreement involved as to which factor loadings constitute useful cutoffs (Matsunaga, 2010). Matsunaga (2010) summarizes possible cutoffs and states that minimum primary factor loadings of .5 or .6 and a maximum cross-loadings of .2 or .3 respectively are common cutoff rules in social sciences. In this research, all items with factor loadings higher than .6 and cross-loadings lower than .3 were retained. The cross-loading for the Commonality5 item (do not make sense together/make sense together) was slightly higher with .301. Given the suggested cutoffs, factor analysis was conducted again without this commonality item.

Final results. 15 items were re-tested for their EFA suitability. With a KMO of .969, a significant Bartlett's test (χ^2 (105) = 10585.744, $p < .001$), all communalities exceeding .5, the MSA greater than .5, and bivariate item correlations remaining the same, factorability was ensured. Two fixed factors were extracted with the PAF method based on eigenvalues greater than 1, followed by direct oblimin rotation. The first factor with an eigenvalue of 10.923 accounted for about 72.82% of the total variance. The second factor with an eigenvalue of 1.866 accounted for another 12.44% of the variance, resulting in a cumulative 85.26% of the total variance explained by two factors (Appendix Table 10). After extraction, the cumulative common variance accounted for by the two factors was 83.1%, composed of 71.7% accounted for by factor 1 and 11.4% by factor 2.

Factor loadings retrieved from the pattern matrix (Appendix Table 11) exceeded .6 and all cross-loadings were below .3. Lastly, the factor correlation matrix obtained a correlation of .696 between factor 1 and 2. This correlation is lower than before because one item was deleted, but still sufficiently high to argue in favor of the relatedness of factor 1 and 2.

Given the final results of this factor analysis, two factors were retained that are consistent with the proposed two fit dimensions. All six retained commonality items loaded heavily on one factor that could be labelled "commonality" factor, whereas the nine valence items loaded heavily on the other factor that could be labelled "valence" in accordance with the proposed fit model.

Appendix Table 6 Correlation Matrix Study 1

	Commonality1 (WeaklyStronglyConnected)	Commonality2 (DissimSimilar)	Commonality3 (UnrelRelated)	Commonality4 (DissocAssociated)	Commonality5 (NosenseMakesense)	Commonality6 (ApartClose)	Commonality7 (DisconnConnected)	Valence1 (DistrEnhancing)	Valence2 (HarmHelpful)	Valence3 (OpposingSupporting)	Valence4 (InharmHarmonious)	Valence5 (PreventingAdvancing)	Valence6 (DetrimBeneficial)	Valence7 (BadGood)	Valence8 (InefficEfficient)	Valence9 (UndermContributing)
Commonality1 (WeaklyStronglyConnected)	1.000	.800	.865	.841	.771	.845	.880	.617	.529	.538	.631	.509	.531	.568	.599	.554
Commonality2 (DissimSimilar)	.800	1.000	.833	.815	.804	.870	.817	.601	.576	.593	.651	.582	.562	.575	.644	.584
Commonality3 (UnrelRelated)	.865	.833	1.000	.854	.801	.841	.860	.589	.523	.508	.636	.519	.524	.548	.596	.533
Commonality4 (DissocAssociated)	.841	.815	.854	1.000	.842	.828	.871	.633	.600	.612	.698	.592	.611	.624	.634	.629
Commonality5 (NosenseMakesense)	.771	.804	.801	.842	1.000	.817	.823	.715	.691	.702	.772	.655	.688	.698	.718	.696
Commonality6 (ApartClose)	.845	.870	.841	.828	.817	1.000	.858	.650	.604	.628	.704	.603	.597	.637	.653	.621
Commonality7 (DisconnConnected)	.880	.817	.860	.871	.823	.858	1.000	.641	.592	.614	.685	.576	.592	.619	.640	.622
Valence1 (DistrEnhancing)	.617	.601	.589	.633	.715	.650	.641	1.000	.808	.792	.809	.726	.818	.805	.795	.789

Valence2 (HarmHelpful)	.529	.576	.523	.600	.691	.604	.592	.808	1.000	.848	.824	.765	.880	.864	.800	.866
Valence3 (OpposingSupporting)	.538	.593	.508	.612	.702	.628	.614	.792	.848	1.000	.834	.754	.845	.853	.806	.875
Valence4 (InharmHarmonious)	.631	.651	.636	.698	.772	.704	.685	.809	.824	.834	1.000	.754	.816	.823	.831	.850
Valence5 (PreventingAdvancing)	.509	.582	.519	.592	.655	.603	.576	.726	.765	.754	.754	1.000	.763	.759	.758	.798
Valence6 (DetrimBeneficial)	.531	.562	.524	.611	.688	.597	.592	.818	.880	.845	.816	.763	1.000	.860	.811	.847
Valence7 (BadGood)	.568	.575	.548	.624	.698	.637	.619	.805	.864	.853	.823	.759	.860	1.000	.818	.842
Valence8 (InefficEfficient)	.599	.644	.596	.634	.718	.653	.640	.795	.800	.806	.831	.758	.811	.818	1.000	.829
Valence9 (UndermContributing)	.554	.584	.533	.629	.696	.621	.622	.789	.866	.875	.850	.798	.847	.842	.829	1.000

Appendix Table 7 Communalities Study 1

	Initial	Extraction
Commonality1 (WeaklyStronglyConnected)	.840	.843
Commonality2 (DissimSimilar)	.817	.802
Commonality3 (UnrelRelated)	.846	.870
Commonality4 (DissocAssociated)	.840	.847
Commonality5 (NosenseMakesense)	.817	.819
Commonality6 (ApartClose)	.849	.854
Commonality7 (DisconnConnected)	.859	.873
Valence1 (DistrEnhancing)	.770	.770
Valence2 (HarmHelpful)	.850	.862
Valence3 (OpposingSupporting)	.841	.845
Valence4 (InharmHarmonious)	.831	.836
Valence5 (PreventingAdvancing)	.696	.696
Valence6 (DetrimBeneficial)	.843	.856
Valence7 (BadGood)	.835	.846
Valence8 (InefficEfficient)	.794	.796
Valence9 (UndermContributing)	.858	.868

Extraction Method: Principal Axis Factoring.

Appendix Table 8 Total Variance Explained Study 1

Factor	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings[a]
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total
1	11.702	73.135	73.135	11.533	72.078	72.078	10.477
2	1.909	11.934	85.069	1.751	10.945	83.023	9.629
3	.319	1.991	87.060				
4	.249	1.559	88.618				
5	.237	1.481	90.099				
6	.213	1.333	91.433				
7	.208	1.301	92.734				
8	.187	1.166	93.900				
9	.156	.972	94.873				
10	.153	.959	95.832				
11	.129	.806	96.638				
12	.122	.761	97.399				
13	.114	.715	98.114				
14	.107	.666	98.780				
15	.104	.647	99.427				
16	.092	.573	100.000				

Extraction Method: Principal Axis Factoring.
a. When factors are correlated, sums of squared loadings cannot be added to obtain a total variance.
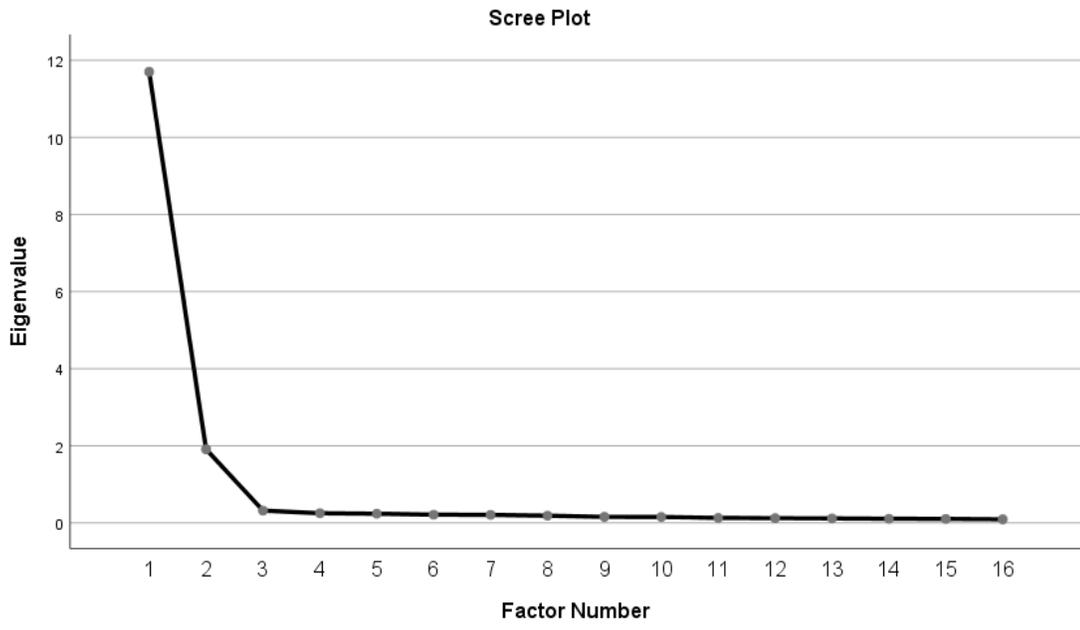
Appendix Figure 1 Scree Plot Study 1

Appendix Table 9 Pattern Matrix Study 1

	Factor	
	1	**2**
Commonality1 (WeaklyStronglyConnected)	-.068	**.965**
Commonality2 (DissimSimilar)	.039	**.868**
Commonality3 (UnrelRelated)	-.110	**1.007**
Commonality4 (DissocAssociated)	.072	**.868**
Commonality5 (NosenseMakesense)	**.301**	**.668**
Commonality6 (ApartClose)	.080	**.866**
Commonality7 (DisconnConnected)	.035	**.909**
Valence1 (DistrEnhancing)	**.789**	.120
Valence2 (HarmHelpful)	**.977**	-.072
Valence3 (OpposingSupporting)	**.943**	-.035
Valence4 (InharmHarmonious)	**.783**	.175
Valence5 (PreventingAdvancing)	**.802**	.045
Valence6 (DetrimBeneficial)	**.972**	-.068
Valence7 (BadGood)	**.926**	-.009
Valence8 (InefficEfficient)	**.812**	.110
Valence9 (UndermContributing)	**.956**	-.035

Extraction Method: Principal Axis Factoring.
Rotation Method: Oblimin with Kaiser Normalization.
Rotation converged in 5 iterations.

Appendix Table 10 Total Variance Explained (15 Items Retained) Study 1

Factor	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings[a]
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total
1	10.923	72.821	72.821	10.755	71.698	71.698	9.894
2	1.866	12.442	85.262	1.710	11.401	83.099	8.769
3	.319	2.124	87.386				
4	.246	1.639	89.026				
5	.237	1.580	90.605				
6	.211	1.409	92.014				
7	.187	1.245	93.259				
8	.173	1.151	94.410				
9	.156	1.037	95.447				
10	.141	.942	96.388				
11	.122	.814	97.202				
12	.114	.763	97.965				
13	.110	.731	98.696				
14	.104	.692	99.387				
15	.092	.613	100.000				

Extraction Method: Principal Axis Factoring.
a. When factors are correlated, sums of squared loadings cannot be added to obtain a total variance.

Appendix Table 11 Pattern Matrix (15 Items Retained) Study 1

	Factor	
	1	**2**
Commonality1 (WeaklyStronglyConnected)	-.058	**.963**
Commonality2 (DissimSimilar)	.055	**.854**
Commonality3 (UnrelRelated)	-.094	**.995**
Commonality4 (DissocAssociated)	.091	**.851**
Commonality6 (ApartClose)	.094	**.857**
Commonality7 (DisconnConnected)	.050	**.900**
Valence1 (DistrEnhancing)	**.792**	.116
Valence2 (HarmHelpful)	**.978**	-.074
Valence3 (OpposingSupporting)	**.945**	-.038
Valence4 (InharmHarmonious)	**.789**	.168
Valence5 (PreventingAdvancing)	**.804**	.043
Valence6 (DetrimBeneficial)	**.973**	-.070
Valence7 (BadGood)	**.927**	-.010
Valence8 (InefficEfficient)	**.815**	.107
Valence9 (UndermContributing)	**.956**	-.036

Extraction Method: Principal Axis Factoring.
Rotation Method: Oblimin with Kaiser Normalization.
Rotation converged in 4 iterations.

Appendix H
Exploratory Factor Analysis Study 2

Exploratory factor analysis was conducted with all items from study 1 and the reverse-coded items that were adapted to account for common method variance. Again, the proposed valenced fit model was the basis for item and scale development and therefore EFA was preferred to PCA. The final sample size of 544 responses and 24 fit dimensions items, comprised of the 11 commonality and 13 valence items, resulted in a ratio of about 22 cases per item that represents an adequate ratio to perform a factor analysis.

Suitability for factor analysis. The minimum standards for performing a factor analysis were met. The KMO measure of sampling adequacy with a value of .958 exceeded the suggested value of .6. Moreover, Bartlett's test of sphericity was significant (χ^2 (276) = 16137.770, $p < .001$). All MSA contained in the diagonal of the anti-image correlation matrix were greater than .6. An inspection of the correlation matrix (Appendix Table 12) showed that most of the 16 fit scale items exceeded bivariate correlations of .3. Only the reverse-coded Valence11 item (preventing/advancing) had a correlation lower than .3 with almost all other items. Furthermore, the reverse-coded Valence11 item had a communality value of .308, whereas all other communalities exceeded .5 (Appendix Table 13). Therefore, this item was omitted from factor analysis. Furthermore, the reverse-coded Valence10 item (harmful/helpful) indicated a correlation of .293 with the Commonality4 item (similar/dissimilar). The reverse-coded Valence12 (bad/good) item showed a correlation of .297 with the Commonality5 (related/unrelated) item. Given that all other values for these reverse-coded valence items were acceptable, both items were retained.

The remaining 23 items were re-tested for their EFA suitability. KMO with a new value of .957 was slightly lower, but still exceeded the suggested value of .6. Bartlett's test was also significant (χ^2 (253) = 15955.922, $p < .001$), all communalities exceeded .5, and the MSA contained in the diagonal of the anti-image correlation matrix were also greater than .6. An inspection of the correlation matrix showed that most of the 16 fit scale items exceeded bivariate correlations of .3.

Extraction. Principal axis factoring with relaxed normality assumptions was chosen to extract factors in study 2. As in study 1, the Kolmogorov-Smirnov and Shapiro-Wilk tests of normality indicated significant deviations from normality are present for all fit dimension items. Negative skewness, reflected in the histograms, ranged from -1.563 to -.060, while values for kurtosis range from -1.316 to 1.796 for all items.

Initial PAF with extraction based on eigenvalues greater than 1 did not return a two-factor solution and therefore did not back the proposed dimensionality of the fit construct. Rather, the initial eigenvalues showed that the first factor with an eigenvalue of 13.698 accounted for about 59.56% of the total variance (Appendix Table 14). The second factor with an eigenvalue of 3.083 accounted for another 13.41%, and a third factor with an eigenvalue of 1.457 accounted for 6.33% of the total variance. Taken together, the first two factors already accounted for 72.96% of the total variance. All three potential factors accounted for a cumulative 79.3% of the total variance. The remaining 20 eigenvalues were lower than 1, ranging from .828 to .070. After extraction, the

cumulative common variance accounted for by the three factors was 76.54%, composed of 58.52% accounted for by factor 1, 12.46% accounted for by factor 2, and 5.57% by factor 3. From a graphical point of view, the number of factors extracted may be debatable (see scree plot in Appendix Figure 2). Although the slope in the line of the scree plot clearly flattens out from factor three onward, the additional amount of variance explained by factor three only marginally contributes to the overall variance explained. Rotation was necessary to identify the item loadings and cross-loadings of the potential three factors and to examine how this would further affect the solution.

Rotation. Similar to study 1, the graphical examination of the rotated factor plot for varimax rotation suggested the need for an oblique solution, as the item clusters were located in between both factor axes which points to a non-orthogonal solution. Therefore, direct oblimin rotation was selected for study 2. Factor loadings retrieved from the pattern matrix provided useful insights into the factor structure suggested by SPSS, yet contributed to a hazy solution (Appendix Table 15). As in study 1, the Commonality2 (do not make sense together/make sense together) item proved to be a particularly unstable item with a factor loading of .458 and cross-loadings of .406 and .017. It did not clearly load on either factor 1 or 2. All remaining items had factor loadings higher than .6, whereas cross-loadings for some items were questionable. The items Commonality1 (weakly connected/strongly connected) and Commonality3 (apart from each other/close to each other) had cross-loading of .346 and .358 respectively. Slightly high cross-loadings were obtained for Commonality4 (similar/dissimilar) with .253, Commonality6 (associated/dissociated) with .208, and the Commonality7 (connected/disconnected) with .214. Of the reverse-coded commonality items, only Commonality9 (unrelated/related reverse) had a moderately high cross-loading; this was -.233. The cross-loadings for the valence items did not exceed .3. Three of the reverse-coded valence items, namely Valence10 (harmful/helpful reverse), Valence 12 (bad/good reverse), and Valence13 (undermining/contributing reverse) did however load heavily on the third extracted factor. Apparently some of the reverse-coded items introduced unnecessary complexity to the factor structure and may have led to the emergence of the third factor, whereas they should actually reflect their counterpart valence items.

Before deleting more items, the factor extraction method was modified and the fixed number of two factors extracted in accordance with the proposed fit model. This was done instead of extracting eigenvalues greater than 1, as the eigenvalue criterion obviously did not contribute to a simple solution. Communalities changed slightly, but still exceeded .5. The total variance explained by the extracted factors did not change. As expected, all items had factor loadings higher than .6. Moreover, item cross-loadings improved in that only one was higher than .3. As with the previous extraction based on eigenvalues, the Commonality2 item (do not make sense together/make sense together) was unstable with a factor loading of .505 and a cross-loading of .356 and was eventually discarded from further analysis.

Final results. 22 items were re-tested for their EFA suitability. Factorability was ensured with a KMO of .954, a significant Bartlett's test (χ^2 (231) = 15363.213, $p < .001$), all communalities exceeding .5, the MSA greater than .5, and bivariate item correlations remaining the same. Two fixed factors were extracted with the PAF method, followed by direct oblimin rotation. The first factor with an eigenvalue of 13.104 accounted for about 59.56% of the total variance (Appendix Table 16). The second factor with an eigenvalue

of 3.073 accounted for another 13.97% of the variance, resulting in a cumulative 73.53% of the total variance explained by two factors. After extraction, 58.29% of the common variance was explained by factor 1, 12.66% of the common variance was explained by factor 2, thus resulting in a cumulative common variance of 70.95%.

Factor loadings retrieved from the pattern matrix exceeded .6. The cross-loadings were below .3 (Appendix Table 17). Lastly, the factor correlation matrix indicated a correlation of .595 between factor 1 and 2. This correlation is lower than in study 1, but still sufficiently high to argue in favor of the relatedness of factor 1 and 2 thus justifying an oblique rotation.

Given the final results of this factor analysis, two factors were retained that are consistent with the proposed two fit dimensions. All 10 retained commonality items loaded highly on the "commonality" factor, whereas the 12 retained valence items loaded highly on the "valence" factor.

	Commonality1 (weakly strongly conn)	Commonality2 (no sense make sense)	Commonality3 (apart or close)	Commonality4 (similar)	Commonality5 (related)	Commonality6 (associated)	Commonality7 (connected)	Commonality8 (dissimilar reverse)	Commonality9 (unrelated reverse)	Commonality10 (dissociated reverse)	Cmmonality11 (disconnected reverse)	Valence1 (distracting)	Valence2 (opposing)	Valence3 (inharmonious)	Valence4 (detrimental)	Valence5 (inefficient)	Valence6 (helpful)	Valence7 (advancing)	Valence8 (good)	Valence9 (contributing)	Valence10 (harmful reverse)	Valence11 (preventing reverse)	Valence12 (bad reverse)	Valence13 (undermining reverse)
Commonality1 (weakly strongly conn)	1.000	.746	.847	.698	.722	.704	.729	.614	.607	.625	.611	.579	.575	.578	.546	.571	.516	.515	.523	.505	.322	.150	.322	.349
Commonality2 (no sense make sense)	.746	1.000	.774	.623	.622	.604	.637	.536	.531	.574	.568	.619	.614	.615	.593	.603	.563	.547	.558	.558	.455	.211	.428	.454
Commonality3 (apart or close)	.847	.774	1.000	.727	.711	.672	.718	.658	.618	.641	.637	.586	.589	.609	.573	.596	.547	.559	.554	.534	.375	.190	.353	.378
Commonality4 (similar)	.698	.623	.727	1.000	.821	.734	.741	.719	.637	.648	.638	.553	.545	.567	.502	.542	.498	.501	.484	.504	.293	.124	.319	.326
Commonality5 (related)	.722	.622	.711	.821	1.000	.815	.835	.721	.708	.700	.696	.529	.497	.538	.476	.476	.484	.475	.484	.488	.301	.134	.297	.301
Commonality6 (associated)	.704	.604	.672	.734	.815	1.000	.864	.630	.653	.703	.696	.513	.533	.535	.496	.501	.527	.502	.511	.518	.336	.168	.335	.329
Commonality7 (connected)	.729	.637	.718	.741	.835	.864	1.000	.661	.688	.731	.719	.545	.537	.549	.525	.524	.539	.542	.554	.549	.368	.168	.360	.370
Commonality8 (dissimilar reverse)	.614	.536	.658	.719	.721	.630	.661	1.000	.826	.802	.799	.429	.423	.453	.409	.426	.392	.403	.385	.391	.302	.173	.317	.313
Commonality9 (unrelated reverse)	.607	.531	.618	.637	.708	.653	.688	.826	1.000	.860	.848	.418	.393	.406	.368	.368	.353	.347	.358	.354	.315	.191	.314	.331
Commonality10 (dissociated reverse)	.625	.574	.641	.648	.700	.703	.731	.802	.860	1.000	.910	.493	.500	.515	.467	.476	.451	.442	.454	.447	.404	.232	.395	.395
Commonality11 (disconnected reverse)	.611	.568	.637	.638	.696	.696	.719	.799	.848	.910	1.000	.501	.503	.496	.475	.475	.479	.450	.483	.483	.414	.231	.413	.416

Valence1 (distracting)	.579	.619	.586	.553	.529	.513	.545	.429	.418	.493	.501	1.000	.806	.808	.829	.819	.704	.698	.709	.707	.522	.264	.533	.548
Valence2 (opposing)	.575	.614	.589	.545	.497	.533	.537	.423	.393	.500	.503	.806	1.000	.835	.859	.815	.732	.690	.729	.732	.581	.284	.563	.565
Valence3 (inharmonious)	.578	.615	.609	.567	.538	.535	.549	.453	.406	.515	.496	.808	.835	1.000	.809	.812	.700	.683	.691	.683	.539	.261	.510	.538
Valence4 (detrimental)	.546	.593	.573	.502	.476	.496	.525	.409	.368	.467	.475	.829	.859	.809	1.000	.804	.739	.722	.754	.744	.569	.279	.566	.559
Valence5 (inefficient)	.571	.603	.596	.542	.476	.501	.524	.426	.368	.476	.475	.819	.815	.812	.804	1.000	.727	.713	.716	.716	.534	.242	.538	.539
Valence6 (helpful)	.516	.563	.547	.498	.484	.527	.539	.392	.353	.451	.479	.704	.732	.700	.739	.727	1.000	.886	.917	.896	.583	.283	.564	.569
Valence7 (advancing)	.515	.547	.559	.501	.475	.502	.542	.403	.347	.442	.450	.698	.690	.683	.722	.713	.886	1.000	.878	.859	.511	.262	.511	.522
Valence8 (good)	.523	.558	.554	.484	.484	.511	.554	.385	.358	.454	.483	.709	.729	.691	.754	.716	.917	.878	1.000	.898	.569	.276	.564	.576
Valence9 (contributing)	.505	.558	.534	.504	.488	.518	.549	.391	.354	.447	.483	.707	.732	.683	.744	.716	.896	.859	.898	1.000	.558	.285	.555	.545
Valence10 (harmful reverse)	.322	.455	.375	.293	.301	.336	.368	.302	.315	.404	.414	.522	.581	.539	.569	.534	.583	.511	.569	.558	1.000	.513	.873	.889
Valence11 (preventing reverse)	.150	.211	.190	.124	.134	.168	.168	.173	.191	.232	.231	.264	.284	.261	.279	.242	.283	.262	.276	.285	.513	1.000	.500	.521
Valence12 (bad reverse)	.322	.428	.353	.319	.297	.335	.360	.317	.314	.395	.413	.533	.563	.510	.566	.538	.564	.511	.564	.555	.873	.500	1.000	.865
Valence13 (undermining reverse)	.349	.454	.378	.326	.301	.329	.370	.313	.331	.395	.416	.548	.565	.538	.559	.539	.569	.522	.576	.545	.889	.521	.865	1.000

Appendix Table 13 Communalities Study 2

	Initial	Extraction
Commonality1 (weakly strongly conn)	.778	.689
Commonality2 (no sense make sense)	.676	.599
Commonality3 (apart or close)	.803	.710
Commonality4 (similar)	.761	.709
Commonality5 (related)	.823	.784
Commonality6 (associated)	.797	.714
Commonality7 (connected)	.827	.767
Commonality8 (dissimilar reverse)	.782	.738
Commonality9 (unrelated reverse)	.820	.796
Commonality10 (dissociated reverse)	.871	.805
Commonality11 (disconnected reverse)	.863	.787
Valence1 (distracting)	.791	.741
Valence2 (opposing)	.823	.773
Valence3 (inharmonious)	.788	.731
Valence4 (detrimental)	.818	.783
Valence5 (inefficient)	.782	.751
Valence6 (helpful)	.890	.807
Valence7 (advancing)	.834	.757
Valence8 (good)	.887	.804
Valence9 (contributing)	.856	.785
Valence10 (harmful reverse)	.852	.879
Valence11 (preventing reverse)	**.304**	**.308**
Valence12 (bad reverse)	.811	.835
Valence13 (undermining reverse)	.841	.864

Extraction Method: Principal Axis Factoring.

Appendix Table 14 Total Variance Explained (23 Items Retained) Study 2

Factor	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings[a]
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total
1	13.698	59.555	59.555	13.459	58.518	58.518	11.455
2	3.083	13.405	72.960	2.865	12.458	70.976	10.478
3	1.457	6.334	79.295	1.281	5.568	76.544	5.103
4	.828	3.600	82.894				
5	.709	3.084	85.978				
6	.519	2.258	88.236				
7	.374	1.626	89.862				
8	.250	1.088	90.950				
9	.223	.970	91.921				
10	.212	.924	92.844				
11	.196	.854	93.698				
12	.173	.754	94.452				
13	.156	.678	95.130				
14	.146	.633	95.763				
15	.139	.604	96.367				
16	.128	.556	96.923				
17	.125	.542	97.465				
18	.119	.517	97.983				
19	.115	.498	98.481				
20	.102	.444	98.924				
21	.096	.419	99.344				
22	.080	.350	99.694				
23	.070	.306	100.000				

Extraction Method: Principal Axis Factoring.
a. When factors are correlated, sums of squared loadings cannot be added to obtain a total variance.
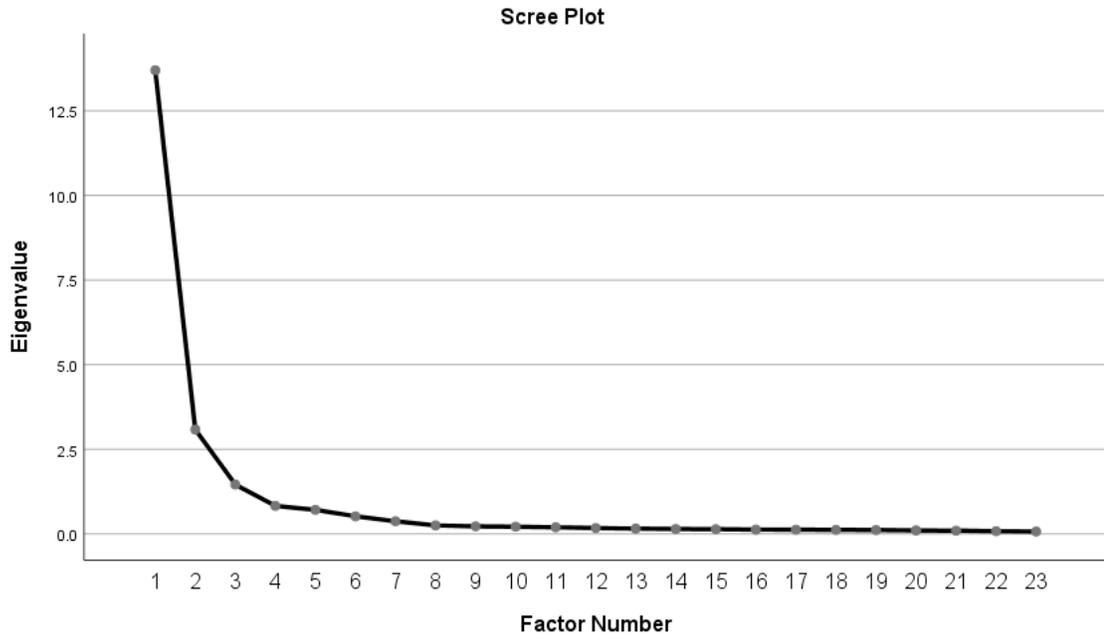
Appendix Figure 2 Scree Plot Study 2

Appendix Table 15 Pattern Matrix (23 Items Retained) Study 2

	Factor		
	1	**2**	**3**
Commonality1 (weakly strongly conn)	**.346**	**.628**	-.139
Commonality2 (no sense make sense)	**.406**	**.458**	.017
Commonality3 (apart or close)	**.358**	**.621**	-.099
Commonality4 (similar)	.253	**.707**	-.128
Commonality5 (related)	.158	**.818**	-.128
Commonality6 (associated)	.208	**.734**	-.084
Commonality7 (connected)	.214	**.755**	-.062
Commonality8 (dissimilar reverse)	-.105	**.899**	.062
Commonality9 (unrelated reverse)	-.233	**.971**	.134
Commonality10 (dissociated reverse)	-.099	**.897**	.170
Commonality11 (disconnected reverse)	-.080	**.869**	.187
Valence1 (distracting)	**.776**	.092	.058
Valence2 (opposing)	**.791**	.063	.100
Valence3 (inharmonious)	**.757**	.117	.053
Valence4 (detrimental)	**.834**	.007	.093
Valence5 (inefficient)	**.812**	.045	.056
Valence6 (helpful)	**.869**	-.030	.092
Valence7 (advancing)	**.867**	-.015	.026
Valence8 (good)	**.868**	-.028	.090
Valence9 (contributing)	**.860**	-.020	.074
Valence10 (harmful reverse)	.186	.044	**.821**
Valence12 (bad reverse)	.187	.049	**.795**
Valence13 (undermining reverse)	.190	.056	**.799**

Extraction Method: Principal Axis Factoring.
Rotation Method: Oblimin with Kaiser Normalization.
Rotation converged in 8 iterations.

Appendix Table 16 Total Variance Explained (22 Items Retained) Study 2

Factor	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings[a]
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total
1	13.104	59.564	59.564	12.824	58.289	58.289	11.132
2	3.073	13.970	73.534	2.784	12.656	70.945	10.430
3	1.453	6.604	80.138				
4	.787	3.579	83.717				
5	.673	3.061	86.778				
6	.454	2.066	88.844				
7	.365	1.661	90.505				
8	.223	1.015	91.519				
9	.213	.968	92.488				
10	.197	.894	93.382				
11	.175	.797	94.180				
12	.157	.714	94.894				
13	.147	.667	95.560				
14	.139	.632	96.192				
15	.129	.588	96.780				
16	.125	.567	97.347				
17	.119	.541	97.888				
18	.115	.521	98.409				
19	.103	.466	98.875				
20	.096	.438	99.313				
21	.081	.366	99.679				
22	.071	.321	100.000				

Extraction Method: Principal Axis Factoring.
a. When factors are correlated, sums of squared loadings cannot be added to obtain a total variance.

Appendix Table 17 Pattern Matrix (22 Items Retained) Study 2

	Factor	
	1	**2**
Commonality1 (weakly strongly conn)	.171	**.694**
Commonality3 (apart or close)	.214	**.679**
Commonality4 (similar)	.087	**.780**
Commonality5 (related)	-.009	**.890**
Commonality6 (associated)	.078	**.797**
Commonality7 (connected)	.100	**.814**
Commonality8 (dissimilar reverse)	-.101	**.909**
Commonality9 (unrelated reverse)	-.158	**.947**
Commonality10 (dissociated reverse)	-.004	**.875**
Commonality11 (disconnected reverse)	.030	**.845**
Valence1 (distracting)	**.762**	.136
Valence2 (opposing)	**.812**	.097
Valence3 (inharmonious)	**.738**	.162
Valence4 (detrimental)	**.850**	.045
Valence5 (inefficient)	**.796**	.091
Valence6 (helpful)	**.883**	.012
Valence7 (advancing)	**.823**	.044
Valence8 (good)	**.880**	.014
Valence9 (contributing)	**.860**	.026
Valence10 (harmful reverse)	**.777**	-.091
Valence12 (bad reverse)	**.762**	-.082
Valence13 (undermining reverse)	**.767**	-.077

Extraction Method: Principal Axis Factoring.
Rotation Method: Oblimin with Kaiser Normalization.
Rotation converged in 5 iterations.

Appendix I
Frequencies for General_Fit_EVAL

	Fit_Type_General	General_Fit_EVAL	Frequency	Percent	Cumulative Percent
Replication 1	**Positive**	-3.00	3	2.1	2.1
		-2.00	3	2.1	4.2
		-1.00	4	2.8	7.0
		.00	28	19.6	26.6
		1.00	20	14.0	40.6
		2.00	35	24.5	65.0
		3.00	50	35.0	100.0
		Total	143	100.0	
	Neutral	-2.00	1	3.2	3.2
		-1.00	2	6.5	9.7
		.00	16	51.6	61.3
		1.00	6	19.4	80.6
		2.00	5	16.1	96.8
		3.00	1	3.2	100.0
		Total	31	100.0	
	Negative	-3.00	20	25.0	25.0
		-2.00	15	18.8	43.8
		-1.00	4	5.0	48.8
		.00	6	7.5	56.3
		1.00	13	16.3	72.5
		2.00	15	18.8	91.3
		3.00	7	8.8	100.0
		Total	80	100.0	
Replication 2	**Positive**	-2.00	1	.7	.7
		.00	14	9.9	10.6
		1.00	20	14.1	24.6
		2.00	47	33.1	57.7
		3.00	60	42.3	100.0
		Total	142	100.0	
	Neutral	-1.00	1	3.4	3.4
		.00	21	72.4	75.9
		1.00	6	20.7	96.6
		3.00	1	3.4	100.0
		Total	29	100.0	
	Negative	-3.00	15	17.0	17.0
		-2.00	15	17.0	34.1
		-1.00	4	4.5	38.6
		.00	12	13.6	52.3
		1.00	15	17.0	69.3
		2.00	19	21.6	90.9
		3.00	8	9.1	100.0
		Total	88	100.0	

Appendix J

Categorizations into General Fit Types Based on Fit Sub-type Scenarios (Replication 1)

		Category	N	Observed Prop.	Test Prop.	Exact Sig. (2-tailed)
pos_eval	Mission	1.00	22	.76	.50	.008
	Other	-1.00	7	.24		
	Total		29	1.00		
pos_eval	Function	1.00	24	.86	.50	.000
	Other	-1.00	4	.14		
	Total		28	1.00		
pos_eval	Created	1.00	12	.36	.50	.163
	Other	-1.00	21	.64		
	Total		33	1.00		
pos_eval	Natural	1.00	25	.89	.50	.000
	Other	-1.00	3	.11		
	Total		28	1.00		
pos_eval	Stakeholder	1.00	12	.41	.50	.458
	Other	-1.00	17	.59		
	Total		29	1.00		
neut_eval	Gen. Int.	1.00	12	.36	.50	.163
	Other	-1.00	21	.64		
	Total		33	1.00		
neg_eval	Complicity	1.00	20	.67	.50	.099
	Other	-1.00	10	.33		
	Total		30	1.00		
neg_eval	Prevention	1.00	8	.25	.50	.007
	Other	-1.00	24	.75		
	Total		32	1.00		
neg_eval	Prevention	1.00	14	.48	.50	1.000
	Other	-1.00	15	.52		
	Total		29	1.00		

Fit_Replication = Replication 1

Appendix K
Categorizations into General Fit Types Based on Fit Sub-type Scenarios (Replication 2)

		Category	N	Observed Prop.	Test Prop.	Exact Sig. (2-tailed)
pos_eval	Mission	1.00	30	.97	.50	.000
	Other	-1.00	1	.03		
	Total		31	1.00		
pos_eval	Function	1.00	31	.97	.50	.000
	Other	-1.00	1	.03		
	Total		32	1.00		
pos_eval	Created	1.00	10	.34	.50	.136
	Other	-1.00	19	.66		
	Total		29	1.00		
pos_eval	Natural	1.00	24	.80	.50	.001
	Other	-1.00	6	.20		
	Total		30	1.00		
pos_eval	Stakeholder	1.00	26	.79	.50	.001
	Other	-1.00	7	.21		
	Total		33	1.00		
neut_eval	Gen. Int.	1.00	25	.81	.50	.001
	Other	-1.00	6	.19		
	Total		31	1.00		
neg_eval	Complicity	1.00	17	.59	.50	.458
	Other	-1.00	12	.41		
	Total		29	1.00		
neg_eval	Prevention	1.00	8	.26	.50	.011
	Other	-1.00	23	.74		
	Total		31	1.00		
neg_eval	Prevention	1.00	4	.15	.50	.000
	Other	-1.00	23	.85		
	Total		27	1.00		

Fit_Replication = Replication 2

Appendix L
Frequencies for Fit Sub-type Categorizations

Fit_Type_ Specific	Repli- cation		Frequency	Percent	Valid Percent	Cum. Percent
Mission	1	Mission Fit 1	**9**	31.0	31.0	31.0
		Function Fit 2	2	6.9	6.9	37.9
		Created Theme Fit 3	4	13.8	13.8	51.7
		Natural Theme Fit 4	3	10.3	10.3	62.1
		Stakeholder Fit 5	2	6.9	6.9	69.0
		General Interest Fit 6	4	13.8	13.8	82.8
		Prevention Fit 8	5	17.2	17.2	100.0
		Total	29	100.0	100.0	
	2	Mission Fit 1	**9**	29.0	29.0	29.0
		Function Fit 2	6	19.4	19.4	48.4
		Created Theme Fit 3	1	3.2	3.2	51.6
		Natural Theme Fit 4	6	19.4	19.4	71.0
		Stakeholder Fit 5	4	12.9	12.9	83.9
		General Interest Fit 6	2	6.5	6.5	90.3
		Prevention Fit 8	2	6.5	6.5	96.8
		Redresser Fit 9	1	3.2	3.2	100.0
		Total	31	100.0	100.0	
Function	1	Mission Fit 1	2	7.1	7.1	7.1
		Function Fit 2	**15**	53.6	53.6	60.7
		Natural Theme Fit 4	8	28.6	28.6	89.3
		Stakeholder Fit 5	1	3.6	3.6	92.9
		General Interest Fit 6	1	3.6	3.6	96.4
		Redresser Fit 9	1	3.6	3.6	100.0
		Total	28	100.0	100.0	
	2	Mission Fit 1	5	15.6	15.6	15.6
		Function Fit 2	**12**	37.5	37.5	53.1
		Created Theme Fit 3	2	6.3	6.3	59.4
		Natural Theme Fit 4	11	34.4	34.4	93.8
		Stakeholder Fit 5	2	6.3	6.3	100.0
		Total	32	100.0	100.0	
Created	1	Mission Fit 1	3	9.1	9.1	9.1
		Created Theme Fit 3	8	24.2	24.2	33.3
		General Interest Fit 6	**22**	66.7	66.7	100.0
		Total	33	100.0	100.0	
	2	Mission Fit 1	1	3.4	3.4	3.4
		Function Fit 2	5	17.2	17.2	20.7
		Created Theme Fit 3	**11**	37.9	37.9	58.6
		Natural Theme Fit 4	1	3.4	3.4	62.1
		Stakeholder Fit 5	2	6.9	6.9	69.0
		General Interest Fit 6	9	31.0	31.0	100.0
		Total	29	100.0	100.0	
Natural	1	Mission Fit 1	1	3.6	3.6	3.6
		Function Fit 2	9	32.1	32.1	35.7
		Created Theme Fit 3	2	7.1	7.1	42.9

			Frequency	Percent	Valid Percent	Cumulative Percent
		Natural Theme Fit 4	**14**	50.0	50.0	92.9
		General Interest Fit 6	1	3.6	3.6	96.4
		Prevention Fit 8	1	3.6	3.6	100.0
		Total	28	100.0	100.0	
	2	Mission Fit 1	5	16.7	16.7	16.7
		Function Fit 2	7	23.3	23.3	40.0
		Natural Theme Fit 4	**13**	43.3	43.3	83.3
		Stakeholder Fit 5	2	6.7	6.7	90.0
		General Interest Fit 6	2	6.7	6.7	96.7
		Prevention Fit 8	1	3.3	3.3	100.0
		Total	30	100.0	100.0	
Stakeholder	1	Mission Fit 1	2	6.9	6.9	6.9
		Function Fit 2	3	10.3	10.3	17.2
		Created Theme Fit 3	6	20.7	20.7	37.9
		Stakeholder Fit 5	**12**	41.4	41.4	79.3
		General Interest Fit 6	1	3.4	3.4	82.8
		Complicity Fit 7	2	6.9	6.9	89.7
		Prevention Fit 8	1	3.4	3.4	93.1
		Redresser Fit 9	2	6.9	6.9	100.0
		Total	29	100.0	100.0	
	2	Mission Fit 1	8	24.2	24.2	24.2
		Function Fit 2	2	6.1	6.1	30.3
		Created Theme Fit 3	4	12.1	12.1	42.4
		Natural Theme Fit 4	**9**	27.3	27.3	69.7
		Stakeholder Fit 5	2	6.1	6.1	75.8
		General Interest Fit 6	8	24.2	24.2	100.0
		Total	33	100.0	100.0	
General Interest	1	Mission Fit 1	2	6.1	6.1	6.1
		Function Fit 2	2	6.1	6.1	12.1
		Created Theme Fit 3	8	24.2	24.2	36.4
		Stakeholder Fit 5	1	3.0	3.0	39.4
		General Interest Fit 6	**16**	48.5	48.5	87.9
		Complicity Fit 7	2	6.1	6.1	93.9
		Prevention Fit 8	1	3.0	3.0	97.0
		Redresser Fit 9	1	3.0	3.0	100.0
		Total	33	100.0	100.0	
	2	Mission Fit 1	2	6.5	6.5	6.5
		Function Fit 2	1	3.2	3.2	9.7
		Created Theme Fit 3	5	16.1	16.1	25.8
		General Interest Fit 6	**23**	74.2	74.2	100.0
		Total	31	100.0	100.0	
Complicity	1	Mission Fit 1	2	6.7	6.7	6.7
		Function Fit 2	2	6.7	6.7	13.3
		Created Theme Fit 3	2	6.7	6.7	20.0
		Natural Theme Fit 4	3	10.0	10.0	30.0
		Complicity Fit 7	8	26.7	26.7	56.7
		Prevention Fit 8	4	13.3	13.3	70.0
		Redresser Fit 9	**9**	30.0	30.0	100.0
		Total	30	100.0	100.0	
	2	Mission Fit 1	2	6.9	6.9	6.9
		Function Fit 2	3	10.3	10.3	17.2

		Created Theme Fit 3	1	3.4	3.4	20.7
		General Interest Fit 6	4	13.8	13.8	34.5
		Complicity Fit 7	6	20.7	20.7	55.2
		Prevention Fit 8	4	13.8	13.8	69.0
		Redresser Fit 9	**9**	31.0	31.0	100.0
		Total	29	100.0	100.0	
Prevention	1	Mission Fit 1	2	6.3	6.3	6.3
		Function Fit 2	3	9.4	9.4	15.6
		Created Theme Fit 3	2	6.3	6.3	21.9
		Natural Theme Fit 4	3	9.4	9.4	31.3
		Stakeholder Fit 5	1	3.1	3.1	34.4
		General Interest Fit 6	7	21.9	21.9	56.3
		Complicity Fit 7	4	12.5	12.5	68.8
		Prevention Fit 8	**9**	28.1	28.1	96.9
		Redresser Fit 9	1	3.1	3.1	100.0
		Total	32	100.0	100.0	
	2	Mission Fit 1	3	9.7	9.7	9.7
		Function Fit 2	7	22.6	22.6	32.3
		Created Theme Fit 3	2	6.5	6.5	38.7
		Stakeholder Fit 5	1	3.2	3.2	41.9
		General Interest Fit 6	3	9.7	9.7	51.6
		Complicity Fit 7	2	6.5	6.5	58.1
		Prevention Fit 8	**8**	25.8	25.8	83.9
		Redresser Fit 9	5	16.1	16.1	100.0
		Total	31	100.0	100.0	
Redresser	1	Mission Fit 1	3	10.3	10.3	10.3
		Function Fit 2	1	3.4	3.4	13.8
		Created Theme Fit 3	2	6.9	6.9	20.7
		Natural Theme Fit 4	2	6.9	6.9	27.6
		General Interest Fit 6	2	6.9	6.9	34.5
		Complicity Fit 7	**10**	34.5	34.5	69.0
		Prevention Fit 8	4	13.8	13.8	82.8
		Redresser Fit 9	5	17.2	17.2	100.0
		Total	29	100.0	100.0	
	2	Mission Fit 1	2	7.4	7.4	7.4
		Function Fit 2	4	14.8	14.8	22.2
		Created Theme Fit 3	3	11.1	11.1	33.3
		Natural Theme Fit 4	2	7.4	7.4	40.7
		Stakeholder Fit 5	1	3.7	3.7	44.4
		General Interest Fit 6	3	11.1	11.1	55.6
		Complicity Fit 7	4	14.8	14.8	70.4
		Prevention Fit 8	2	7.4	7.4	77.8
		Redresser Fit 9	**6**	22.2	22.2	100.0
		Total	27	100.0	100.0	

Appendix M
Categorizations into Fit Sub-types Based on Fit Sub-type Scenarios (Replication 1)

	Category	N	Observed Prop.	Test Prop.	Exact Sig. (2-tailed)
Mission_eval	1.00	9	.31	.50	.061
Other	-1.00	20	.69		
Total		29	1.00		
Function_eval	1.00	15	.54	.50	.851
Other	-1.00	13	.46		
Total		28	1.00		
Created_eval	1.00	8	.24	.50	**.005**
Other	-1.00	25	.76		
Total		33	1.00		
Natural_eval	1.00	14	.50	.50	1.000
Other	-1.00	14	.50		
Total		28	1.00		
Stakeholder_eval	1.00	12	.41	.50	.458
Other	-1.00	17	.59		
Total		29	1.00		
GeneralInterest_eval	1.00	16	.48	.50	1.000
Other	-1.00	17	.52		
Total		33	1.00		
Complicity_eval	1.00	8	.27	.50	**.016**
Other	-1.00	22	.73		
Total		30	1.00		
Prevention_eval	1.00	9	.28	.50	**.020**
Other	-1.00	23	.72		
Total		32	1.00		
Redresser_eval	1.00	5	.17	.50	**.001**
Other	-1.00	24	.83		
Total		29	1.00		

Fit_Replication = Replication 1

Appendix N
Categorizations into Fit Sub-types Based on Fit Sub-type Scenarios (Replication 2)

	Category	N	Observed Prop.	Test Prop.	Exact Sig. (2-tailed)
Mission_eval	1.00	9	.29	.50	**.029**
Other	-1.00	22	.71		
Total		31	1.00		
Function_eval	1.00	12	.38	.50	.215
Other	-1.00	20	.63		
Total		32	1.00		
Created_eval	1.00	11	.38	.50	.265
Other	-1.00	18	.62		
Total		29	1.00		
Natural_eval	1.00	13	.43	.50	.585
Other	-1.00	17	.57		
Total		30	1.00		
Stakeholder_eval	1.00	2	.06	.50	**.000**
Other	-1.00	31	.94		
Total		29	1.00		
GeneralInterest_eval	1.00	23	.74	.50	**.011**
Other	-1.00	8	.26		
Total		31	1.00		
Complicity_eval	1.00	6	.21	.50	**.002**
Other	-1.00	23	.79		
Total		29	1.00		
Prevention_eval	1.00	8	.26	.50	**.011**
Other	-1.00	23	.74		
Total		31	1.00		
Redresser_eval	1.00	6	.22	.50	**.006**
Other	-1.00	21	.78		
Total		27	1.00		

Fit_Replication = Replication 2

Appendix O
Descriptives: Commonality Scale Ratings for General Fit Categorizations

General_Fit_EVAL			Statistic	Std. Error
Positive	Mean		5.4781	.06671
	95% Confidence Interval for Mean	Lower Bound	5.3468	
		Upper Bound	5.6094	
	5% Trimmed Mean		5.5443	
	Median		5.7000	
	Variance		1.362	
	Std. Deviation		1.16693	
	Minimum		1.00	
	Maximum		7.00	
	Range		6.00	
	Interquartile Range		1.80	
	Skewness		-.702	.139
	Kurtosis		.086	.278
Neutral	Mean		3.5314	.11235
	95% Confidence Interval for Mean	Lower Bound	3.3094	
		Upper Bound	3.7533	
	5% Trimmed Mean		3.5049	
	Median		3.5000	
	Variance		1.931	
	Std. Deviation		1.38974	
	Minimum		1.00	
	Maximum		7.00	
	Range		6.00	
	Interquartile Range		1.80	
	Skewness		.248	.196
	Kurtosis		-.311	.390
Negative	Mean		3.2571	.14812
	95% Confidence Interval for Mean	Lower Bound	2.9625	
		Upper Bound	3.5518	
	5% Trimmed Mean		3.2429	
	Median		3.4000	
	Variance		1.843	
	Std. Deviation		1.35756	
	Minimum		1.00	

Maximum	6.70	
Range	5.70	
Interquartile Range	2.08	
Skewness	-.128	.263
Kurtosis	-.667	.520

Descriptives: Valence Scale Ratings for General Fit Categorizations

General_Fit_EVAL			Statistic	Std. Error
Positive	Mean		6.0717	.04273
	95% Confidence Interval for Mean	Lower Bound	5.9876	
		Upper Bound	6.1558	
	5% Trimmed Mean		6.1215	
	Median		6.1250	
	Variance		.559	
	Std. Deviation		.74747	
	Minimum		2.83	
	Maximum		7.00	
	Range		4.17	
	Interquartile Range		1.02	
	Skewness		-.833	.139
	Kurtosis		.764	.278
Neutral	Mean		5.2516	.09049
	95% Confidence Interval for Mean	Lower Bound	5.0729	
		Upper Bound	5.4304	
	5% Trimmed Mean		5.2968	
	Median		5.3333	
	Variance		1.253	
	Std. Deviation		1.11932	
	Minimum		1.00	
	Maximum		7.00	
	Range		6.00	
	Interquartile Range		1.58	
	Skewness		-.548	.196
	Kurtosis		.456	.390
Negative	Mean		3.7202	.15844
	95% Confidence Interval for Mean	Lower Bound	3.4051	
		Upper Bound	4.0354	
	5% Trimmed Mean		3.7178	
	Median		3.6250	
	Variance		2.109	
	Std. Deviation		1.45208	
	Minimum		1.00	

Maximum	6.75	
Range	5.75	
Interquartile Range	2.08	
Skewness	.003	.263
Kurtosis	-.723	.520

Descriptives: Commonality and Valence Ratings for Sub-types of Fit

Specific_Fit_EVAL (Sub-Types)		N	Median	Inter quartile Range	Mean	Std. error Mean	Std. Deviation	Variance	Min	Max	Range	Skewness	Std. error Skewness	Kurtosis	Std. Error Kurtosis
Mission Fit	Scale_Commonality	63	5.8000	2.30	5.4571	.16056	1.27440	1.624	2.40	7.00	4.60	-.483	.302	-.891	.595
	Scale_Valence	63	6.0833	1.33	5.9246	.12900	1.02388	1.048	3.00	7.00	4.00	-1.056	.302	.587	.595
Function Fit	Scale_Commonality	84	5.6500	1.90	5.3595	.13126	1.20302	1.447	1.00	7.00	6.00	-.890	.263	.929	.520
	Scale_Valence	84	6.0833	1.23	5.9534	.09697	.88875	.790	3.25	7.00	3.75	-.920	.263	.335	.520
Created Theme Fit	Scale_Commonality	63	4.0000	2.40	4.0302	.19153	1.52025	2.311	1.00	7.00	6.00	.056	.302	-.797	.595
	Scale_Valence	63	5.5833	1.58	5.4079	.13722	1.08917	1.186	2.08	7.00	4.92	-.675	.302	.036	.595
Natural Theme Fit	Scale_Commonality	75	5.9000	1.40	5.7267	.11661	1.00986	1.020	2.80	7.00	4.20	-.797	.277	.086	.548
	Scale_Valence	75	6.1667	1.00	6.0656	.08973	.77708	.604	2.83	7.00	4.17	-1.415	.277	3.246	.548
Stakeholder Fit	Scale_Commonality	31	5.2000	2.20	4.9871	.26489	1.47484	2.175	1.00	7.00	6.00	-.514	.421	.209	.821
	Scale_Valence	31	5.7500	2.00	5.5108	.21904	1.21958	1.487	1.75	7.00	5.25	-1.021	.421	1.406	.821
General Interest Fit	Scale_Commonality	108	3.5000	2.50	3.6528	.15094	1.56864	2.461	1.00	7.00	6.00	.310	.233	-.582	.461
	Scale_Valence	108	5.6667	1.77	5.5556	.10877	1.13039	1.278	1.00	7.00	6.00	-.940	.233	1.440	.461
Complicity Fit	Scale_Commonality	38	3.6000	2.28	3.5868	.23463	1.44637	2.092	1.00	6.70	5.70	.027	.383	-.677	.750
	Scale_Valence	38	4.2500	2.10	4.2193	.21844	1.34656	1.813	1.17	6.58	5.42	-.076	.383	-.759	.750
Prevention Fit	Scale_Commonality	42	4.8500	1.92	4.7071	.21216	1.37493	1.890	1.00	7.00	6.00	-.558	.365	.496	.717
	Scale_Valence	42	5.5833	1.19	5.5357	.14297	.92653	.858	3.08	7.00	3.92	-.522	.365	.203	.717
Redresser Fit	Scale_Commonality	40	3.6500	2.15	3.3325	.23516	1.48728	2.212	1.00	7.00	6.00	.022	.374	-.230	.733
	Scale_Valence	40	3.1667	3.46	3.6479	.28502	1.80263	3.249	1.00	7.00	6.00	.132	.374	-1.231	.733

Appendix R
Detailed Results for H2b

Appendix Table 18 Multiple Pairwise Comparisons for Commonality Ratings

Sample 1-Sample 2	Test Statistic	Std. Error	Std. Test Statistic	Sig.	Adj. Sig.[a]
Mission Fit 1 - Function Fit 2	8.694	26.187	.332	.740	1.000
Function Fit 2 - Created Theme Fit 3	133.091	26.187	5.082	**.000**	**.000**
Created Theme Fit 3 - Natural Theme Fit 4	-170.228	26.852	-6.340	**.000**	**.000**
Natural Theme Fit 4 - Stakeholder Fit 5	75.457	33.549	2.249	**.025**	.882
Created Theme Fit 3 - Stakeholder Fit 5	-94.771	34.470	-2.749	**.006**	.215
Stakeholder Fit 5 - General Interest Fit 6	127.694	32.015	3.989	**.000**	**.002**
General Interest Fit 6 - Complicity Fit 7	6.429	29.635	.217	.828	1.000
Complicity Fit 7-Prevention Fit 8	-104.157	35.177	-2.961	**.003**	.110
Prevention Fit 8 - Redresser Fit 9	124.431	34.712	3.585	**.000**	**.012**
Mission Fit 1 - Stakeholder Fit 5	47.014	34.470	1.364	.173	1.000
Mission Fit 1 - Created Theme Fit 3	141.786	27.995	5.065	**.000**	**.000**
Mission Fit 1-Natural Theme Fit 4	-28.442	26.852	-1.059	.289	1.000
Function Fit 2 - Stakeholder Fit 5	38.320	33.019	1.161	.246	1.000
Function Fit 2 - Natural Theme Fit 4	-37.137	24.961	-1.488	.137	1.000
Mission Fit 1 - Redresser Fit 9	201.411	31.765	6.341	**.000**	**.000**
Mission Fit 1 - Prevention Fit 8	76.980	31.299	2.459	**.014**	.501
Function Fit 2 - Redresser Fit 9	192.717	30.184	6.385	**.000**	**.000**
Function Fit 2 - Prevention Fit 8	68.286	29.693	2.300	**.021**	.773
Redresser Fit 9 - Created Theme Fit 3	59.625	31.765	1.877	.061	1.000
Redresser Fit 9 - Natural Theme Fit 4	229.853	30.762	7.472	**.000**	**.000**
Redresser Fit 9 - Stakeholder Fit 5	154.397	37.597	4.107	**.000**	**.001**
Prevention Fit 8 - Created Theme Fit 3	-64.806	31.299	-2.071	**.038**	1.000
Prevention Fit 8 - Natural Theme Fit 4	105.422	30.281	3.481	**.000**	**.018**
Prevention Fit 8 - Stakeholder Fit 5	29.966	37.204	.805	.421	1.000
Complicity Fit 7 - Created Theme Fit 3	39.352	32.272	1.219	.223	1.000
Complicity Fit 7 - Natural Theme Fit 4	209.580	31.286	6.699	**.000**	**.000**
Complicity Fit 7 - Stakeholder Fit 5	134.123	38.026	3.527	**.000**	**.015**
Complicity Fit 7 - Mission Fit 1	181.137	32.272	5.613	**.000**	**.000**
Complicity Fit 7 - Function Fit 2	172.443	30.717	5.614	**.000**	**.000**
Complicity Fit 7 - Redresser Fit 9	20.274	35.592	.570	.569	1.000
General Interest Fit 6 - Mission Fit 1	174.708	24.909	7.014	**.000**	**.000**

General Interest Fit 6 - Function Fit 2	166.014	22.858	7.263	**0.000**	**0.000**
General Interest Fit 6 - Created Theme Fit 3	32.923	24.909	1.322	0.186	1.000
General Interest Fit 6 - Natural Theme Fit 4	203.151	23.616	8.602	**0.000**	**0.000**
General Interest Fit 6 - Prevention Fit 8	-97.728	28.572	-3.420	**0.001**	**0.023**
General Interest Fit 6 - Redresser Fit 9	26.703	29.082	0.918	0.359	1.000

Each row tests the null hypothesis that the Sample 1 and Sample 2 distributions are the same. Asymptotic significances (2-sided tests) are displayed. The significance level is .05.

a. Significance values have been adjusted by the Bonferroni correction for multiple tests.

For the pairwise comparison of mission and function fit, the two sub-types proposed to be highest in commonality with the most positive valence, no significant difference was expected. Box plots indicate that mission ($Mdn = 5.8$, $IQR = 2.3$) and function ($Mdn = 5.65$, $IQR = 1.9$) fit categorizations were rated high on commonality and pairwise comparisons did not show a significant difference in commonality ratings for mission and function fit. This contributes to support of **H2b**.

For the function-created theme fit comparison, a significant difference was obtained. Together with the descriptives for created theme fit ($Mdn = 4.0$, $IQR = 2.4$), these results conform to the proposed drop of commonality ratings for created theme fit and offer further support for **H2b**.

Moreover, no significant difference was expected for the pairwise created–natural theme fit, natural theme–stakeholder, and created theme–stakeholder fit comparisons as these three positive fit sub-types were proposed to be located closely together on the commonality dimension. Box plots do however show that while created theme fit categorizations were rated lower on commonality than mission and function fit categorizations, natural theme ($Mdn = 5.9$, $IQR = 1.4$) and stakeholder ($Mdn = 5.2$, $IQR = 2.2$) fit categorizations were not only rated higher on commonality, but also received ratings similar to mission and function fit categorizations. The pairwise comparison for created-natural theme fit indicated a significant difference, while natural theme-stakeholder fit and created theme-stakeholder fit comparisons were not significant. These findings contribute weak support to **H2b**.

General interest fit categorizations ($Mdn = 3.5$, $IQR = 2.5$) were proposed to have the lowest commonality location – a presumption that seems to be met given that this group had the lowest overall Median. This result notwithstanding, pairwise comparisons indicated a significant difference only for general interest and stakeholder fit but not for general interest and complicity fit. Complicity fit categorizations ($Mdn = 3.6$, $IQR = 2.28$) were almost identical to general interest fit categorizations in their spread and location on the commonality scale as the box plots indicate.

The slightly low Median and IQR values for complicity fit did not resulted in a significant pairwise comparison with prevention fit ($Mdn = 4.85$, $IQR = 1.93$), which was not the desired result as prevention was suggested to have higher commonality values and therefore a different distribution of values. The difference between the conservative Bonferroni adjusted p-value of .110 and the unadjusted significance value of .003 should however be noted and the results of the pairwise comparisons, especially for those comparisons that show discrepancies between the unadjusted and adjusted p-values, interpreted with caution. Unadjusted significance values for multiple comparisons may

result in type I errors (incorrectly rejecting H_0), whereas very conservative adjustments such as Bonferroni increase the risk of type II errors (incorrectly accepting H_0).

That said, prevention fit was suggested to be closely related with redresser fit and should therefore not result in very different scores on the commonality dimension, especially since no ordering was assumed. This was however not the case, as prevention was shown to have a lower Median than redresser fit ($Mdn = 3.65$, $IQR = 2.15$) and the pairwise comparison was significant. Redresser fit categorizations seemed to have a closer relation with complicity, general interest, and created theme fit on the commonality dimension. Pairwise comparisons for the distributions of the latter three fit types and redresser fit did not result in significant differences, which does not support the proposed fit model and **H2b**.

Furthermore, among the proposed positive sub-types only the pairwise mission-created theme fit comparison resulted in a significant difference (aside from function-created theme fit which was already discussed above), although according to the proposed model also mission-stakeholder, mission-natural, function-stakeholder, and function-natural theme fit should have exhibited differences in valence score distributions. Contrary to our expectations, box plots and descriptives showed that all positive fit sub-types, except for created theme fit, had similar means and commonality score distributions.

Comparisons across positive and negative fit sub-types were not expected to be pairwise significant for mission-redresser, mission-prevention, function-redresser, and function-prevention fit categorizations in terms of commonality ratings. Pairwise comparisons did however result in significant differences for mission-redresser and function-redresser fit commonality scores, where a difference in Medians and score distributions was obvious from the box plots. Prevention fit on the other hand was more similar to positive fit sub-types regarding participants' commonality perceptions. Additionally, the redresser-natural theme and redresser-stakeholder fit comparisons indicated significant differences in commonality scores, but a look at the box plots once more shows that redresser fit, which was proposed to have very strong brand-charity associations was perceived as having lower brand-charity commonality than some of the less strongly associated positive fit sub-types. The prevention-redresser comparison indicated a significant difference as commonality scores were differently distributed and had differing Medians for these two negative sub-types. Hence, this finding is contrary to the model assumption. The prevention-created theme and prevention-stakeholder fit pairwise comparisons were not significant. These findings do not support hypothesis **H2b** as prevention was expected to be rated higher on commonality than created theme and stakeholder fit. Due to the smaller variance but all in all high commonality ratings for natural theme fit, its pairwise comparison with prevention fit categorizations indicated a significant difference, although commonality ratings were expected to be higher for prevention relative to natural theme fit.

Complicity fit was the negative sub-type proposed to be of higher commonality than neutral fit and lower commonality than the strong negative sub-types of prevention and redresser fit. Created theme, natural theme, and stakeholder fit were the positive sub-types proposed to be of higher commonality than neutral fit and lower commonality than the two strong positive sub-types of mission and function fit. Therefore, pairwise comparisons of complicity fit with created theme, natural theme, and stakeholder fit were

expected to show some degree of similarity concerning their commonality ratings. Of these three pairwise comparisons, only the insignificant pairwise comparison of created theme fit and complicity fit indicated these similarities. Pairwise comparisons of complicity fit with mission and function fit commonality ratings on the other hand indicated that there were significant differences in commonality score distributions, which was expected.

Lastly, due to its proposed lowest location on the commonality dimension, general interest fit should have demonstrated substantial differences particularly with respect to the positive and negative sub-types that were proposed to have be highest on the commonality dimension. This was the case for mission, function, and prevention fit categorizations as pairwise comparisons with general interest fit showed, but not for redresser fit as already discussed. Regarding the less strongly associated positive and negative sub-types that proposed to be lower on commonality, milder differences were expected. This was the case only for the insignificant pairwise comparisons of general interest fit with complicity fit and created theme fit. Due to the substantially higher commonality ratings for natural theme and stakeholder fit compared to general interest fit, these pairwise comparisons were significant. All in all, results led to a weak, partial support of **H2b**.

Appendix S
Detailed Results for H3b

Appendix Table 19 Multiple Pairwise Comparisons for Valence Ratings

Sample 1-Sample 2	Test Statistic	Std. Error	Std. Test Statistic	Sig.	Adj. Sig.[a]
Mission Fit 1 - Function Fit 2	1.643	26.174	.063	.950	1.000
Function Fit 2 - Created Theme Fit 3	76.460	26.174	2.921	**.003**	**.125**
Created Theme Fit 3 - Natural Theme Fit 4	-92.647	26.838	-3.452	**.001**	**.020**
Created Theme Fit 3 - Stakeholder Fit 5	-19.745	34.453	-.573	.567	1.000
Natural Theme Fit 4 - Stakeholder Fit 5	72.902	33.532	2.174	**.030**	1.000
Stakeholder Fit 5 - General Interest Fit 6	-2.539	31.998	-.079	.937	1.000
General Interest Fit 6 - Complicity Fit 7	142.530	29.620	4.812	**.000**	**.000**
Complicity Fit 7 - Prevention Fit 8	-127.242	35.160	-3.619	**.000**	**.011**
Prevention Fit 8 - Redresser Fit 9	143.277	34.695	4.130	**.000**	**.001**
Mission Fit 1 - Created Theme Fit 3	78.103	27.981	2.791	**.005**	.189
Mission Fit 1 - Natural Theme Fit 4	-14.544	26.838	-.542	.588	1.000
Mission Fit 1 - Stakeholder Fit 5	58.358	34.453	1.694	.090	1.000
Function Fit 2 - Natural Theme Fit 4	-16.187	24.948	-.649	.516	1.000
Function Fit 2 - Stakeholder Fit 5	56.715	33.002	1.719	.086	1.000
General Interest Fit 6 - Mission Fit 1	55.819	24.896	2.242	**.025**	.898
General Interest Fit 6 - Function Fit 2	54.176	22.846	2.371	**.018**	.638
General Interest Fit 6 - Created Theme Fit 3	-22.284	24.896	-.895	.371	1.000
General Interest Fit 6 - Natural Theme Fit 4	70.363	23.605	2.981	**.003**	.103
General Interest Fit 6 - Prevention Fit 8	15.288	28.558	.535	.592	1.000
General Interest Fit 6 - Redresser Fit 9	158.566	29.067	5.455	**.000**	**.000**
Complicity Fit 7 - Mission Fit 1	198.349	32.256	6.149	**.000**	**.000**
Complicity Fit 7 - Function Fit 2	196.706	30.702	6.407	**.000**	**.000**
Complicity Fit 7 - Created Theme Fit 3	120.246	32.256	3.728	**.000**	**.007**
Complicity Fit 7 - Natural Theme Fit 4	212.893	31.270	6.808	**.000**	**.000**
Complicity Fit 7 - Stakeholder Fit 5	139.991	38.007	3.683	**.000**	**.008**
Complicity Fit 7 - Redresser Fit 9	16.036	35.575	.451	.652	1.000
Prevention Fit 8 - Mission Fit 1	71.107	31.283	2.273	.023	.829
Prevention Fit 8 - Function Fit 2	69.464	29.678	2.341	.019	.693
Prevention Fit 8 - Created Theme Fit 3	-6.996	31.283	-.224	.823	1.000
Prevention Fit 8 - Natural Theme Fit 4	85.651	30.266	2.830	.005	.168
Prevention Fit 8 - Stakeholder Fit 5	12.749	37.185	.343	.732	1.000

Redresser Fit 9 - Mission Fit 1	214.385	31.749	6.752	0.000	0.000
Redresser Fit 9 - Function Fit 2	212.742	30.169	7.052	0.000	0.000
Redresser Fit 9 - Created Theme Fit 3	136.281	31.749	4.292	0.000	0.001
Redresser Fit 9 - Natural Theme Fit 4	228.928	30.747	7.446	0.000	0.000
Redresser Fit 9 - Stakeholder Fit 5	156.027	37.578	4.152	0.000	0.001

Each row tests the null hypothesis that the Sample 1 and Sample 2 distributions are the same. Asymptotic significances (2-sided tests) are displayed. The significance level is .05.

a. Significance values have been adjusted by the Bonferroni correction for multiple tests.

Although no individual hypotheses were formulated a priori, the fit model suggests a declining slope for valence ratings. The positive mission and function fit sub-type categorizations were expected to receive the highest valence ratings. No significant difference was expected for the pairwise comparison of mission–function fit. These two sub-types were proposed to be the strongest forms of positive fit and, similar to the commonality dimension, also proposed to be close together on the valence scale. Box plots indicate that mission ($Mdn = 6.08$, $IQR = 1.33$) and function ($Mdn = 6.08$, $IQR = 1.23$) fit categorizations were rated high on valence. Pairwise comparisons did not show a significant difference in valence ratings for mission and function fit, as both had almost identical distributions on the valence scale. This result is supportive of **H3b**.

Starting from mission and function fit categorizations, a gradual downward slope on the valence dimension for the positive sub-types, the neutral sub-type of general interest fit, and so forth was expected. Compared to mission and function fit, created theme fit categorizations ($Mdn = 5.58$, $IQR = 1.58$) had a slightly lower Median for the valence ratings, but a higher IQR. No statistically significant differences for the pairwise comparisons of created theme fit valence scores with either mission or function fit valence scores were obtained given the adjusted significance values. Results were however significant at the unadjusted level without the conservative Bonferroni correction. Both natural theme ($Mdn = 6.17$, $IQR = 1.00$) and stakeholder fit ($Mdn = 5.75$, $IQR = 2.00$) categorizations showed highly insignificant pairwise comparisons with mission and function fit respectively. This means that although slight Median changes and minimum valence ratings around the scale midpoint of 4 were apparent, no differences between the valence ratings were found. It should be noted that natural fit had the overall highest Median. Moreover, the variation for stakeholder fit valence ratings was smaller than variation for mission, function, and created theme categorizations.

Only slight differences were found within the positive fit sub-types that were expected to be lower in terms of commonality, i.e. created theme, natural theme, and stakeholder fit. Created theme fit had a larger scatter of valence ratings and a lower Median compared to natural theme fit, resulting in a significant difference of valence ratings for the pairwise comparison. This result was contrary to what was suggested in the fit model in that no significant differences were expected within the strongest forms of positive fit sub-types and the less strong forms of positive fit sub-types. In comparison, natural theme fit and stakeholder fit were rated higher than assumed on the valence dimension and did not result in pairwise significant comparisons with created theme fit. Note that this comparison would be significant at the unadjusted .05 alpha-level. Although the desired results were basically obtained for the latter two comparisons,

natural theme and stakeholder fit categorizations were located higher on the valence dimension than assumed.

General interest fit was proposed to be located around the valence scale midpoint. Valence ratings for all general interest fit categorizations ($Mdn = 5.67$, $IQR = 1.77$) were however surprisingly high and comparable with created theme fit. The pairwise comparison of created theme and general interest fit did not indicate significant differences. Moreover, valence ratings for general interest fit should have been substantially lower than those for stakeholder fit. Instead we found that these two fit sub-type categorizations had similar Medians and were not significantly different from one another in terms of valence ratings. Furthermore, no significant differences were found for the pairwise comparisons of general interest fit with mission, function, and natural theme fit. These three comparisons were significant at the unadjusted .05 alpha-level.

Comparisons of general interest fit valence ratings with the negative sub-types indicated a significant difference for complicity and redresser fit valence ratings, but not for prevention fit valence ratings. The complicity fit valence scale ($Mdn = 4.25$, $IQR = 2.10$) had a lower Median, but larger IQR and variance than general interest fit. The redresser fit valence scale ($Mdn = 3.17$, $IQR = 3.46$) had the lowest overall Median, but at the same time the largest IQR and variance. Valence ratings for prevention ($Mdn = 5.58$, $IQR = 1.19$) were similarly high as those for the positive fit sub-types.

Among the negative fit sub-types, complicity-prevention fit and prevention-redresser fit indicated significant differences, whereas complicity-redresser fit valence ratings did not indicate significant differences. Recalling the findings for **H1b** in study 2, complicity fit scenarios were most often sorted into redresser fit; redresser fit scenarios were, depending on the replication, most often categorized as redresser, complicity, and also function fit; and prevention fit scenarios were most often categorized as prevention fit, followed by general interest fit or function fit depending on the replication. Although we only focused on the fit categorizations of the participants (not the fit type of the assigned CRM fit scenario) for H2 and H3 testing, it could be inferred that there was some connection between complicity and redresser fit types, which were more so regarded as negative fit than prevention fit. A possible explanation for a more positive perception of prevention fit may be found in the behavioral change that takes place with the brand.

All of the ten pairwise comparisons of complicity and redresser with mission, function, created theme, natural theme, and stakeholder fit were significant, indicating that their valence scores were sufficiently different from one another. The five pairwise comparisons of prevention fit with mission, function, created theme, natural theme, and stakeholder fit were however significant and therefore did not indicate a difference in valence scores. Again, unadjusted significance levels did show a significant difference for prevention-mission, prevention-function, and prevention-natural theme fit comparisons. Medians and interquartile ranges for these three positive fit sub-types indicated a marginally higher location on the valence scale compared to prevention fit.

Based on the results of the foregoing analyses, a slight downward trend in valence ratings was apparent from positive to negative fit sub-types. All sub-types received high valence ratings, while ratings for complicity and redresser exhibited a greater scatter and therefore had lower Medians and IQR values compared to the other sub-types. Nevertheless, even for complicity and redresser fit categorizations, a respective 31.6%

and 30% of the scores ranged from 5.00 to 7.00 on the valence scale. All in all, the central tendencies point to a moderately high valence perception for most fit sub-types. This, according to the valence conception, indicates that the relationship between brand and charity was dominantly perceived as helpful, enhancing, supporting, and harmonious. Together with the mixed results for the multiple pairwise comparisons, results however only lead to very weak support for **H3b**.

Appendix T
Descriptives: CRM Attitude Scale Ratings for General Fit Categorizations

Scale_PurchaseIntent			Statistic	Std. Error
Positive	Mean		5.9477	.05032
	95% Confidence Interval for Mean	Lower Bound	5.8487	
		Upper Bound	6.0467	
	5% Trimmed Mean		6.0028	
	Median		6.0000	
	Variance		.775	
	Std. Deviation		.88015	
	Minimum		2.00	
	Maximum		7.00	
	Range		5.00	
	Interquartile Range		1.33	
	Skewness		-.700	.139
	Kurtosis		.661	.278
Neutral	Mean		5.0828	.10575
	95% Confidence Interval for Mean	Lower Bound	4.8739	
		Upper Bound	5.2917	
	5% Trimmed Mean		5.1605	
	Median		5.0000	
	Variance		1.711	
	Std. Deviation		1.30803	
	Minimum		1.00	
	Maximum		7.00	
	Range		6.00	
	Interquartile Range		1.67	
	Skewness		-.605	.196
	Kurtosis		.335	.390
Negative	Mean		3.6349	.18916
	95% Confidence Interval for Mean	Lower Bound	3.2587	
		Upper Bound	4.0112	
	5% Trimmed Mean		3.5961	
	Median		3.6667	
	Variance		3.006	
	Std. Deviation		1.73369	
	Minimum		1.00	

Maximum	7.00	
Range	6.00	
Interquartile Range	3.00	
Skewness	.167	.263
Kurtosis	-.958	.520

Descriptives: Purchase Intent Scale Ratings for General Fit Categorizations

Scale_PurchaseIntent			Statistic	Std. Error
Positive	Mean		5.5076	.06594
	95% Confidence Interval for Mean	Lower Bound	5.3779	
		Upper Bound	5.6374	
	5% Trimmed Mean		5.5754	
	Median		5.6667	
	Variance		1.331	
	Std. Deviation		1.15349	
	Minimum		1.33	
	Maximum		7.00	
	Range		5.67	
	Interquartile Range		1.33	
	Skewness		-.650	.139
	Kurtosis		.369	.278
Neutral	Mean		4.7734	.11071
	95% Confidence Interval for Mean	Lower Bound	4.5547	
		Upper Bound	4.9921	
	5% Trimmed Mean		4.8425	
	Median		5.0000	
	Variance		1.875	
	Std. Deviation		1.36939	
	Minimum		1.00	
	Maximum		7.00	
	Range		6.00	
	Interquartile Range		1.83	
	Skewness		-.699	.196
	Kurtosis		.516	.390
Negative	Mean		3.9167	.18056
	95% Confidence Interval for Mean	Lower Bound	3.5575	
		Upper Bound	4.2758	
	5% Trimmed Mean		3.9092	
	Median		4.0000	
	Variance		2.739	
	Std. Deviation		1.65488	
	Minimum		1.00	

Maximum	7.00	
Range	6.00	
Interquartile Range	2.33	
Skewness	-.208	.263
Kurtosis	-.692	.520

Appendix V
Detailed Results for Attitude toward CRM (Fit Sub-type Categorizations)

Appendix Table 20 Descriptives: CRM Attitude Scale Ratings for Fit Sub-type Categorizations

Specific_Fit_EVAL (Sub-Types)		N	Median	Inter quartile Range	Mean	Std. error Mean	Std. Deviation	Variance	Min	Max	Range	Skewness	Std. error Skewness	Kurtosis	Std. Error Kurtosis
Mission Fit	Scale_AttitudeCRM	63	6.0000	2.00	5.8148	.13551	1.07560	1.157	3.00	7.00	4.00	-.692	.302	-0.231	.595
Function Fit	Scale_AttitudeCRM	84	6.0000	1.33	5.8333	.10186	.93353	.871	3.67	7.00	3.33	-.582	.263	-0.455	.520
Created Theme Fit	Scale_AttitudeCRM	63	5.3333	1.67	5.0370	.17803	1.41309	1.997	1.00	7.00	6.00	-1.001	.302	0.887	.595
Natural Theme Fit	Scale_AttitudeCRM	75	6.0000	1.33	6.0000	.10738	.92998	.865	2.00	7.00	5.00	-1.362	.277	3.542	.548
Stakeholder Fit	Scale_AttitudeCRM	31	5.6667	2.00	5.4731	.22968	1.27881	1.635	2.00	7.00	5.00	-.855	.421	0.358	.821
General Interest Fit	Scale_AttitudeCRM	108	5.3333	2.33	5.3457	.13776	1.43167	2.050	1.00	7.00	6.00	-.924	.233	0.754	.461
Complicity Fit	Scale_AttitudeCRM	38	4.5000	3.00	4.2018	.28351	1.74765	3.054	1.00	7.00	6.00	-.397	.383	-0.935	.750
Prevention Fit	Scale_AttitudeCRM	42	5.3333	1.08	5.3333	.17415	1.12859	1.274	2.00	7.00	5.00	-.918	.365	1.592	.717
Redresser Fit	Scale_AttitudeCRM	40	3.8333	3.00	3.8167	.29283	1.85200	3.430	1.00	7.00	6.00	.150	.374	-1.033	.733

Appendix Table 21 Pairwise Comparisons of CRM Attitude Ratings for Different Fit Sub-types

Sample 1-Sample 2	Test Statistic	Std. Error	Std. Test Statistic	Sig.	Adj. Sig.ᵃ
Mission Fit 1 - Function Fit 2	.331	26.040	.013	.990	1.000
Function Fit 2 - Created Theme Fit 3	87.891	26.040	3.375	**.001**	**.027**
Created Theme Fit 3 - Natural Theme Fit 4	-114.043	26.702	-4.271	**.000**	**.001**
Natural Theme Fit 4 - Stakeholder Fit 5	65.666	33.361	1.968	**.049**	1.000
Stakeholder Fit 5 - Created Theme Fit 3	-48.376	34.278	-1.411	.158	1.000
Mission Fit 1 - Created Theme Fit 3	88.222	27.838	3.169	**.002**	.055
Mission Fit 1 - Natural Theme Fit 4	-25.820	26.702	-.967	.334	1.000
Mission Fit 1 - Stakeholder Fit 5	39.846	34.278	1.162	.245	1.000
Function Fit 2 - Natural Theme Fit 4	-26.152	24.821	-1.054	.292	1.000
Function Fit 2 - Stakeholder Fit 5	39.515	32.834	1.203	.229	1.000
General Interest Fit 6 - Mission Fit 1	48.933	24.769	1.976	**.048**	1.000
General Interest Fit 6 - Function Fit 2	48.602	22.730	2.138	**.032**	1.000
General Interest Fit 6 - Created Theme Fit 3	-39.289	24.769	-1.586	.113	1.000
General Interest Fit 6 - Natural Theme Fit 4	74.754	23.484	3.183	**.001**	.052
General Interest Fit 6 - Stakeholder Fit 5	9.087	31.836	.285	.775	1.000
General Interest Fit 6 - Complicity Fit 7	105.409	29.469	3.577	**.000**	**.013**
General Interest Fit 6 - Prevention Fit 8	15.571	28.412	.548	.584	1.000
General Interest Fit 6 - Redresser Fit 9	129.019	28.919	4.461	**.000**	**.000**
Complicity Fit 7 - Mission Fit 1	154.342	32.092	4.809	**.000**	**.000**
Complicity Fit 7 - Function Fit 2	154.011	30.545	5.042	**.000**	**.000**
Complicity Fit 7 - Created Theme Fit 3	66.120	32.092	2.060	**.039**	1.000
Complicity Fit 7 - Natural Theme Fit 4	180.163	31.111	5.791	**.000**	**.000**
Complicity Fit 7 - Stakeholder Fit 5	114.496	37.814	3.028	**.002**	.089
Complicity Fit 7 - Prevention Fit 8	-89.838	34.981	-2.568	**.010**	.368
Complicity Fit 7 - Redresser Fit 9	23.610	35.394	.667	.505	1.000
Prevention Fit 8 - Mission Fit 1	64.504	31.124	2.072	**.038**	1.000
Prevention Fit 8 - Function Fit 2	64.173	29.527	2.173	**.030**	1.000
Prevention Fit 8 - Created Theme Fit 3	-23.718	31.124	-.762	.446	1.000
Prevention Fit 8 - Natural Theme Fit 4	90.324	30.112	3.000	**.003**	.097
Prevention Fit 8 - Stakeholder Fit 5	24.658	36.996	.667	.505	1.000
Prevention Fit 8 - Redresser Fit 9	113.448	34.518	3.287	**.001**	**.037**
Redresser Fit 9 - Mission Fit 1	177.952	31.588	5.634	**.000**	**.000**

Redresser Fit 9 - Function Fit 2	177.621	30.015	5.918	**.000**	**.000**
Redresser Fit 9 - Created Theme Fit 3	89.730	31.588	2.841	**.005**	.162
Redresser Fit 9 - Natural Theme Fit 4	203.773	30.590	6.661	**.000**	**.000**
Redresser Fit 9 - Stakeholder Fit 5	138.106	37.387	3.694	**.000**	**.008**

Each row tests the null hypothesis that the Sample 1 and Sample 2 distributions are the same.
 Asymptotic significances (2-sided tests) are displayed. The significance level is .05.
 a. Significance values have been adjusted by the Bonferroni correction for multiple tests.

Within positive fit sub-types, only the function-created theme fit and the created theme-natural theme fit comparisons were significant based on the Bonferroni adjusted significance value. Besides that no significant differences in CRM attitudes for the remaining positive fit sub-types were found. Notably, the natural theme-stakeholder fit and the mission-created theme fit comparisons indicated a significant difference for the unadjusted p-value. Medians were high for all positive sub-types and ranged from 5.33 for created theme fit and 5.67 for stakeholder fit to 6.00 for mission, function, and natural theme fit. Function and natural theme fit had the overall smallest interquartile ranges of 1.33. Natural theme fit also had the lowest overall variance of .865 compared to all other fit sub-types.

General interest fit categorizations obtained a Median of 5.33, an IQR of 2.33 and a variance of 2.050 for CRM attitude ratings. The pairwise comparisons of general interest fit with created theme, stakeholder, and prevention fit indicated nonsignificant differences for both the unadjusted and the adjusted significance values, indicating similarities. Unadjusted and less conservative significance values pointed to significant differences between general interest fit and mission, function, and natural theme fit. Only the two pairwise comparisons of general interest fit with complicity and redresser fit indicated significant differences for both the unadjusted and the adjusted p-values.

The negative fit sub-types of complicity and redresser fit indicated significant differences in CRM attitudes for the pairwise comparisons with mission, function, and natural theme fit. Pairwise comparisons of complicity and redresser with created theme fit were only significant for the unadjusted p-value. Complicity fit did not significantly differ from stakeholder and prevention fit in terms of CRM attitudes only for the unadjusted significance values. Redresser fit was perceived similar to complicity regarding CRM attitudes and did not show significant differences. Redresser fit was perceived as significantly different from stakeholder fit categorizations in terms of CRM attitude. Prevention fit categorizations, due to the higher Median of 5.33, lower IQR of 1.08 and variance of 1.274, did not indicate significant differences in CRM attitudes for mission, function, and natural theme fit comparisons at the adjusted significance level. Nevertheless, at the unadjusted significance level, the pairwise comparisons of prevention fit with mission, function, and natural theme fit were significant and indicated differences in CRM attitudes so that mission, function, and natural theme fit had higher CRM attitudes than prevention fit. Interestingly, prevention fit was significantly different from redresser fit for both p-values, suggesting a more favorable perception of prevention fit compared to other negative sub-types. This is also supported by the pairwise comparisons of prevention fit with created theme and stakeholder fit that did not indicate significant differences in attitudes toward CRM.

Detailed Results for Purchase Intentions (Fit Sub-type Categorizations)

Appendix Table 22 Descriptives: Purchase Intention Ratings for Fit Sub-type Categorizations

Specific_Fit_EVAL (Sub-Types)		N	Median	Inter quartile Range	Mean	Std. error Mean	Std. Deviation	Variance	Min	Max	Range	Skewness	Std. error Skewness	Kurtosis	Std. Error Kurtosis
Mission Fit	Scale_PurchaseIntent	63	5.3333	1.67	5.3862	.15221	1.20811	1.460	2.67	7.00	4.33	-.409	.302	-.571	.595
Function Fit	Scale_PurchaseIntent	84	6.0000	1.33	5.5833	.11719	1.07406	1.154	3.00	7.00	4.00	-.479	.263	-.764	.520
Created Theme Fit	Scale_PurchaseIntent	63	5.0000	1.67	4.9418	.18805	1.49256	2.228	1.00	7.00	6.00	-.691	.302	.134	.595
Natural Theme Fit	Scale_PurchaseIntent	75	5.6667	1.33	5.5156	.13472	1.16672	1.361	2.00	7.00	5.00	-.760	.277	.730	.548
Stakeholder Fit	Scale_PurchaseIntent	31	5.0000	2.00	4.9570	.24429	1.36013	1.850	1.33	7.00	5.67	-.577	.421	.185	.821
General Interest Fit	Scale_PurchaseIntent	108	5.0000	2.00	4.9444	.14455	1.50216	2.256	1.00	7.00	6.00	-.787	.233	.540	.461
Complicity Fit	Scale_PurchaseIntent	38	4.0000	1.33	4.4386	.21413	1.31999	1.742	1.00	7.00	6.00	-.328	.383	.342	.750
Prevention Fit	Scale_PurchaseIntent	42	5.0000	1.75	4.9921	.18122	1.17445	1.379	1.00	7.00	6.00	-.703	.365	1.927	.717
Redresser Fit	Scale_PurchaseIntent	40	4.0000	3.25	3.7333	.28500	1.80250	3.249	1.00	7.00	6.00	-.146	.374	-1.065	.733

Appendix Table 23 Pairwise Comparisons of Purchase Intention Ratings for Different Fit Sub-types

Sample 1-Sample 2	Test Statistic	Std. Error	Std. Test Statistic	Sig.	Adj. Sig.[a]
Mission Fit 1 - Function Fit 2	-24.667	26.063	-.946	.344	1.000
Function Fit 2 - Created Theme Fit 3	66.849	26.063	2.565	**.010**	.372
Created Theme Fit 3 - Natural Theme Fit 4	-60.538	26.725	-2.265	**.023**	.846
Natural Theme Fit 4 - Stakeholder Fit 5	64.652	33.390	1.936	.053	1.000
Stakeholder Fit 5 - Created Theme Fit 3	4.115	34.308	.120	.905	1.000
Mission Fit 1 - Created Theme Fit 3	42.183	27.863	1.514	.130	1.000
Mission Fit 1 - Natural Theme Fit 4	-18.355	26.725	-.687	.492	1.000
Mission Fit 1 - Stakeholder Fit 5	46.297	34.308	1.349	.177	1.000
Function Fit 2 - Natural Theme Fit 4	6.311	24.843	.254	.799	1.000
Function Fit 2 - Stakeholder Fit 5	70.964	32.863	2.159	**.031**	1.000
General Interest Fit 6 - Mission Fit 1	42.646	24.791	1.720	.085	1.000
General Interest Fit 6 - Function Fit 2	67.312	22.750	2.959	**.003**	.111
General Interest Fit 6 - Created Theme Fit 3	0.463	24.791	.019	.985	1.000
General Interest Fit 6 - Natural Theme Fit 4	61.001	23.505	2.595	**.009**	.340
General Interest Fit 6 - Stakeholder Fit 5	-3.652	31.863	-.115	.909	1.000
General Interest Fit 6 - Complicity Fit 7	67.636	29.495	2.293	**.022**	.786
General Interest Fit 6 - Prevention Fit 8	7.783	28.437	.274	.784	1.000
General Interest Fit 6 - Redresser Fit 9	104.563	28.945	3.613	**.000**	**.011**
Complicity Fit 7 - Mission Fit 1	110.282	32.120	3.433	**.001**	**.021**
Complicity Fit 7 - Function Fit 2	134.949	30.572	4.414	**.000**	**.000**
Complicity Fit 7 - Created Theme Fit 3	68.099	32.120	2.120	**.034**	1.000
Complicity Fit 7 - Natural Theme Fit 4	128.637	31.138	4.131	**.000**	**.001**
Complicity Fit 7 - Stakeholder Fit 5	63.985	37.847	1.691	.091	1.000
Complicity Fit 7 - Prevention Fit 8	-59.853	35.011	-1.710	.087	1.000
Complicity Fit 7 - Redresser Fit 9	36.927	35.425	1.042	.297	1.000
Prevention Fit 8 - Mission Fit 1	50.429	31.151	1.619	.105	1.000
Prevention Fit 8 - Function Fit 2	75.095	29.553	2.541	**.011**	.398
Prevention Fit 8 - Created Theme Fit 3	8.246	31.151	.265	.791	1.000
Prevention Fit 8 - Natural Theme Fit 4	68.784	30.138	2.282	**.022**	.809
Prevention Fit 8 - Stakeholder Fit 5	4.131	37.028	.112	.911	1.000
Prevention Fit 8 - Redresser Fit 9	96.780	34.549	2.801	**.005**	.183
Redresser Fit 9 - Mission Fit 1	147.209	31.615	4.656	**.000**	**.000**

Redresser Fit 9 - Function Fit 2	171.876	30.041	5.721	**.000**	**.000**
Redresser Fit 9 - Created Theme Fit 3	105.026	31.615	3.322	**.001**	**.032**
Redresser Fit 9 - Natural Theme Fit 4	165.564	30.617	5.408	**.000**	**.000**
Redresser Fit 9 - Stakeholder Fit 5	100.912	37.419	2.697	**.007**	.252

Each row tests the null hypothesis that the Sample 1 and Sample 2 distributions are the same.
 Asymptotic significances (2-sided tests) are displayed. The significance level is .05.
 a. Significance values have been adjusted by the Bonferroni correction for multiple tests.

Within positive fit sub-types, all pairwise comparisons were insignificant based on the Bonferroni adjusted significance value, which means that there were no significant differences in purchase intentions between mission, function, created theme, natural theme, and stakeholder fit. Notably, function-created theme and created-natural theme fit comparisons indicated a significant difference for the unadjusted p-value. Medians were high for all positive sub-types and ranged from 5.00 for created theme and stakeholder fit, 5.33 for mission fit, and 5.67 for natural theme fit to 6.00 for function fit. Function and natural theme fit had the overall smallest interquartile ranges of 1.33. Natural theme fit had the lowest overall variance of 1.460 compared to all other fit sub-types.

General interest fit categorizations obtained a Median of 5.0, an IQR of 2.00 and a variance of 2.256 for purchase intent ratings and were evaluated similarly to stakeholder fit, resulting in a nonsignificant difference of the general interest-stakeholder comparison. Aside from the general interest-redresser fit categorization, most of the other pairwise comparisons of general interest fit categorizations were insignificant for the adjusted significance values. Unadjusted and less conservative significance values on the other hand pointed to significant differences between general interest fit and function, natural theme, and complicity fit. Only the general interest-redresser fit comparison was significant for both the Bonferroni adjusted and unadjusted p-value and indicated a difference in purchase intentions.

The negative fit sub-types of complicity and redresser fit indicated significant differences in purchase intent for the pairwise comparisons with mission, function, created theme, and natural theme fit, although for complicity-created theme only the unadjusted p-value of .034 was significant. Likewise, only the unadjusted p-value of .022 for complicity-general interest fit was significant. Complicity fit did not significantly differ from stakeholder, prevention, or redresser fit categorizations in terms of purchase intent. Redresser fit had mixed results for comparisons with stakeholder and prevention fit categorizations, as both comparisons were significant at the unadjusted significance level, but insignificant at the Bonferroni adjusted p-value. Prevention fit categorizations, due to the higher Median of 5.00, lower IQR of 1.75 and variance of 1.379, did not indicate significant differences in purchase intentions for all comparisons at the adjusted significance level. Nevertheless, at the unadjusted significance level, the pairwise comparisons of prevention fit with function, natural theme, and redresser fit were significant and indicated differences in purchase intent so that function and natural theme fit had higher purchase intentions than prevention fit, and that prevention had higher purchase intentions than redresser fit.