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A study of the impact and application of cause-corporate brand alliance on Taiwan's tourist amusement industry

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The use of CRM as a marketing platform, which can not only increase financial gains, but also enhance the company's image of bearing social responsibility, and hence its reputation, is studied. The purpose of this study is to mainly investigate the effects of pre-image (pre-reputation) of the corporation (cause) and alliance fit to the cause on the alliance, as well as on the new image (post-reputation) that are formed toward both partners as a consequence of the alliance. In addition, this study also employs consumer social responsibility and gender as moderators to further explore the changes of these postulated causal paths in the conceptual model. The empirical results show that (1) attitudes toward the cause-corporate brand alliance (CCBA) will positively influence the post-image of the corporation, post-reputation of the cause, and service quality of the corporation; (2) pre-reputation of the cause and alliance fit will have significant and positive effects on attitudes toward the CCBA; (3) gender plays a vital moderating role in the CRM campaign. The managerial implications for marketing managers and limitations are discussed.

Key words: Corporate brand image, cause-corporate brand alliance, alliance fit, service quality, consumer social responsibility.

INTRODUCTION

Over the past decade, cause-related marketing (CRM) has become a popular and unique promotional tool for branding (Grau, Garreston and Pirsch, 2007). Consumers in America have demonstrably taken the degree of a vendor's involvement with social causes into their purchase decision-making, and different types of corporate social initiatives have been driven in part by the financial gains that can accrue to the company (Orlitzky and Benjamin, 2001). The use of CRM as a marketing platform has been making inroads as consumers increasingly value corporate support of social causes (Cone, Feldman and Da-Silva, 2003). According to the IEG Sponsorship report (IEG, 2005), it indicates that CRM is the fastest growing sector in corporate sponsorship (Youn and Kim, 2008).

In general, marketing programs that provide evidence of good corporate citizenship improve the image of the business sponsor. Studies have shown that consumers' perceptions of corporate social responsibility will influence their attitudes toward new products (Brown and Dacin, 1997) as well as their evaluations of the company (Madrigal, 2001; Sen and Bhattacharya, 2001). Reputation-based brand alliances between for-profit and not-for-profit organizations not only build up favorable public images for the for-profit organizations, but also help raise funds for the non-profit organizations; a win-win relationship (Rao and Ruekert, 1994). From the brand alliance perspective, CRM entails for-profit and non-profit organizations joining forces and employing co-branding marketing techniques to promote products, services, or concepts (Hadjicharalambous, 2006). A successful CRM campaign not only improves consumers' attitudes toward the alliance (as shown through their supportive response to the CRM campaign), but also, through spillover effects, generates favorable consumer perceptions toward the allied organizations even after the

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campaign has concluded. Conversely, a failed CRM campaign skews or blurs consumers' original perception of the allied organizations and tarnishes the image of both for-profit and non-profit organizations in the alliance (Park et al., 1996; Simonin and Ruth, 1998). Golinharris (2005) pointed out that initiating a CRM program can improve corporate image and consumer trust, and motivate consumers to purchase its products and/or services.

Scholars and practitioners have extensively evaluated CRM marketing strategies and tactics (e.g., structural elements of campaigns; message-frame cues) (Grau et al., 2007; Grau and Folse, 2007) and demonstrated the importance of psychographic and demographic characteristics of consumers in profiling CRM campaign approaches (Youn and Kim, 2008). Lafferty et al. (2004), based on the brand alliance concept of Simonin and Ruth (1998), proffered the CBA (cause-brand alliance) theory. They first applied the concept of brand alliances to CRM, and evaluated the impact of cause-brand alliance on subsequent attitudes toward both partners, and they discovered that the cause-brand alliances had enhanced consumers' attitudes toward the cause and the brand if perceptions of the alliance were favorable. However, this study didn't look into the roles that consumers' psychographic and demographic characteristics might have played.

According to the World Tourism Organization, the international tourist trade will grow to 1.6 billion, resulting in USD 2 trillion in tourist revenue in 2020. Moreover, according to a 2008 report from the World Travel and Tourism Council, travel and tourism added USD 19.7 billion to 2008 GDP (or 4.7%), more than the USD 17.55 billion addition to 2007 GDP (or 4.5%) (Epochtimes, 2008). To capitalize on the upswing momentum, the government's "Tour Taiwan: Years 2008 - 2009 Plan" intends to further promote tourism development and enhance Taiwan's reputation as a sought-after tourist destination. The plan targets to expand to 4.25 million the number of international tourists it attracts to visit Taiwan in 2009 (Epochtimes, 2008). Against this backdrop, this study examines the application of cause-based marketing in the tourist amusement industry in Taiwan.

Based on the above literature review, it is plain to see that the government of Taiwan accords much importance to tourism. Therefore, this study looks into cause-corporate brand alliance marketing campaigns co-sponsored by non-profit organizations and for-profit theme parks with an objective of shedding more light on the commercial consequences of CRM activities after they have been concluded. Specifically, the purpose of this article is to investigate the effects of prior image of the corporate brand, prior reputation of the cause, and the alliance fit on the consumers' attitude toward this alliance, and on the new images (post-reputations) that are formed toward both partners as a consequence of the alliance. Additionally, targeting a service industry, this study also further measures the effect of alliances, positive or negative, on the perceived service quality of the corporation after

the CRM campaigns have ended. Furthermore, because consumers' gender and their level of social responsibility affect the effectiveness of CRM (Chrenka, Gutter and Jasper, 2003; Penner, 2002), it is also an important goal of this study to investigate how these two factors moderate the effectiveness of CRM. Finally, this study also attempts to answer the question of whether or not CRM markedly improves the image of both CRM partners. In summary, the authors hope for this study to provide more comprehensive insights into the various hypothesized causal relationships and a complete conceptual model on which for-profit and non-profit charitable organizations can devise their alliance strategies and tactics in tourist amusement industry.

LITERATURE REVIEW AND HYPOTHESES

Cause-related marketing (CRM)

Cause-related marketing (CRM) emerged in the 1980's as a new form of corporate philanthropy based on the rationale of profit-motivated giving, which aligns marketing strategy with corporate philanthropy (Varadarajan and Menon, 1988). CRM made its debut in 1981 when the American Express Company initiated some marketing activities to help an arts group raise funds. After that alliance, American Express collaborated with the Ellis Island Foundation to launch a cause-related marketing program in support of the renovation of the Statue of Liberty.

However, CRM has since been viewed variously as a form of horizontal cooperative sales promotion (Varadarajan, 1986), as a tie-in between corporate philanthropy and sales promotion (Grahn, Hannaford and Laverty, 1987), as synonymous with corporate sponsorship of charitable causes (Williams, 1986), and as the direct linking of a business's product or service to a named charity; each time the consumer uses the service or buys the products, a gift is made to that charity by the business (Caesar, 1986). To clarify the confusion surrounding the CRM concept, Varadarajan and Menon (1988) defined CRM as "the process of formulating and implementing marketing activities that are characterized by an offer from the firm to contribute a specified amount to a designated cause when a customer engages in a revenue-providing exchange that satisfies organizational and individual objectives." In light of this, CRM can be viewed as a union between a company's business interest and its charitable activity. CRM promotional programs are designed to raise funds for the charitable organization and concurrently to increase the sale of the business's products or services, and, hence its profit.

According to the above literature review, CRM is basically a marketing program that strives to achieve two objectives–to improve corporate performance and to help a worthy cause–by linking fund raising for the benefit of a cause to the purchase of the firm's products and/or

services (Varadarajan and Menon, 1988). By thus expanding marketing horizons to encompass the other-focused interests of consumers, CRM campaigns can be designed that benefit all parties—the company, the non-profit organization, and the consumers.

Causes-corporate brand alliances (CCBA)

A brand alliance combines brand names to increase consumers' responses (Shocker, Srivastava and Ruekert, 1994). Rao et al. (1999) defined a brand alliance as including all circumstances in which two or more brand names are presented jointly to the consumer. Simonin and Ruth (1998) adopted the terminology used by Rao and Ruekert (1994) and defined brand alliances as involving short or long-term associations in combining two or more individual brands, products, and/or other distinctive proprietary assets. These alliances or collaborative efforts can take a variety of forms (e.g., bundled products, component products, composite brand extensions, joint sales promotions) and can be presented physically (e.g. a bundled package of two or more brands), or symbolically (e.g., an advertisement) by association of brand names, logos, or other proprietary assets of the brands (Simonin and Ruth, 1998).

Brand alliances may improve the image of the focal or primary brand and signal greater product quality (Park et al., 1996), and attitudes toward both partner brands may be enhanced as a consequence of an alliance if perceptions of the alliance are favorable (Lafferty et al., 2004; Simonin and Ruth, 1998). To summarize the perspectives of Rao and Ruekert (1994), brand alliances can serve two purposes for a brand. One is to boost the brand's quality perception and reputation among its consumers, which the brand needs. Another is to convey the information about the enhanced functional attributes available in the brand's product(s). Accordingly, this study treats a brand alliance as either reputation-based or function-based.

Building on the CBA model but with some slight modifications, this study lumps all individual product brands offered by a corporation and treats them as a single object—its corporate brand. Hence, we propose a conceptual framework for cause-corporate brand alliance (CCBA).

Evaluations of corporate brand image/reputation and their impacts on CCBA

The concepts of corporate brand images (CBI) have been explored in some disciplines, including accounting, economics, and marketing (Fombrun and Van Riel, 1996), where different terms have been used to mean corporate brand and corporate brand image (e.g., company and corporate brand are used interchangeably). Therefore, company image, corporate image, or store

image all mean corporate brand image (Syed Alwi and Da-Silva, 2007). Keller (2000) pointed out that a corporate brand may evoke consumers' associations with common products and their shared attributes or benefits, with people and relationships, with programs and values, and with corporate brand and credibility. Further, CBI could be linked to corporate reputation and thus be regarded as a functional element of corporate reputation (Keller, 2000). This study examines the tourist amuse-ment industry in Taiwan, with a theme park representing the corporate brand. According to the foregoing theory, a corporate brand image may evoke associations with the corporation or its products and services. Therefore, this study uses CBI to measure consumers' subjective associations with and understanding of the social responsibility of the corporation (Brown and Dacin, 1997).

Reputation is composed of the public's memory about a firm's products, jobs, strategies, management performance, and prospects as compared with those of competing firms (Fombrun and Shanley, 1990). The public's assessments of a firm's prospects are shaped by informal networks and formal reports in the capital markets. One person's assessment may affect that of another person. All this information taken together, a consumer forms his/her judgment of a corporation's reputation as being good, bad, excellent, and so forth (Shrum and Wuthnow, 1988; Fombrun and Shanley, 1990). Corporate image is the immediate mental picture that consumers have of an organization. Corporate reputation, on the other hand, indicates a value judgment about the company's attributes (Gray and Balmer, 1998). These two may both be used to measure consumers' assessment of a corporation. The latter involves more consumers' value judgment that is formed by the corporation's effective external communication over time (Gray and Balmer, 1998). On the other hand, consumers form their picture (image) of a corporation from available clues and information. For example, consumers, based on some specific product or service offerings by a company, form an assessment of the company. Therefore, reputation is a better tool than image for non-profits that need an infusion of external funds (Shenkar and Yuchtman-Yaar, 1997).

According to information integration theory (IIT) and attitude accessibility theory, attitudes are formed and modified as people receive, interpret, evaluate, and then integrate this information with their prior attitudes (Anderson, 1981). Thus, IIT provides theoretical support for the argument that consumers' prior associations and attitudes may be modified by and integrated with the new information provided by a cause alliance, and their new associations and attitudes in turn may influence their evaluations of the alliance. The general terms in which information integration theory is formulated allow it to be applied very flexibly to the cause-corporate brand alliance model (Lafferty et al., 2004). Thus IIT provides an understanding of how consumers' prior associations and

attitudes toward the cause and the corporate brand will have a positive impact on their evaluation of the alliance.

On the other hand, some studies have pointed out that a sponsor with good corporate image can obtain more positive responses from a sponsorship (Javalgi et al., 1994; Stipp and Schiavone, 1996). Based on the aforementioned literature review, the evaluations associated with the corporate brand will be retrieved automatically when the corporate brand and its new associations are accessed in memory by the presentation of a sufficiently strong cause-brand alliance cue (Simonin and Ruth, 1998). The same inference also applies to the cause. Thereby, consumers' prior brand image of the corporate brand and the prior reputation they associate with the cause may be expected to influence their evaluation of the alliance directly. Thus, this study posits:

H_{1a}: Pre-image of the corporate brand will have a positive impact on   attitudes toward the cause-corporate brand alliance.
H_{1b}: Pre-reputation of the cause will have a positive impact on attitudes toward the cause-corporate brand alliance.

Evaluations of alliance fit and its impact on CCBA

Consumers' perception of "brand fit" or "product fit", which is the extent to which consumers perceive the two brands or two product categories implied in the alliance or the brand extension to be compatible or related, is expected to play a significant role in consumers' reactions (Simonin and Ruth, 1998; Aaker and Keller, 1990; Bhat and Reddy, 2001; Lafferty et al., 2004). Previous studies related to brand extension demonstrate that the fit between the parent brand and the extension has a significant effect on the extension evaluation (Aaker and Keller, 1990; Park et al., 1991; Dacin and Smith, 1994; Bhat and Reddy, 2001). Therefore, it is appropriate to apply the concept of brand extension fit to the study of cause-corporate brand alliances.

In this study, alliance fit refers to how complementary and consistent consumers perceive the cause-corporate pairing to be; that is, how similar are the alliance partners in image and idea? For example, if Taiwan Tobacco and Liquor Corporation were to ally with the John Tung Foundation (whose activities include anti-smoking campaigns and the foundation's slogan is "Health for All"), the alliance would convey to consumers inconsistent, and certainly even conflicting, images and ideas. This would likely lead consumers to be suspicious of the alliance. In less patently egregious match-up cases, consumers may search a variety of information sources regarding this alliance in order to maintain and re-establish consistency among cognitive elements (Eagly and Chaiken, 1993; Kamins and Gupta, 1994). Therefore, the degree of cause alliance fit between the cause and the for-profit organization affects the effectiveness of the alliance.

A collaborative relationship also involves the brand images of each partner (Varadarajan, 1986), where brand image is defined as strong, favorable, and unique associations with the brand in memory (Keller, 2008). When two or more brands are presented jointly, both brands' evaluations are likely to be elicited in accordance with certain stored brand-specific associations (Broniarczyk and Alba, 1994). If the two images are somehow inconsistent or ill-fitting, consumers may activate a causal search to clear up the confusion as to why these two brands are in the alliance (Keller and Aaker, 1992). In other words, if incongruity or imbalance of images and ideas exists between the partners, consumers may seek to resolve the imbalance, and attitude change is one way to achieve resolution. If the perception of image or idea between the corporate and the cause is congruent and complementary, the alliance may be evaluated more favorably (Lafferty et al., 2004). Therefore:

H_2: Perception of the alliance fit as being congruent or complementary will have a positive impact on attitudes toward the cause-corporate brand alliance.

The effect of the pre-corporate brand image/pre-cause reputation on the post-corporate brand image/post-cause reputation

The purpose of the cause-corporate brand alliance is to create new favorable evaluations of or provide favorable linkages to both the cause and the corporate brand. Prior research has demonstrated that once attitudes—favorable or unfavorable feelings about a person, an object, or an issue—have been formed, they are relatively stable and enduring (Fishbein and Ajzen, 1975). Because of this stability, pre-existing associations in the corporate brand and cause will significantly applicable to post-exposure associations formed around the same corporate brand and cause (Simonin and Ruth, 1998). According to information integration theory and attitude accessibility theory, a prior corporate brand image may be integrated with and even magnified by the new information provided by the alliance to form a post corporate brand image, which will still remain stable and enduring (Anderson, 1981). Thus, we could postulate that the more favorable a prior corporate brand image is, the more favorable the post-exposure image that will be formed. The same inference also applies to the cause. Thus, it is hypothesized that:

H_{3a}: Pre-corporate brand image will have a positive impact on post-exposure corporate brand image regarding the same corporate brand.
H_{3b}: Pre-reputation of a cause will have a positive impact on post-exposure reputation of the same cause.

The effect of attitudes toward cause-corporate brand alliance on the post-corporate brand image/post-cause reputation

Previous research has observed that consumers' evaluations of a brand can be enhanced or diminished by the new, alliance-developed information and associations. Similarly, previous research has observed that poor brand extensions present a certain degree of risk of possibly diluting consumers' evaluations of the core brand (Loken and Roedder John, 1993). Accordingly, the purpose of a cause-brand alliance from both partners' perspectives is to facilitate consumers in forming new, favorable evaluations and associations of both the cause and the corporate brand, and hence enhance the images of both.

Simonin and Ruth (1998) found that attitudes toward each participating brand in an alliance changed positively when consumers were exposed to co-branding. Lafferty et al. (2004), applying a brand alliance theory, demonstrated the positive impact of a cause-brand alliance on consumers' subsequent attitudes toward both partners. Furthermore, previous research has also shown that when consumers think of a specific sponsorship event as attractive, interesting, and trustworthy, they will be more committed to this event (CRM), its sponsors (the corporate brand), and they will have a more favorable corporate image of this sponsor (e.g., Olympic Games' sponsors) and its products (Stipp and Schiavone, 1996; D'Astous and Bitz, 1995; Sneath et al., 2005). Therefore, when consumers have a more positive attitude toward an alliance, they will strongly tend to reinforce the linkage between the cause and the corporate brand, and consequently transfer their favorable attitude toward the CRM to both partners (Stipp and Schiavone, 1996; Bennett et al., 2006). Hence, it is posited that:

H_{4a}: Attitudes toward a cause-corporate brand alliance will have a positive impact on post-exposure image of the corporate brand.
H_{4b}: Attitudes toward a cause-corporate brand alliance will have a positive impact on post-exposure reputation of the cause.

The effect of attitudes toward cause-corporate brand alliance on service quality

Service quality is a measure of how well the service level delivered matches customer expectations. It stems from a comparison of consumers' expectations (what service they feel a firm should provide) with the actual perceptions of the performance of the firm in proving the service (Parasuraman, Zeithaml and Berry, 1988). Parasuraman et al. (1985) were the first to proffer the service quality model, depicting the five gaps of service quality, and suggesting a 22-item instrument (called SERVQUAL) for assessing customers' prescriptions of a firm's service quality (Parasuraman et al., 1988). In the process of service delivery, good service quality may affect customer satisfaction and repurchase intention (Cronin and Taylor, 1992; Churchill and Surprenant, 1982). Thus, this study examines tourist theme parks in the service industry and explores the impact of CRM on customers' perception on whether the service quality offered by the corporation has improved since the introduction of the CRM campaign.

A consumer's perception of a corporation as being socially responsible tends to lead the consumer to accord a more favorable evaluation on that corporation. Thus, the more consumers who perceive a corporation as being socially responsible, the greater the level of favorable belief in and attitude toward the products or services provided by this company (Brown and Dacin, 1997). Extant empirical research has demonstrated that consumers use two criteria for forming an impression of a company: performance-related associations and perceived social responsibility (Winters, 1986, 1988). Thus, favorable attitudes toward the alliance will enhance the favorable attitude toward the company, its products and services, and the cause (Berger, Cunningham and Kozinets, 1996; Ross, Patterson and Stutts, 1992). In addition, Lichtenstein, Drumwright and Braig (2004) provided evidence that consumers' perception of a corporation's social responsibility has a positive effect on perceptual corporate benefits (e.g., loyalty or emotional attachment). Loyalty and emotional attachment may help enhance consumers' attitude toward the service quality of the company.

When a corporation donates to charitable organizations, the act implies that the corporation is mindful of its social responsibility. According to signaling theory, when a company shows good will and donates to the disadvantaged, it shows the humanity of the company, signals the company's commitment to societal development, and its superior service quality (Brown and Dacin, 1997). Hence,

H_5: Attitudes toward a cause-corporate brand alliance will have a positive impact on the perceived improvements on service quality of the corporation.

The moderating effects of gender and consumer social responsibility

A large body of studies have shown that demographics apply heavily to prosocial behaviors (Chrenka, Gutter and Jasper, 2003; Penner, 2002). For instance, it has been found that women are more likely than men to be engaged in prosocial behaviors. Anderson and Cunningham (1972) pointed out that "green" consumers with high social consciousness are mostly women. Ross, Patterson and Stutts (1992) found that women show more favorable attitudes toward cause-related marketing than men do.

Industry publications have also revealed that women demonstrate greater support for cause-related marketing activities than men (Da-Silva, 2004; Webster, 2005b). Obviously, gender differences will influence the extent to which consumers support cause-related marketing campaign (Berger et al., 1996).

It has been argued that a sense of consumer social responsibility drives prosocial behaviors (Dutta and Youn, 1999; Dutta-Bergman, 2003). Ethical consumerism (or C_NSR) has evolved over the last 25 years from a concept that focused almost exclusively on environmental issues to a concept that more broadly incorporates matters of conscience. Consumers with a social and ethical conscience are highly rational, making product selections based on individual and logical preferences and justifying that behavior in an ethical way. These consumers' purchasing decisions are affected by their sense of social responsibility, which makes them more rational buyers, buyers of what they perceive to be goods produced and distributed in socially responsible ways. Therefore, a corporation's social responsibility is playing an increasingly important role in how the corporation is managed (Auger et al., 2007; Devinney et al., 2006).

Prior studies have found that personal and social responsibilities are the two most important drivers for charitable giving or donations (Hur, 2006; Lemmens et al, 2005; Piferi, Jobe and Jones, 2006). In connection to support for cause-related marketing, consumers' commitments to engage in responsible behaviors may carry into their attitudes toward cause-related marketing programs. Individuals who respond to environmental initiatives are more likely to purchase products that are aligned with social causes. It seems logical to argue that individuals with a sense of social responsibility are more likely to show support for cause-brand alliances (Youn and Kim, 2008).

Based on the foregoing discussion, such findings would be particularly noteworthy as they highlight the moderating effects of gender and consumer social responsibility on the proposed model in this study. Thus, the following hypotheses are proffered:

H_6: With female consumers, the magnitude of the causal paths within the conceptual model will be strengthened.
H_7: With greater C_NSR, the magnitude of the causal paths within the conceptual model will be strengthened.

The post-alliance changes to corporate brand image and cause reputation

A corporation naturally seeks to associate with causes that could generate feelings of goodwill among their target audience. From an associative learning perspective, consumers' attitudes toward a corporation and/or its brands can be positively enhanced by pairing with positive causes (Till and Nowak, 2000). In addition, sponsors may reap the extraordinary benefits of improved corporate image from philanthropic sponsorships of charitable

organizations (Stipp and Schiavone, 1996). This implies that CRM may enhance consumers' overall evaluations of the sponsoring corporation. Likewise, charitable causes, via CRM alliances with corporations, may gain more media exposure. Therefore consumers may have a better understanding of the missions and ideals of the causes and have an improved impression of the causes, and the causes will enjoy an improved reputation.

Therefore, this study proposes that organized alliances between corporate brands and causes will enhance consumers' image of the corporation and their perceived reputation of the cause (Rao and Ruekert, 1994). Hence,

H_{8a}: Pre-image toward the corporate brand will be positively enhanced after the alliance.
H_{8b}: Pre-reputation of the cause will be positively enhanced after the alliance.

On the basis of the aforementioned literature review and hypotheses inferred, the conceptual model of this study is as shown in Figure 1.

METHODOLOGY

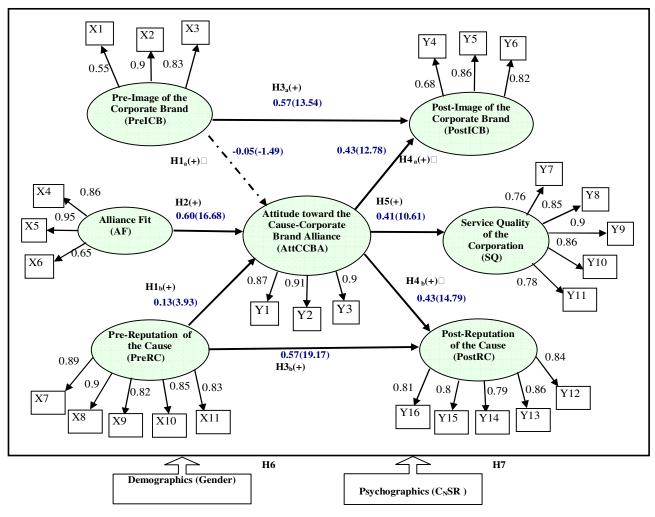### Design and procedure

This study intends to measure two items as a result of a corporate-cause alliance; the change to consumers' perceived image/reputation of the corporation/cause and the impact of consumers' attitudes toward the alliance on their perceived service quality of the corporation. We used corporate brand-cause pairing to achieve CRM campaign manipulation. For this study, we used three criteria for selecting the corporations. First, a corporation must not have engaged in any prior CRM campaign. Second, the company name is well known. Third, the company is highly willing to cooperate in the study. Based on the above criteria and focus group discussions, Janfusun Fancy World, Formosan Aboriginal Culture Village, and Yamay Resort were chosen as the corporate participants in this study representing the tourist amusement industry in Taiwan. The focus group also selected Eden Social Welfare Foundation as the sole cause participant in the study.

The alliance message presented was in the form of a print advertisement flyer, which was administered in the second stage. Based on the sales-related fund raising CRM model proposed by Kotler (1998), the sole cause was alternately paired with each of the three corporate brands to form three versions of this fictitious CRM campaign. For each version, its flyer showed the names and logos of the two corporate-cause alliance partners. The flyer contained a brief introduction of the mission and ideals of the cause. It also described the two programs in the CRM campaign. In one program, the corporation pledged to donate NTD 10 to the cause for each theme park admission ticket sold, and in the others, the corporation promised to donate one percent of its in-park sales to the cause. In order to minimize extraneous factors in the data collection, each version of the three ad flyers used an identical layout and copy design, except for the name and logo of the for-profit corporation.

Data collection

We first obtained pledges of cooperation with this study from the three corporate participants so our interviewers could get into their theme parks and administer the survey. All the interviewers were given specific instructions on how to conduct the survey in order to

Figure 1. Conceptual model and testing results. ▬▬▬▬▬▬ Supported paths; ▬ · ▬ · ▬ · ▬ Unsupported paths.

minimize any bias that might skew the result of the study. Once in the theme park, the interviewers identified themselves, explained their purpose to and solicited participation from theme park goers. With each respondent, the survey data was collected in three stages. First, the respondent filled out a questionnaire answering questions about their image of the theme park and the reputation they already had of the cause. Second, the interviewer gave the respondent the advert flyer and ample time to read and understand the advert. Then the interviewer gave the respondent a second questionnaire which was about the respondent's attitudes toward the corporate-cause brand alliance and alliance fit. Third, the interviewer handed over a small gift to the respondent along with the third and last questionnaire, which was identical to the first, except for one added a construct to measure service quality of this theme park. The questionnaires also took into account gender, age, income, education, and occupation. We obtained 755 valid questionnaires. Of these valid respondents, 55.6% were female, 37.8% were between 21 and 30 years of age, 34.2% earned an average income of less than NTD10,000 (about USD300) a month, 34.4% were still in school, and 47.4% were college graduates.

Development of measures

We included five constructs in this study: corporate brand image

(CBI), cause reputation, alliance fit, attitudes toward cause-corporate brand alliance, and service quality. All constructs were each measured by a seven-point Likert scale with anchors of strongly disagree (1) to strongly agree (7). CBI was measured on three items: the corporation is concerned with the environment, the corporation is often active in community affairs, and the corporation regularly sponsors public-service activities (Brown and Dacin, 1997). Cause reputation was measured on five items: the cause displays good operational efficiency and effectiveness, the cause is well managed and run, the cause pays attention to environmental protection, the cause participates in or promotes activities that benefit society, and the cause cares about developing the community where the cause operates (Gerald and Jia, 1994; Shenkar and Yuchtman-Yaar, 1997). Three items were used to assess alliance based on the degree to which how complementary and consistent the cause-corporate brand pairing feels to consumers (Aaker and Keller, 1990; Park et al., 1991). The three items were good, favorable, and positive to measure attitudes toward the cause-corporate brand alliance (Laffery et al., 2004; Simonin and Ruth, 1998). Fixing upon a performance-based measurement, this study used five dimensions with a total of 15 items for measuring service quality: tangibles, reliability, responsiveness, assurance, and empathy (Parasuraman et al., 1988; Cronin and Taylor, 1992; Teas, 1993). This study explores the impact of CRM on customers' perception on whether the service quality offered by the corporation

has improved since the introduction of the CRM campaign. Therefore all questionnaire questions include comparative phrases such as "will be better", "more…", and "will improve". C_NRS was measured via four items, adopted from Youn and Kim (2008), primarily seeking to assess the extent of consumers 'concern about the environment (Table 1).

ANALYSIS AND RESULTS

Analysis of the measurement model for the full sample

Unidimensionality, reliability, convergent, and discriminate validity were then evaluated. First, Cronbach's reliability coefficients were calculated for the items of each construct. As illustrated in Table 1, eight coefficient alpha estimates, ranging from 0.79 - 0.93, all exceed 0.7. As such, each of the eight constructs complied with the requirement of internal consistency (Nunnally, 1978). Then, CFA was applied to detect the unidimensionality of each construct (Anderson and Gerbing, 1988). This unidimensionality check verified the validity and reliability of our eight constructs. PRELIS was used to generate the correlation matrix, and LISREL 8.72 maximum-likelihood method was used to produce a completely standardized solution (Jöreskog and Sörbom, 1993). The results are provided in Table 1. Average variance extracted (AVE) and composite reliability (ρ_c) are also provided.

An assessment of the measurement properties of all eight constructs indicated that the factor loadings (lambdas) were high and significant (the t values for factor loading ranged from 18.13 - 39.55), which satisfies the criteria for convergent validity (Simonin, 1999). Content validity was established through a literature review and by consulting experienced researchers and managers. Discriminant validity is given when the shared variance among any two constructs (i.e., the square of their intercorrelation) is less than the AVE of each construct (Fornell and Larcker, 1981). As shown in Table 2, the AVE by the underlying construct is larger than the shared variance with other constructs. This implies that the eight constructs exhibit discriminant validity. Fornell and Larcker (1981) also stressed the importance of examining composite reliability and AVE. Bagozzi and Yi (1988) suggested two criteria: Composite reliability (ρ_c) should be greater than or equal to 0.60, and AVE should be greater than or equal to 0.50. For this study, all eight composite reliabilities (ρ_c) are greater than or equal to 0.82, and all AVE figures are greater than or equal to 0.75.

The chi-square test was significant ($\chi^2_{(406)}$ = 3397.01, p<0.01), which is not surprising, given the large sample size (n=755) (Benlter, 1990). Other fit indices are also shown in Table 1. These indices indicate a reasonable level of fit in favor of the model (Bagozzi and Yi, 1988).

Structural model and tests of hypotheses

The fit of structural model

Structural equation model (SEM) was used to estimate parameters of the structural model shown in Figure 1, and the completely standardized solutions computed by LISREL 8.72 maximum-likelihood method are reported in Table 4. Because the study was longitudinal—corporate brand image and cause reputation were measured at two different points in time with the same indicators before and after the exposure to the alliance advert—the model was adapted to allow for correlated error terms for the measures of pre and post-exposure corporate brand image and cause reputation (Jöreskog et al., 1999). As shown in Table 3, all fit measures in the structural model have a reasonable fit to the data ($\chi^2_{(308)}$ = 3197.34; χ^2/df = 4.23; PNFI = 0.82; NFI = 0.93; NNFI = 0.93; CFI = 0.94; IFI = 0.94; RFI = 0.92). These results indicate a reasonable level of fit in favor of this model (Bagozzi and Yi, 1988).

Antecedents of attitudes toward the cause-corporate alliance (CCBA)

The standardized estimates for the various paths and the associated t-values are provided in Table 3. Unexpectedly, the causal path from pre-image of the corporate brand (PreICB) to attitudes toward the cause-corporate brand alliance (AttCCBA) is not significant (γ_{11} = -0.05, t = -1.49). Thus, H1a is not supported. Pre-reputation of the cause (PreRC) has a significant and positive relationship with AttCCBA (γ_{13} = 0.13, t =3.93*). In addition, alliance fit (AF) has a significant and positive effect on AttCCBA (γ_{12} = 0.60, t =16.68*). Thus, H_{1b} and H_2 are supported. These findings indicate that the more favorable the reputation of the cause and the alliance fit, the more favorable the consumers' evaluations of the CCBA, which are in line with prior arguments advocated by some scholars (Lafferty et al., 2004; Simonin and Ruth, 1998). Therefore, while seeking a cause partner, the corporation should consider the reputation of the cause, which will influence consumers' assessment of the CCBA. The findings also show the importance of congruency and complementarities of image or ideals between the corporation and the cause. Furthermore, alliance fit exerts a stronger influence on consumers' attitudes toward the CCBA than cause reparation does (γ_{12} = 0.60 > γ_{13} = 0.13).

Impacts on post-exposure image/reputation

As expected, the causal paths from pre-image of the corporate brand (PreICB) to post-image of the corporate

Table 1. Scale Items and measurement properties.

Item	Standardized loadings	t-value	α^{b}
Pre-Image of the Corporate Brand (ρ_c=0.82; AVE=0.79)[a]			0.79
(Y_1) I feel that xxx Theme Park is concerned about the environment.	0.64	---	
(Y_2) I feel that xxx Theme Park is often active in community affairs.	0.86	18.46	
(Y_3) I feel that xxx Theme Park regularly sponsors public-service activities.	0.83	18.13	
Alliance Fit (ρ_c=0.87; AVE=0.75)[a]			0.82
(Y_4) I feel that the alliance between xxx and the cause will improve the image of xxx.	0.86	---	
(Y_5) I feel that the alliance between xxx and the cause will improve the service quality of xxx.	0.94	32.88	
(Y_6) I feel that the images of xxx and the cause are consistent with each other.	0.66	20.55	
Pre-Reputation of the Cause (ρ_c=0.93; AVE=0.78)[a]			0.92
(Y_7) I feel that the cause has displayed operational efficiency and effectiveness.	0.88	---	
(Y_8) I feel that the cause is well managed and run.	0.90	35.53	
(Y_9) I feel that the cause will pay attention to environmental protection.	0.83	30.55	
(Y_{10}) I feel that the cause will participate in or promote activities that benefit society.	0.84	31.30	
(Y_{11}) I feel that the cause cares about developing the community where it operates	0.83	30.47	
Attitudes toward the Cause-corporate brand alliance (ρ_c=0.94; AVE=0.87)[a]			0.92
(Y_{12}) I think this alliance is a good thing.	0.89	---	
(Y_{13}) I like an alliance like this.	0.93	39.55	
(Y_{14}) I hold a positive attitude toward this kind of alliance	0.92	38.45	
Post-Image of the Corporate Brand (ρ_c=0.90; AVE=.82)[a]			0.87
(Y_{15}) I feel that xxx Theme Park is concerned about the environment.	0.80	---	
(Y_{16}) I feel that xxx Theme Park is often active in community affairs.	0.90	28.70	
(Y_{17}) I feel that xxx Theme Park regularly sponsors public-service activities.	0.88	28.12	
Service quality (ρ_c=0.92; AVE=0.80)[a]			0.92
(Y_{18}) Tangibles	0.77	---	
(Y_{19}) Responsiveness	0.85	25.08	
(Y_{20}) Assurance	0.90	26.87	
(Y_{21}) Reliability	0.86	25.46	
(Y_{22}) Empathy	0.79	22.92	
Post-reputation of the cause (ρ_c=0.94; AVE=0.81)[a]			0.93
(Y_{23}) I feel that the cause has displayed operational efficiency and effectiveness.	0.88	---	
(Y_{24}) I feel that the cause is well managed and run.	0.91	37.10	
(Y_{25}) I feel that the cause will pay attention to environmental protection.	0.85	32.70	
(Y_{26}) I feel that the cause will participate in or promote activities that benefit society.	0.87	33.77	
(Y_{27}) I feel that the cause cares about developing the community where it operates	0.88	35.06	

Table 1. Contd.

C_NSR (environmental)(ρ_c=0.92; AVE=0.81) [a]		0.88
(Y28) I make a strong effort to recycle everything I possibly can.	0.82	---
(Y29) I worry a lot about the effects of environmental pollution on my family's health.	0.92	30.66
(Y30) I am concerned about the quality of the air inside my home.	0.89	29.62
(Y31) I'm very concerned about global warming.	0.79	25.01

Goodness-of Fit: $X^2_{(406)}$ = 3397.01 ; X^2/df= 4.5; PNFI=0.82; NFI=0.94; NNFI=0.94; CFI= 0.95; IFI=0.95; RFI=0.93; PGFI=0.63. [a]For each construct, scale composite reliability (ρ_c) and average variance extracted (AVE) are provided. These are calculated using the formula provided by Fornell and Larcker (1981) and Baggozzi and Yi (1988). [b]Cronbach's alpha (α) means internal consistency.

Table 2. Fornell and Larcker test for the eight constructs.

	AttCCBA	PostICB	SQ	PostRC	PreICB	AF	PreRC	C_NSR
AttCCBA	0.87							
PostICB	0.26	0.82						
SQ	0.15	0.38	0.80					
PostRC	0.36	0.52	0.26	0.81				
PreICB	0.06	0.48	0.38	0.27	0.79			
AF	0.38	0.30	0.27	0.40	0.22	0.75		
PreRC	0.15	0.25	0.23	0.52	0.29	0.31	0.78	
C_NSR	0.19	0.15	0.07	0.18	0.06	0.17	0.15	0.81

[a]PreICB = Pre-Image to the Corporate Brand ; AttCCBA = Attitude toward the Cause-Corporate Brand Alliance ; Alliance Fit= AF ; PreRC = Pre-Reputation to the Cause ; PostICB = Post-Image to the Corporate Brand ; PostRC = Post-Reputation to the Cause ; SQ = Service Quality of the corporation. [b]AVE on diagonal; the square of their intercorrelation below the diagonal

brand (PostICB) and from pre-reputation of the cause (PreRC) to post-reputation of the cause (PostRC) are positive and significant (γ_{21}= 0.57, t =13.54; γ_{43}= 0.57, t =19.17). These results give support for H3a and H3b, and verify that attitudes are relatively stable and enduring (Fishbein and Ajzen, 1975). Based on the above findings, the pre-image of the corporate brand has a positive effect on the post-image of the corporate brand. Likewise, the pre-reputation of the cause has a positive effect on the post-reputation of the cause. In addition, attitudes toward the CCBA (AttCCBA) has a significant and positive effect on PostICB (β_{21}= 0.43, t =12.78), and has a significant and positive effect on PostRC (β_{41}= 0.43, t =14.79). Thus, H4a and H4b are supported. According to the findings, when consumers have more positive attitudes toward the CCBA, they tend to reinforce the linkage between the cause and the company and carry their favorable attitudes toward the CCBA over to both alliance partners.

Antecedent of service quality

As hypothesized, attitudes toward the CCBA (AttCCBA) are positive and significant as related to service quality (SQ) (β_{31}=0.41, t =10.61), supporting H5. This confirms

that consumers' favorable attitudes toward the CCBA can enhance their perceptions of service quality.

Test of moderating effects

This study applied multiple-group analysis to investigate the moderating effects of gender and consumer social responsibility (C_NSR). Gender was divided into the male (n=335) and the female (n=420) groups. C_NSR was divided into the high (n=406) and the low (n=349) groups based on a medium split of 6.25. The gender and C_NSR moderating effects on the SEM were tested by constraining appropriate pairs of β estimates, one pair at a time, to be equal across the two groups and then evaluating whether the resulting change in the chi-square is significant with one degree of freedom (Bagozzi and Heatherton, 1994).

First, we tested the moderating effects of gender on those causal paths within this conceptual model. Table 4 shows the coefficient estimates as well as the goodness-of-fit indices for the two-group comparison. As Table 4 shows, the causal path for the female group from PreICB to AttCCBA is positively significant ($\gamma_{11,female}$ = .21, t =3.23*). But, the corresponding path for the male group is

not significant ($\gamma_{11,\text{male}}$ =-0.12, t =-1.74). Thus, with the female group, the positive relationship between pre-image of the corporate brand and attitudes toward the CCBA will be strengthened. The relationship between PreRC and PostRC is significantly stronger ($\Delta\chi^2$ =20.04) in the male group ($\gamma_{43,\text{male}}$ = .58, t =10.94*) than in the female group ($\gamma_{43,\text{female}}$ = .27, t =4.09*), contradicting the hypothesis. As Table 4 shows, AttCCBA exerts a stronger influence on PostICB ($\Delta\chi^2$ =12.52) in the female group ($\beta_{21,\text{female}}$ = .0.79, t =5.98*) than in the male group ($\beta_{21,\text{male}}$ =0.39, t =8.23*). Likewise, AttCCBA has a stronger impact on PostRC ($\Delta\chi^2$ =14.80) in the female group ($\beta_{31,\text{female}}$ = 0.82, t =6.71*) than in the male group ($\beta_{31,\text{male}}$ =0.34, t =8.04*). AttCCBA has a stronger impact on service quality ($\Delta\chi^2$ =33.44) in the female group ($\beta_{41,\text{female}}$ = 0.74, t =6.18*) than in the male group ($\beta_{41,\text{male}}$ =0.21, t =4.06*). The results show that five causal paths in our conceptual model will be moderated by gender. Four of which will be strengthened in the female group. Thus, H_6 is partially supported.

Then, we investigated the moderating effects of C_NSR. As can be seen in Table 5, the causal path from PreRC to AttCCBA is positively significant in the low-C_NSR group ($\gamma_{13,\text{low-}C_NSR}$ =0.14, t =2.85*). But, this path is not significant in the high-C_NSR group ($\gamma_{13,\text{high-}C_NSR}$ =0.05, t =1.19). AttCCBA has a stronger impact on PostICB ($\Delta\chi^2$ =7.24) in the low C_NSR group ($\beta_{21,\text{low-}C_NSR}$ =0.50, t =9.31*) than in the high C_NSR group ($\beta_{21,\text{high-}C_NSR}$ =0.30, t =6.49*). The above two paths were moderated and showed results that were contrary to the hypotheses. On the other hand, AttCCBA exerts a stronger effect on PostRC ($\Delta\chi^2$ =3.97) in the high C_NSR group ($\beta_{41,\text{high-}C_NSR}$ =0.43, t =10.33*) than in the low C_NSR group ($\beta_{41,\text{low-}C_NSR}$ =0.36, t =7.89*). This result shows that the effect of AttCCBA on PostRC is strengthened when consumers are more socially responsible. Hence, H_7 is partially supported.

Changes to corporate brand image and cause reputation

As shown in Table 6, the paired-sample tests of before and after the alliance are significant for the corporate brand image (t = -21.19) and the cause reputation (t = -15.23). Thus, the results provide support for H_{8a} and H_{8b}. These findings suggest that CRM can improve consumer's corporate brand image and their perceived reputation of the cause, which is in line with prior arguments advocated by some scholars (Rao and Ruekert, 1994; Stipp and Schiavone, 1996).

DISCUSSION

Summary of findings

This study, by way of corporate-cause pairing, places its focus mainly on measuring certain changes in consumers' perception of corporate image and cause reputation before and after their exposure to the corporate brand/cause alliance campaign advert, and it explores the impact of consumers' attitudes toward the alliance on their subsequent impressions of their perceived service quality offered by each partner. By controlling the sequence of consumers' exposure to the CRM campaign messages, this study has demonstrated that the image of the corporate brand and the reputation of the cause are both significantly enhanced after the alliance (H8a and H8b). Applying the customer-based brand equity (CBBE) model (Keller, 2008), the consumers will create a new favorable corporate brand image by taking the linkage between the new node (the CRM campaign) and the corporation after the alliance. On the other hand, the reputation of the non-profit organization involved in the CCBA is likewise improved as a result

According to information integration theory and attitude accessibility theory, once consumers have formed favorable attitudes toward the corporate brand/cause alliance, their perceived corporate brand image and cause reputation are both also enhanced (H4a and H4b), clearly demonstrating the spillover effects of the cause-corporate brand alliance.

In addition, this study has also shown that the more favorable the consumers' attitudes toward the CCBA, the greater their perception of corporate service quality improvement (H5). Therefore this study further confirms the signal theory which states that, when the message, the signal, of a corporation's participation in a socially beneficial campaign is released to the public, the more the consumers perceive the corporation as being socially responsible, the greater the consumers' level of favorable belief and attitude toward the products or services provided by this company (Brown and Dacin, 1997). Based on these conclusions, the establishment of a good corporate/cause alliance can improve their perception about the quality of service offered by the corporation. This finding has significant contributions to corporations in the service industry, where service quality is paramount, as well as researchers in the field of service industry management.

The finding of this study also provides empirical evidence to support that the pre-reputation of the cause and the alliance fit are both significantly and positively related to the attitudes toward the CCBA (H1b and H2). In the meantime, a positive effect of pre-image of the corporate brand on attitudes toward the CCBA is not supported as expected. The alliance fit between the corporation and the cause is a critical antecedent to a successful CCBA campaign. As suggested by the evidence, when consumers perceive the alliance fit as

Table 3. Structural parameter estimates and goodness-of-fit indices (full sample).

Hypotheses	Paths	Estimate[a]	t-value
H_{1a}	PreICB $\rightarrow$ AttCCBA	γ_{11} -0.05	-1.49
H_{1b}	PreRC $\rightarrow$ AttCCBA	γ_{13} 0.13	3.93*
H_2	AF $\rightarrow$ AttCCBA	γ_{12} 0.60	16.68*
H_{3a}	PreICB $\rightarrow$ PostICB	γ_{21} 0.57	13.54*
H_{3b}	PreRC $\rightarrow$ PostRC	γ_{43} 0.57	19.17*
H_{4a}	AttCCBA $\rightarrow$ PostICB	β_{21} 0.43	12.78*
H_{4b}	AttCCBA $\rightarrow$ PostRC	β_{31} 0.43	10.61*
H_5	AttCCBA $\rightarrow$ SQ	β_{41} 0.41	14.79*

Goodness-of Fit: $X^2_{(308)}$ =3197.34; X^2/df = 4.23; PNFI=0.82; NFI=0.93; NNFI=0.93; CFI= 0.94; IFI=0.94; RFI=0.92; PGFI=0.62.
[a]Standardized estimate. * Significant at $p < .05$ (t >1.96 or t < -1.96)

appropriate and sensible, they will not invoke an attribution search. Therefore, the more consumers perceive the corporate/cause alliance as being complementary and congruent, the more favorable their attitudes toward the alliance. Accordingly, the result also verifies that pre-corporate brand image is positively related to post-exposure corporate brand image (H_{3a}). The same also goes for the cause (H_{3b}). This study finds that, when businesses is interested in leveraging a co-branding strategy to execute CRM, they must seek out non-profit organizations with which they are a good fit, and that the more reputable and more highly regarded the corporations and the cause are separately, the easier it is for consumers to form positive evaluations of the corporate/cause's CRM campaigns. This is also one of the important contributions that this study has added to the field.

In the model, we hypothesize that gender and C_NSR are moderators on certain paths. This turned out to be only partially true. The results show that gender and C_NSR play some critical roles in understanding CCBA's evaluation and their subsequent influence on post-image of the corporate brand, post-reputation of the cause, and consumers' perception of the corporation's service quality. First, taking gender as a moderator, we found that the magnitude of the positive effect of attitudes toward cause-corporate brand alliance on post-image of the corporate brand, post-reputation of the cause, and service quality is strengthened when the consumers are female. In addition, with female consumers, the positive relationship between pre-image of corporate brand and attitudes toward cause-corporate brand alliance is also strengthened. In other words, female consumers have more amplifying effects on these four paths than male consumers do. Based on the research cited above, the spillover effects of a cause-corporate brand alliance are more pronounced in female consumers than in males (H4a and H4b). In the meantime, because female consumers are more easily swayed than males are by

the release of CCBA messages (H5), they are also more inclined than males are to equate their positive evaluation of the corporations in a CCBA to improved quality in the products/services offered by such corporations. Therefore, we arrive at the conclusion that female consumers play a vital role in the success or failure of a corporate brand and cause alliance.

Additionally, the moderating effect of C_NSR on the relationships in this study's model is validated only on one path: the effect of attitudes toward CCBA on post-reputation of the cause. The positive relationship between attitudes toward the CCBA and post-reputation of the cause is strengthened by consumers possessing higher, measurable levels of social responsibility.

Managerial implications

Based on this study, a corporation and cause alliance can improve the image of the corporation and the reputation of the cause. Therefore, CRM can improve the image and increase sales for the corporation, and it can help the public achieve a deeper understanding of the cause's missions and ideals while giving the cause a good source of funding. Both partners in the CRM alliance benefit—a win-win situation (Rao and Ruekert, 1994). To take advantage of the post-alliance spillover effects, we would suggest that corporations should actively initiate marketing collaborations with non-profit organizations. Through well planned CRM campaigns, the collaboration partners achieve improved image and reputation. And, through their support of and participation in the CRM campaign, the consumers fulfill their desire to do good, to help charitable organizations, and to consume. The for-profit, the non-profit, and the consumers—the three parties to a CRM campaign—all benefit from the campaign; a true all-win marketing strategy (Barnes, 1991).

We find through this study that alliance fit exerts a more profound influence on consumers' attitudes toward a

Table 4. Male and female (gender) groups: Structural parameter estimates, goodness-of-fit indices, and χ^2 difference tests.

Paths/ Hypotheses		Male(n=335)		Female (n=420)		χ^2 difference test[b]	
		Estimate[a]	t-value	Estimate[a]	t-value	χ^2	$\Delta\chi^2$
H1-a	PreICB → AttCCBA	γ_{11} -0.12	-1.74	γ_{11} .21	3.23*	---	--- (F>M)
H1-b	PreRC → AttCCBA	γ_{13} .16	2.57*	γ_{13} .33	5.04*	1595.69	0.12
H2	AF → AttCCBA	γ_{12} .61	9.30*	γ_{12} .61	6.20*	1595.47	0.1
H3-a	PreICB →PostICB	γ_{21} .53	7.55*	γ_{21} .33	3.54*	1598.05	2.48
H3-b	PreRC → PostRC	γ_{43} .58	10.94*	γ_{43} .27	4.09*	1615.61	20.04(COD[c]) (M>F)
H4-a	AttCCBA → PostICB	β_{21} .39	8.23*	β_{21} .79	5.98*	1608.09	12.52(S*) (F>M)
H4-b	AttCCBA → PostRC	β_{31} .34	8.04*	β_{31} .82	6.71*	1610.37	14.80 (S*) (F>M)
H5	AttCCBA → SQ	β_{41} .21	4.06*	β_{41} .74	6.18*	1629.01	33.44 (S*) (F>M)

Goodness-of Fit: χ^2= 1595.57; χ^2/df = 2.11 ; PNFI=0.82 ; IFI=0.96 ; NFI=0.94 ; NNFI=0.96 ; CFI= 0.96 ; RFI=0.93. [a]Standardized estimate; [b] χ^2 difference test (coefficient change is tested by χ^2 difference test based on $\Delta\chi^2 > 3.84$, p<0.05); [c]COD = change in opposite direction as hypothesized; S*= supported by χ^2difference test. *Significant at p<.05 (t >1.96 or t < -1.96).

Table 5. High- and low-responsibility groups: structural parameter estimates, goodness-of-fit indices, and χ^2difference tests.

Paths/hypotheses		High-C_NSR (n=406)		Low-C_NSR (n=349)		Compare high vs. low	
		Estimate[a]	t-value	Estimate[a]	t-value	χ^2	$\Delta\chi^2$
H_{1a}	PreICB → AttCCBA	γ_{11} .01	0.18	γ_{11} -0.10	-1.67	---	---
H_b	PreRC → AttCCBA	γ_{13} .05	1.19	γ_{13} .14	2.85*	---	--- (COD[c])
H_2	AF → AttCCBA	γ_{12} .59	11.49*	γ_{12} .50	8.77*	3098.30	0.7
H_{3a}	PreICB → PostICB	γ_{21} .52	9.40*	γ_{21} .61	7.60*	3100.18	2.58
H_{3b}	PreRC → PostRC	γ_{43} .55	12.65*	γ_{43} .58	11.76*	3099.13	1.53
H_{4a}	AttCCBA → PostICB	β_{21} .30	6.49*	β_{21} .50	9.31*	3104.84	7.24(COD[c])
H_{4b}	AttCCBA → PostRC	β_{31} .43	10.33*	β_{31} .36	7.89*	3101.57	3.97(S*) (H >L)
H_5	AttCCBA → SQ	β_{41} .30	5.25*	β_{41} .22	3.98*	3100.83	3.23

Goodness-of Fit: χ^2= 3097.60 ; χ^2/df = 4.10 ; PNFI=0.80 ; IFI=0.92 ; NFI=0.91 ; NNFI=0.91 ; CFI= 0.92 ; RFI=0.89; [a]Standardized estimate; [b] χ^2 difference test (coefficient change is tested by χ^2 difference test based on $\Delta\chi^2 > 3.84$, p<0.05); [c]COD = change in opposite direction as hypothesized; S *= supported by χ^2difference test. *Significant at p<.05 (t >1.96 or t < -1.96)

cause-corporate brand alliance than does corporate brand image and cause reputation (γ_{12} =0.6 > γ_{13} = 0.13> γ_{11} =-0.05). Therefore, when a corporation employs CRM to enrich or mold its brand image, it is well advised to select a non-profit organization that projects an image that is closely compatible with its own image or missions. This strategy will help improve consumers' attitudes toward the cause-corporate brand alliance and, hence, the CCBA's chances of campaign success. The

alliance between Taipei Children's Amusement Park and Ronald McDonald House or between Avon and a non-profit such as a breast cancer prevention foundation or breast reconstruction foundation would be examples of good alliance fit. On the other hand, an alliance between Chinese Petroleum Corporation and Greenpeace would be an example of bad alliance fit.

This study also shows that pre-cause reputation has a positive and significant effect on consumers' attitudes toward the CCBA. Therefore, a corporation should carefully

Table 6. Mean score and pair-samples t-test for CBI and cause reputation.

| | Mean score | | Pair-samples T-test |
	Before	After	T-Value
CBI	4.4790	5.2340	-21.188*
Cause Reputation	5.0278	5.4811	-15.232*

* t value for paired-samples test is significant at p<.05 (t >1.96 or t < -1.96).

consider the reputation of its perspective cause candidates for the CCBA. When consumers have more favorable impression of the goodwill and reputation of the cause in a CCBA, they are more inclined to identify with and support the CCBA campaign. Furthermore, when consumers perceive that a corporation is actively engaged in philanthropic activities, they tend to affirm and support the CRM campaign sponsored by the corporation and also to accord higher marks to the service quality of the corporation. Taiwan has been actively promoting tourism in recent years, and the local tourism industry has been increasingly more mindful of establishing or improving corporate image in the design of its promotional materials. Based on findings in this study, tourism corporations are well advised to actively engage in public service activities to demonstrate their concerns about and support for disadvantaged groups in society so as to establish a humanitarian image. Furthermore, the corporations can signal through the CRM their promise to take on more social responsibility, creating an ambience in which consumers are more likely to foster a favorable impression of the service quality of the corporations (Brown and Dacin, 1997).

In this study, the moderating effects of gender clearly indicate that females' attitudes toward CCBA have a higher positive effect on their perception of post-corporate brand image, post-cause reputation, and corporate service quality than those of males. Therefore, a corporation can consider using media favored by females (e.g., magazines, TV, newspapers) to advertise its CRM campaign. Furthermore, the corporation can also time its CRM campaign to coincide with (or precede or surround) days with female significance, such as Mother's Day, Valentine's Day, Nurses Day, the first day of school—very important and sometimes traumatic for mothers of kindergarteners and first graders. Through the well-thought-out choice of media and well-timed CRM campaign, a corporation can attract more females to participate in and bring better results to its CCBA.

LIMITATIONS AND DIRECTIONS FOR FURTHER RESEARCH

Because this study uses empirical results to validate its CCBA model, the limitations placed on the model may have caused certain findings to be less than exact. An understanding of these inherent limitations should be able

to help guide future research. Due to constraints on deadlines, monetary budget, and research methodology, we chose only three theme parks to pair with one non-profit for the study. Therefore, the findings in this study may not apply to the CRM campaigns in other industries. Additionally, all three theme parks are located in central Taiwan, so future studies may consider expanding their geographic coverage to the whole island. Another area for possible improvement is to broaden the scope to include other sectors of the tourism industry, e.g., travel agency and hotel/accommodation. We hope that future studies, incorporating these two suggested improve-ments, can identify and employ research samples that more broadly encompass the characteristics of the larger population, and therefore make their findings more valuable to the industry.

That the model used only one non-profit organization is another limitation of this study. Consequently, it wasn't possible to study the effect of cause characteristics on the CCBA model by altering the non-profit organizations used in the study. Therefore, it is possible to include in a new study non-profit organizations with varying organizational characteristics such as cause familiarity among consumers (e.g., ready consumer recognition of the cause) and type of cause (e.g., environmentalism, child abuse prevention, health promotion, women's health promotion, anti-smoking, anti-drunk-driving, etc.). These organizational characteristics can be used as moderating factors to fine tune the study of the CCBA model. Additionally, this study focused on corporate brand fit and didn't include the study of product fit, the other types of alliance fit. Therefore, this study can't measure the effect of product fit on the CCBA model—another area for future research to look into. Additionally, on the evaluation of corporate brand image, this study focuses only on corporate social responsibility, and it omits altogether other constructs. For example, researchers can help make the study of CBI more complete by including the corporation's ability to regenerate itself in their future studies (Brown and Dacin, 1997).

This study used corporation/cause pairing to help create artificial settings into which we put survey respondents, in a manner that we felt could approximate real world situations. However, inevitable incongruencies between the artificial settings in this study and real campaign timeframes in which subject corporations find themselves may have led to some skewing in the study's findings. The moderating effects of consumers' social

responsibility on the CCBA model were not clearly established in this study. We suspect that was because the item for C_NSR in the survey of this study focused on issues about the protection of the environment, which are issues that may have less direct links in consumers' perception to charitable donations. Future studies may incorporate items to measure validity and reliability of C_NSR in order to shed more light on the moderating effects of consumers' social responsibility on the CCBA model.

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