

Cause-Related Marketing in the Face of Environmental CSI: Who Donates – Firm or Customer?

A quantitative study of CRM-initiatives within the transportation sector.

Abstract

Cause-related marketing (CRM), where money is donated to a cause in connection with a purchase, has become a popular marketing strategy to increase funding for a good cause while improving customer relationships. As many firms act within corporate social irresponsible (CSI) industries, an ambiguity regarding how to engage in CRM is present. The aim of this study is to examine how transportation actors should relate to the environmental CSI they produce, when engaging with CRM. Specifically, the authors elaborate on the benefits of CRM that relates to the same or other domain than the environmental CSI. In addition, whether the consumer would prefer to voluntarily pay extra for a CRM-initiative or if donations should be included in the product price is a research gap this study aims to fill. A quantitative study with 641 respondents found that it is significantly more beneficial to link a purchase of fuel, while refueling a car (i.e. utilitarian product category), to a cause than to a purchase of a flight ticket (i.e. hedonic product category). Furthermore, this study indicates statistically non-significant effects with regards to whether transportation actors should let the customer voluntarily pay extra for a cause or if it should be included in the product price. Additionally, the findings show that individuals' intention to voluntarily pay extra for the CRM-initiative as well as their willingness to return to the company is significantly higher for a same domain CRM-initiative than an other domain CRM-initiative. Lastly, practitioners stand to gain because of two reasons; Firstly, increasing funding for a good cause, thereby contributing to a more responsible transportation sector. Secondly, meeting consumer demand for responsible consumption, giving rise to an opportunity to achieve more loyal customers.

Keywords: Cause-Related Marketing, Corporate Social Irresponsibility, Carbon Offsetting, Hedonic Product Category, Utilitarian Product Category.

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List of Definitions

Corporate-Social-Responsibility (CSR): The actions that firms take to contribute to the benefit of society at large (Kotler & Lee, 2005).

Corporate-Social-Irresponsibility (CSI): Corporate actions with negative consequences for stakeholders or society, affecting a firm's value negatively (Lenz et al., 2017).

Companies within an industry tainted by environmental CSI: Companies within industries who result in CSI related to the environment. In this study the transportation sector is referred to as an industry tainted by environmental CSI.

Cause-Related Marketing (CRM): The connection of a cause with a product (Chang, 2008), i.e., that money is donated to a charity/project in connection with a product purchase.

Voluntary Carbon offsetting: The idea of carbon offsetting is that a consumer who purchases something that impacts the environment negatively, can make up for this by purchasing offsets to compensate for the carbon emissions generated by their consumption (Lu & Shon, 2012).

Same-Domain CRM-initiative: A cause linked to a product that addresses the CSI the company is causing. For instance, an airline company is influencing the environment negatively (CSI), a Same-Domain CRM-initiative is a cause that addresses the environment e.g. a carbon offsetting.

Other-Domain CRM-initiative: A cause linked to a product that taps into other domains not affected by the company's CSI. In the case of an airline company, an Other-Domain CRM includes a cause that addresses some other domain than the environment, for instance humanitarian aid.

100% consumer paid CRM: A cause linked to a product that the customer has the possibility to voluntarily add to its purchase by paying a certain amount extra.

100% firm financed CRM: Every time customers makes a purchase, the company donates a certain amount of money for a cause. This type of CRM-initiative is entirely financed by the firm, and the customer does not have to pay anything extra.

Co-financed CRM between the customer and firm: Every time customers make a purchase, they have the opportunity to voluntarily contribute financially for a cause together with the firm., through e.g., a 50/50 split.

Booking page: Refers to when the consumer, in the digital channel, has decided to purchase a certain product (e.g. a flight ticket) and clicked on the "digital book button" but not yet paid for the product/ticket. On the booking page, the price of the product is shown, and the consumer can add extra services like food requirements, seat preferences and carbon offsetting etc.

Digital payment screen: A digital screen where consumers make the payment of a product. An industry using digital payment screens is gas stations, using digital payment screens next to the gas pump, enabling customers to pay conveniently without having to enter the gas station.

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1. Introduction

Human activities are regarded as the primary cause of the recent increase in greenhouse gases, such as carbon dioxide. Due to the rapid growth and danger of these emissions, efforts are being made to manage the levels and the consequential harm. The Paris agreement was signed in 2015 and with it 192 countries and regions committed to “strengthen the global response to the threat of climate change by keeping a global temperature rise this century well below 2 degrees Celsius above pre-industrial level” (UNFCCC, 2020). In order to meet these goals, countries, authorities, corporations and individuals alike have started a great array of initiatives. The climate movement is however not limited to policy making, but also engaging the public as they take to the streets and demonstrate against governmental and corporate actions or inactions. In August 2018, a Swedish 15-year-old girl by the name Greta Thunberg held a school strike outside the Swedish parliament during the election period, demanding climate action from the politicians (Emilsson, et al., 2020). The school strike movements grew into weekly strikes all over the world and last year millions of people gathered in demonstrations, peaking at the Global Week for Future in September 2019 with around 6 million participants globally (Taylor et al., 2019).

Environmental awareness is affecting human behavior through numerous aspects, such as consumption reductions, changing harmful consumption, and changing to environmentally friendly products (Füle & Kenéz, 2005). As consumers’ awareness and demand for change increases, corporations need to adapt, especially within industries tainted by environmental corporate social irresponsibility (CSI). These consumers give rise to new business models, such as “shared economy,” but their new priorities have also shown themselves in research. Other phenomena are that of “purchase stop” or “purchase free year” where consumers minimize or even stop purchasing new products, to minimize their environmental impact (Haider, 2012). Furthermore, consumers associate some industries with social stigmas such as guilt and shame. In 2018 the word *flygskam*, flight shame, was introduced into the Swedish Academy’s Dictionary, making it an official Swedish word. The word flight shame refers to the shame or guilt that one can feel when using aviation transportation and a study from 2018, on behalf of the Royal Dutch Airlines (KLM), found that approximately half of the participants answered that they had a bad conscience after purchasing an airline ticket (Bergqvist, 2018).

The transport sector accounted for approximately 14% of the global carbon dioxide emissions, and both regulators and corporations are trying to address this issue (IPCC, 2014). Governmental policies have been focusing on providing incentives, primarily economic, in order to affect the prices of emissions and new low-emission technologies (Santos et al., 2010). For example, scrappage schemes to incentivize consumers to purchase new, more environmentally friendly cars, and the introduction of carbon taxes on fuel (Brand et al., 2013). Beyond these political driving forces, and as sustainability becomes more and more important, corporations and marketers are also trying to address these concerns through strategies such as environmentally friendly products (Choi & Kim, 2005), and through so-called carbon offsetting (Moura et al., 1997).

Allowing customers to pay extra to carbon offset their purchase, i.e., reduce the impact of the carbon dioxide emissions associated with the consumption, has become a popular corporate social responsibility (CSR) strategy for companies, especially within aviation (BSR, 2007). It is also evident that practitioners within aviation are not only engaging in causes connected to the environment, like carbon offsetting, but also in causes unrelated to the environment by for instance letting consumers pay extra for donating money to Unicef, in connection with a purchase (see appendix 1). When firms link a product to a cause through donations it is referred to as Cause-Related Marketing (CRM). Although both of these types of CRM-initiatives, carbon offsettings and donations, are trying to do good, there is no clarity of which type of actions that environmentally irresponsible companies should best engage in. Moreover, letting the consumers pay extra for a donation or carbon offsetting is naturally positive for society as money is contributed for a good cause. However, for companies that are highly associated with harming the environment, like the transportation sector, it may be risky to leave the responsibility to the consumers. Instead, the company may need to take responsibility themselves and not let their customers pay the entirety of the donation or carbon-offsetting.

1.1 Problematization

Companies that directly cause environmental damage, such as the ones within the transportation sector, need to understand how to confront this challenge and how they should take advantage of consumers' increasing demand for responsible- and sustainable consumption.

As stated in the introduction, CRM is the partnering of a product with a cause, where research has focused on donations that are included in the product price, i.e., the company donates money to a charity each time a consumer makes a purchase. CRM has become a popular marketing strategy

among companies (Chang, 2008) and their objectives with CRM have been suggested to have a dualistic nature as it relates to both positive outcomes for the firm, such as revenues, consumer loyalty, repeated purchases, or brand attitudes, while also undertaking social responsibility through generating funds for the chosen cause (Varadarajan & Menon, 1988). CRM has been widely researched, especially in the area of positive outcomes that arise when a cause is linked to a product and included in the product price (Chang, 2008; Strahilevitz, 1999). Several studies within CRM imply that some products, so-called hedonic products, characterized of attributes like sensual pleasure, fantasy, and fun (Dhar & Wertenbroch, 2000; Hirschman & Holbrook, 1982) benefit more from being linked to a donation compared to, so-called utilitarian products which are characterized by functional attributes (Batra & Ahtola, 1991; Novak et al., 2003).

Previous research has not, however, examined CRM's relation to hedonic- and utilitarian product categories in the context of CSI. Since many firms act within environmental CSI industries, such as transportation actors, there is ambiguity regarding how these companies should relate to the CSI they produce when engaging in CRM and which product categories that benefit from it the most. The lack of knowledge, combined with an increased consumer demand for responsible consumption (Füle & Kenéz, 2005), emphasizes the importance of broadening the area of CRM into product categories tainted by environmental CSI as it is anticipated to be a valuable marketing-tool while contributing to a more responsible consumption.

Furthermore, there is a lack of knowledge on how CRM-initiatives are to be implemented for product categories within industries tainted by CSI, both in terms of what cause/charity to address with these products and if the cause should be included in the product price or selected and paid for by the customer. Although research within CRM has not investigated industries or products with CSI, one area of study that has examined industries tainted by CSI, where a cause is linked to a product, is found within the area of voluntary carbon offsetting and its focus on the aviation industry. Previous research has focused on what influences airline consumers' willingness to voluntarily pay extra to carbon offset their purchase, and suggests that to increase adoption level companies should incentivize consumers through e.g. simple and clear communication of the offsetting (Babakhani et al., 2017; Gössling et al., 2007).

At the same time, the adoption level of aviation voluntary carbon offsets is low, e.g., ranging from 1% to 10% for air travelers (Choi & Ritchie 2014; Choi et al., 2016; McLennan et al., 2014; Mair, 2011). Although a voluntary carbon offsetting gives the consumer the freedom of choosing

whether or not to purchase the cause, this low adoption level implies that carbon offsettings may not be implemented correctly, in line with previous studies suggesting that consumers want companies to take responsibility for their emissions (Lu & Shon, 2012). Hence, it may be more effective to implement a carbon offsetting from the lens of the CRM perspective i.e. that every time a consumer purchases an airline ticket the company pays extra to carbon offset the customer's purchase. It may also be that transportation actors should not engage in carbon offsettings at all, as it is within the *Same-Domain* as the companies' irresponsible behavior of causing environmental damage (Same-Domain CRM); Potentially they would benefit more from addressing causes within an *Other-Domain* than their CSI to not draw attention to the irresponsible part of their business and, for instance, link a purchase with a donation to Unicef instead (Other-Domain CRM).

Research within the area of CSR has emphasized the distinction of domains when CSI is present, implying that companies within industries tainted by CSI, such as the transportation industry, can presumably engage in both Same-Domain and Other-Domain CSR (Lenz et al., 2017). However, previous research has not investigated these domains thoroughly for companies within industries tainted by CSI, and cannot explain if a Same- and Other-Domain is equally beneficial or if one of them is better to engage in. Additionally, this distinction of domains has not yet been researched in the context of CRM. Hence, there is an hesitation as to whether mentioned companies should adopt a CRM within the Same- or Other-Domain than the company's environmental CSI.

The research gap regarding how companies within industries tainted by environmental CSI should engage in CRM is evident among practitioners within the transportation sector, as companies currently are working with CRM differently. CRM-strategies differ both in terms of addressing causes in the Same-Domain or an Other-Domain than their environmental CSI and, moreover, if they include the CRM in the price of the product or let the customers voluntarily pay extra for it (see Appendix 1 for an observation of companies' different CRM-strategies). Within aviation, a Same-Domain CRM is most commonly used, since many airlines engage with carbon offsettings. The airline SAS uses two types of Same-Domain CRM-initiatives as they both offer their customers to buy biofuel in connection to their purchase, and simultaneously offer a carbon offsetting financed by SAS included in the price of the flight ticket, however the latter is only available to members of their Eurobonus program. Lufthansa does not offer a CRM-initiative at all, while Norwegian uses both domains by offering the customer to either pay extra for carbon offsetting their purchase (Same-Domain) or donate money to the charity Unicef (Other-Domain). Infrequently, however, product purchases within the transportation sector engage with CRM, for

instance while refueling a car in Sweden today consumers are not offered the ability to either donate money to charity nor carbon offset their purchase. The use of different CRM-initiatives among both product categories and companies within the transportation sector indicates a lack of knowledge of the optimal strategy.

To summarize, there is ambiguity regarding if companies within industries tainted by environmental CSI should address their negative impact through engaging in environmentally-friendly initiatives or if they should engage in socially responsible initiatives unrelated to the environment. Furthermore, while previous research within CRM focuses on companies unrelated to CSI, where a cause is included in the product price, the research within carbon offsettings on the other hand, focuses on companies with CSI where consumers are asked to voluntarily pay extra for the carbon offsetting. Yet, previous research has not examined whether the consumer would prefer to voluntarily pay extra for CRM-initiatives of products related to CSI or if they should be included in the product price. Corporations that understand how they should relate to their CSI, and create impactful CRM-initiatives, have a lot to gain. The reason for this is twofold; On the one hand to increase the funds given for good causes, thereby contributing to a more socially responsible industry, and on the other hand to meet consumers' demand for more responsible consumption, thereby provide an opportunity to achieve more loyal customers. By combining the fields of CRM, product categories and voluntary carbon offsetting, into the context of environmental CSI, this study aims to fulfill this knowledge gap, thereby bring clarity to the ambiguity that exists both within research and practitioners of the transportation field.

1.2 Purpose of the Study

Based on the problematization, this study will contribute to the current body of knowledge of how transportation actors should work with CRM. The purpose is partly to understand if previous research findings, stating that CRM is more effective in connection with hedonic- than utilitarian products exist also in the context of environmental CSI. Secondly, the purpose is to understand if there is an untapped potential for these companies to reduce their CRM-costs and at the same time meet consumers' preferences by letting their customers voluntarily pay extra for a CRM-initiative, in addition to the product price, or if the company should take on the responsibility themselves and donate money for a cause every time a customer makes a purchase. The aim is also to understand if those companies should (1) try to minimize their negative environmental impact by connecting each customer purchase to a cause addressing the environment (Same-Domain), or

(2) try to not draw attention to the environment and rather connect each purchase with a cause unrelated to the environment (Other-Domain). The study will hence give valuable tools for how transportation actors should address their climate impact to improve the relationship with its customers as well as contribute to a more socially responsible industry.

1.3 Research Questions

Based on the purpose of this study, three research questions have been formed:

Question 1: Is a hedonic or utilitarian product category, with environmental CSI, considered more beneficial* to link a cause to?

Question 2: Is it more beneficial* to link a product, associated with environmental CSI, to a cause for which the consumer can voluntarily pay extra, in addition to the product price, or should the firm take this responsibility and include the cause into the product price?

Question 3: Is it more beneficial* to link a product, associated with environmental CSI, to a cause that minimizes the CSI through a Same-Domain CRM or should the cause be addressing another area than the environment (Other-Domain)?

**Beneficial in this study refers to consumers' intention to voluntarily purchase the CRM-initiative and their intention to purchase from the company again.*

1.4 Expected Knowledge Contribution

This study is expected to, by answering the research questions, add to the current body of research by investigating how companies within industries tainted by environmental CSI should engage with CRM. Previous research suggests that CRM is more effective in the context of hedonic- than utilitarian product categories (Chang, 2008; Strahilevitz & Myers, 1998). This study is expected to investigate this body of research by examining if this division of product categories and its relation to CRM is applicable also for products within the context of environmental CSI.

Furthermore, this study aims to contribute to how CRM-initiatives should be financed by combining the two theoretical areas of CRM and voluntary carbon offsetting into the same

context. Research within CRM is predominantly focused on donations that are included with a purchase, i.e. financed by the company, while research of voluntary carbon offsets, are predominantly focused on carbon offsettings that are selected and paid for by the customer. In combining these two fields this study is expected to contribute with knowledge whether the customer or the firm should be held responsible for the negative environmental impact that the consumption brings.

As previous research has not focused on different domains of CRM for companies within industries tainted by CSI this study is expected to add clarity to this area by investigating whether companies should address the CSI they cause through a Same-Domain CRM or address an Other-Domain CRM, unrelated to their CSI. Thereby, this study introduces this distinction of Same-Domain and Other-domain developed by Lenz et al. (2017), into the context of CRM.

Lastly, this study also expects to contribute to transportation practitioners by adding knowledge to how companies within industries tainted by environmental CSI should effectively work with CRM. Hopefully, this is valuable to practitioners, especially as they today engage in widely different CRM-initiatives, implying ambiguity within the area.

1.5 Delimitations of the Study

Several delimitations have been made to accomplish the purpose of this study. Firstly, the study is delimited to the transportation sector and two different product category purchases, a purchase of fuel while refueling a car and a purchase of a flight ticket. The two purchases, referred to in this study as *car refueling* and *aviation*, were chosen as both industries are tainted by environmental CSI, because they differ in how hedonic versus utilitarian they are perceived (see Section 3.3.1) and to achieve greater generalizability in terms of how to implement CRM within the transportation sector. Furthermore, as previous research within carbon offsetting has focused on aviation, less research has examined other transportation categories, which outlines another reason why the product category, car refueling, is added in this study. The Swedish business to consumer market has also been a delimitation as it gives insight in understanding how Swedish transportation companies should work with CRM-initiatives towards consumers.

This study is delimited to different financing alternatives of CRM, thereby investigating whether there is an opportunity for companies to let their customers contribute financially to a CRM-

initiative, or if the responsibility should more heavily lie on the company. The study is delimited to three financing alternatives based on research within carbon offsetting and CRM. Two financing alternatives are voluntarily paid for by the customer, either by (1) consumers paying the total amount of the CRM-initiative or (2) co-finance it with the firm through a 50/50 split. The third financing alternative is paid for entirely by the company.

The study is also delimited to different CRM-Domains by dividing CRM causes into what domain they refer to i.e. if the CRM-initiative should include a cause that relates to the Same-Domain or Other-Domain as the companies' environmental CSI. This distinction of domains is based on research within the area of CSR and CSI (see Section 2).

Lastly, the respondents of this study are given one out of two fictitious scenarios, either the purchase situation of a flight ticket and thus presented with a booking page, or the purchase situation of refueling a car and thus presented with a digital payment screen on the front of the gas pump. On the booking page/digital screen the respondents are presented with a CRM-initiative, including one of the financing alternatives and domains. Respondents are, hence, not able to navigate freely. This limitation was done to isolate the effect of how different CRM-initiatives are perceived by the customer.

1.6 Research Disposition

This section aims to give an overview of the study's six sections. Section one gives an introduction to the topic and presents the acknowledged problematization. Section one also includes the purpose of the study, the research questions it aims to address, the expected knowledge contribution and delimitations of the study. Thereafter, section two is outlined, covering the theoretical frame of reference, including research within relevant areas, and forms the base of the hypothesis generation. The third section guides the reader through the scientific approach, how pre-studies and the main study have been carried out and designed to test the hypotheses. Section four presents the results from the main study where hypotheses are tested, followed by a discussion, section five, where the result is analyzed with connection to theory. Managerial and theoretical implications are also outlined in section five. The study ends with section six, discussing the limitations of the study and suggestions for future research within the area.

2. Theory & Hypotheses Generation

From the problematization (Section 1.1), the current body of research, in relevant areas, has been assessed, and nine main hypotheses have been formed. The theoretical frame of reference is structured around three main areas: (1) Product Category, (2) CRM and Carbon Offsetting, and (3) CRM/CSR fit in the presence of CSI. The hypotheses, linked to corresponding research, are listed at the end of each main area.

2.1 Product Category

As this study aims to investigate whether the benefits of linking a product with environmental CSI to a CRM-initiative is different depending on if the product is hedonic or utilitarian, it is relevant to understand how these product categories differ, what feelings, and consumer behavior they generate.

2.1.1 Hedonic- and Utilitarian Product Category

Products can either be categorized as hedonic or utilitarian. Hedonic products, often labeled frivolous or decadent products (Strahilevitz, 1999), are characterized by attributes like sensual pleasure, fantasy, and fun, associated with pleasure-oriented shopping (Dhar & Wertenbroch, 2000; Hirschman & Holbrook, 1982). However, these products can also create feelings of guilt, pre-, during, and post-consumption, thus adding a negative aspect of the otherwise pleasurable shopping experience (Kivetz & Simonson, 2002; Strahilevitz & Myers, 1998). Utilitarian products, often referred to as practical or necessary products, are characterized by functional attributes (Batra & Ahtola, 1991; Novak et al., 2003). Consumption of utilitarian products are described as goal-oriented, with a desire to fulfill a basic need or achieve a utilitarian task. The purchasing of utilitarian products seldom evokes a feeling of sensual pleasure or guilt (Strahilevitz, 1999).

2.1.2 Consumer Behavior and Shopping Motivation

Not only the product category but also the shopping task can impact whether the shopping motive is hedonic or utilitarian (Babin et al., 1994; Kaltcheva & Weitz, 2006). The hedonic or utilitarian aspect refers to what the consumer is paying attention to and focusing on when shopping (Bell et al., 1991; Lam & Mukherjee, 2005). A more hedonic shopping focus leads to motivated consumers that spend more time and energy to meet their needs (Brown, 1991; Kwon & Jain, 2009; Yalch & Spangenberg, 2000). Furthermore, motivated consumers tend to analyze information more

thoroughly, while more unmotivated consumers spend less engagement on the information and decision making processes (Hoyer & MacInnis, 2008). Consumers tend to look for more variety and spend more money when shopping hedonic products compared to utilitarian products (Van Trijp et al., 1996). A purchase of a hedonic product is also characterized by being more impulsive, and consumers tend to make more impulse purchases compared to a purchase of a utilitarian product (Novak et al., 2003). On the contrary, consumers having a utilitarian shopping motivation are rational, task-oriented (Batra & Ahtola, 1991; Engel et al., 1993; Sherry, 1990b) and prefer contexts that facilitate finding functional information about the products (Babin et al., 1994).

2.2 Cause-Related Marketing and Carbon Offsetting

As this study aims to investigate whether the benefits of linking a product purchase with environmental CSI, with a CRM-initiative is different depending on the product category, this section includes research on how CRM relates to different product categories. This section also includes research from the related area of carbon offsetting as it could be categorized as a type of CRM. Per the nature of CRM, the concept of carbon offsetting is directly linking a product with money being donated for a good cause and therefore it is a point of departure for this study that the psychological effects studied within carbon offsetting are also applicable within CRM.

2.2.1 Cause-Related Marketing

Consumers often act out of an altruistic manner, for instance when donating blood, money to charities, or volunteering, and there have been many studies covering how helping other people in need leads to positive emotions for the person giving help (Strahilevitz, 1999; Cialdini et al., 1973).

Many companies engage in CRM by donating money to charity every time a consumer purchases their product (Chang, 2008; Strahilevitz, 1999; Strahilevitz & Myers, 1998; Varadarajan & Menon, 1988). When firms engage with CRM, they try to create a pro-social image of their firm (Sinclair & Irani, 2005; Berger et al., 1999), and the prime goals firms strive for are often dualistic. On the one hand, related to gains for the firm, such as revenues, consumer loyalty, repeated purchases, or brand attitudes; On the other hand, the gains of the chosen cause, such as generating funds (Varadarajan & Menon, 1988). Studies show that CRM enhances consumers' perception of the firm (Berger et al., 1999), their willingness to recommend the firm to friends and family (Maheswaran & Meyers-Levy, 1990; Chang, 2008) as well as to boost short-term sales (Strahilevitz, 1999; Strahilevitz & Myers, 1998; Varadarajan & Menon, 1988).

2.2.2 Feelings and Product Category Effects on CRM

Research shows that an individual's emotions influence the appeal that consumers get from contributing to charity. More precisely, an extensive body of research indicates that experiencing pleasure (Cunningham, 1979; Isen & Levin, 1972; Levin, 1975) or guilt (Baumann et al., 1981; Carlsmith & Gross, 1969; Ghingold, 1981) can have a significant influence on consumers' willingness to participate in charitable behavior. When guilt is experienced as a feeling it refers to a "self-conscious emotion, guilt involves self-evaluations, with attention directed toward self-presentation" (Chang, 2014, p.212; Tracy and Robinson, 2004; Tracy and Robinson, 2007). Moreover, these types of feelings, pleasure, and guilt are related to each other, as research shows that the things that evoke the most pleasurable- and fun emotions are also what make consumers feel more guilty (Lascu, 1991). Research shows that consumers' donation intentions increase the more guilty feelings a charity ad give rise to (Basil, Ridgeway, and Basil, 2006; Hibbert et al. 2007) since giving to charity enables consumers to address their guilt, and thus feel less guilty and more happiness (Chang, 2014).

However, as stated in Section 2.1.1, not all products evoke the same kind of feelings, which influence the effectiveness of partnering a product with a cause. Altruistic incentives are more beneficial for hedonic- than for utilitarian product categories (Strahilevitz & Myers, 1998; Chang, 2008). When consumers have the ability to choose between either a monetary incentive, receiving a given amount of money as a discount, or having the same amount of money donated to charity, more consumers prefer donations over a monetary incentive when purchasing hedonic- than utilitarian products (Strahilevitz, 1999). Moreover, consumers' willingness to recommend a brand to friends and family and their purchase intention increase when a donation is included in a hedonic- than a utilitarian product purchase (Chang, 2008). One of the possible explanations to the higher purchase intention for a hedonic product linked to a donation, in comparison to a utilitarian product linked to a donation, is the feeling of guilt that hedonic products evoke (Chang, 2008; Strahilevitz & Myers, 1998). More precisely, Chang (2008) suggests that, through engaging in CRM with hedonic products, consumers can reduce their feeling of guilt. Hence, the pleasure caused from hedonic products and the good feeling from participating in charitable behavior are both pleasurable feelings, the former is likely to generate feelings of guilt while the latter is likely to decrease guilt (Berkowitz, 1972; Cunningham et al., 1980). Therefore, guilt is often mentioned

as a feeling and measured¹ in studies investigating product categories and CRM (Chang, 2008; Chang, 2014).

2.2.3 Carbon Guilt Effects on Voluntary Carbon Offsetting

Carbon offsets are, similar to donations, often offered to consumers in the purchasing situation by letting consumers voluntarily pay extra for carbon offset their purchase (Liu et al., 2015). The research area of voluntary carbon offsetting is primarily centered around the aviation industry and the benefit of including this research is hence twofold. Firstly, a carbon offsetting is a cause directly linked to a product and secondly it enables an understanding of what feelings a product, associated with a negative environmental impact i.e. a flight ticket, gives rise to.

As stated in Section 2.1.1 and 2.2.2, consumers' feeling of guilt is related to hedonic product categories and the effectiveness of CRM. The feeling of guilt has also been examined in relation to consumers' willingness to voluntarily carbon offset their flight ticket. More precisely, Choi, Gössling and Ritchie (2018) and Higham and Cohen (2011) explore how consumers' climate responsibility and "carbon guilt" differ depending on flight destination. They suggest that individuals experience more guilt, attach more personal responsibility (i.e. climate liability), and participate more in carbon offsetting programs for short-haul flights in comparison to long haul flights. Additionally, previous studies suggest that perceived climate liability is likely to be positively correlated to when more people are participating in carbon offsettings (Araghi et al., 2014), i.e., "how many that share the burden" (Choi et al., 2018, p.227).

2.2.4 Product Category - Generated Hypotheses

CRM-Purchase Intention

Previous research has not investigated the distinction of product categories in the context of environmental CSI, although research finds, similar to hedonic product categories, that environmentally negative products evoke guilt (Choi et al., 2018; Higham & Cohen, 2011). Therefore, it is relevant to investigate CRM in the context of product categories with

¹ Perceived guilt has, for instance, been measured in papers in the Journal of Advertising and Journal of Psychology and Marketing. One article measured perceived guilt by asking participants to indicate the extent to which the purchase of the product might be associated with "guilty/guilt free", "self-indulgent/non self-indulgent", and "regretful/non regretful" feelings on a 7-point Likert scale (Chang, 2008). Another article measured perceived guilt by asking participants to rate the degree to which the ad made them feel "ashamed", "guilty", "repentant", and "remorseful" on a 5-point Likert scale (Chang, 2014). In this thesis, the question battery of perceived guilt is derived from Chang (2008), see section 3.4.5.4.

environmental CSI as the outline research above shows that when feelings of guilt is present CRM is more beneficial. As previous research further shows that guilt is higher for hedonic- than utilitarian products (Kivetz & Simonson, 2002; Strahilevitz & Myers, 1998), it gives support for same effects being present for environmentally negative products, i.e., guilt will be higher for a hedonic- than a utilitarian product category, linked to environmental CSI. Additionally, research suggests that hedonic products influence consumers' willingness to spend a higher amount of money, (Van Trijp et al., 1996), make more impulse purchases (Novak et al., 2003), and participate to a greater extent in charitable behavior (Strahilevitz & Myers, 1998; Chang, 2008). Based on the this reasoning, it is hypothesized that when consumers have the ability to voluntarily pay extra for donating money for a cause in addition to the product price, purchase intention towards the cause, referred to here as CRM-purchase intention, will be higher for a hedonic- than for a utilitarian environmentally negative product category.

Hypothesis 1: CRM-purchase intention is higher for a hedonic environmentally negative product category than a utilitarian environmentally negative product category.

Intention to Purchase from the Company Again

Additionally, as previous research shows that CRM is an effective tool for increasing repurchases (Varadarajan & Menon, 1988), which is crucial to boost long term sales, examining CRM's relation to consumers' willingness to repurchase for products tainted by environmental CSI is of importance. With the above reasoning, that CRM is more effective for hedonic product categories, it is hypothesized that the willingness to purchase from the company again will be higher when a CRM-initiative is linked to a hedonic- than a utilitarian environmentally negative product category.

Hypothesis 2: The intention to purchase from the company again is higher for a hedonic environmentally negative product category than a utilitarian environmentally negative product category.

Perceived Guilt

The fact that consumers can reduce their feeling of guilt through CRM and voluntary carbon offsetting (Strahilevitz & Myers, 1998; Chang, 2008; Berkowitz, 1972; Cunningham et al., 1980; Choi et al., 2018; Higham & Cohen, 2011), supports that the difference in CRM-purchase intention and intention to purchase from the company again between the product categories is mediated by guilt. Hence, when guilt is higher, i.e., for a hedonic environmentally negative product

category, consumers would be willing to voluntarily purchase the CRM-initiative to a greater extent in order to diminish this feeling of guilt, compared to when guilt is lower, i.e., for a utilitarian environmentally negative product category. The willingness to purchase from the company again would also be higher when a CRM-initiative is in a context where guilt is higher as the CRM-initiative helps consumers to reduce this feeling which thus, would make them return to a higher extent. Hence, it is hypothesized that the effect of product category on CRM-purchase intention and intention to purchase from the company again is mediated by perceived guilt².

Hypothesis 3a: The effect of product category on CRM-purchase intention is mediated by perceived guilt.

Hypothesis 3b: The effect of product category on intention to purchase from the company again is mediated by perceived guilt.

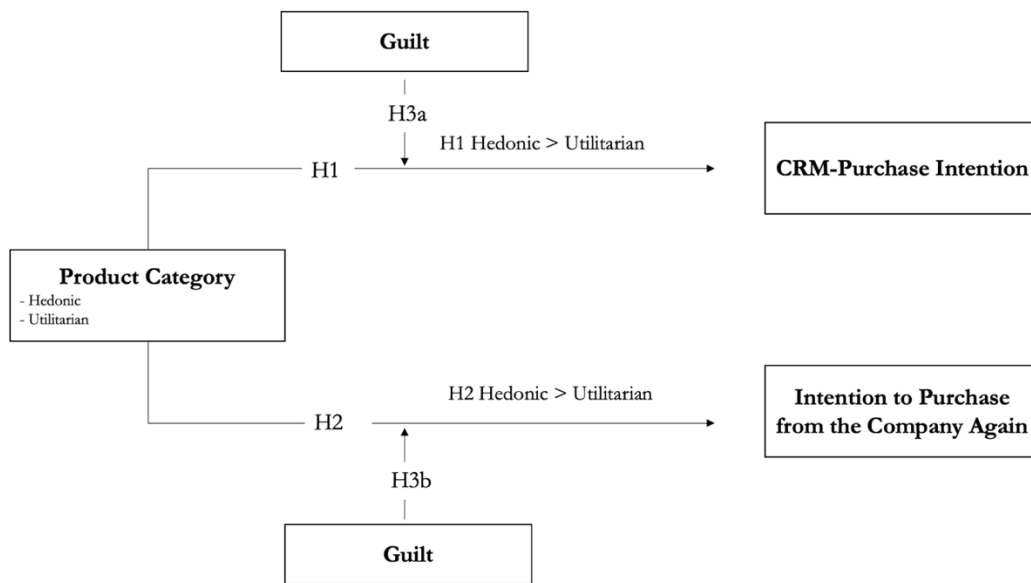


FIGURE 1: An overview of hypotheses one to three.

² To treat perceived guilt as a mediator has been done in the Journal of Advertising (Chang, 2014) and analyzed through Preacher, Rucker and Hayes's (2007) bootstrapping method, which this study will also do when testing this hypothesis. Based on the fact that previous papers have treated perceived guilt as a mediator, the authors of this study find it reasonable to do the same. Furthermore, as the authors of this study hypothesize that (1) product category (independent variable) influences perceived guilt (mediator), (2) perceived guilt influences CRM-purchase intention and intention to purchase again (dependent variables), and (3) product category (independent variable) influences the dependent variables, perceived guilt is considered to be a mediator since the three requirements for a mediation analysis are hypothesized to occur (Zhao et al., 2010).

2.2.5 Implementation of CRM and Carbon Offsetting

The second research question this study aims to answer is how CRM should be implemented with regards to if the company should pay for the cause or if consumers are willing to voluntarily pay extra for a donation, in addition to their product purchase. As previous research within CRM focuses on causes that are included in the product price while research within voluntary carbon offsetting focuses on consumers paying extra to carbon offset their purchase it is relevant to understand more about these research areas in order to comprehend more about different “financing alternative” of CRM.

2.2.5.1 Donation Magnitude and Price Effects of CRM

Beyond the fact that the product category influences the effectiveness of engaging in CRM, research has further shown that the purchased product's price (Chang, 2008), how the CRM-initiative is framed (Grau & Garretson, 2007; Grau et al., 2007; Olsen et al., 2003; Pracejus et al., 2003) and how large the donation is (Chang, 2008), are influencing consumers' willingness to purchase a product linked to a donation.

Chang (2008) and Strahilevitz (1999) explore the role of the product price and donation magnitude in CRM. Specifically, Chang (2008) finds that consumers are less likely to purchase a product that is sold together with a donation, and included in the product's price, when the product's price is high compared to low. Additionally, when a product is sold together with a donation, and included in the product's price, research shows that consumers' purchase intention is higher when the donation corresponds to a lower rather than a higher percentage of the product price (Chang, 2008). This is in line with Strahilevitz (1999) findings, suggesting that when consumers can choose between a given amount of money being donated to charity or having the same amount of money as a discount, more consumers choose the discount when the discount/donation becomes large (25–50% of the purchase price) compared to low (1–5% of the purchase price). Strahilevitz (1999) indicates that through partnering of a product with a small donation, “marketers can actually make consumers feel good about making a contribution, without feeling bad that they are not giving more” (Chang, 2008, p.1094).

How the donation is presented or framed further influences consumers' purchasing decisions (Grau & Garretson, 2007; Grau et al., 2007; Olsen, et al., 2003; Pracejus et al., 2003). For instance, Olsen et al., (2003) imply that a CRM-initiative should be presented straightforwardly and transparently to not confuse consumers.

2.2.5.2 Outcomes of Voluntarily Carbon Offsetting

Research within voluntary carbon offsetting suggests that companies should incentivize consumers to increase their willingness to voluntarily pay extra for carbon offsetting their purchase (Babakhani et al., 2017; Liu et al., 2015; Choi et al., 2018) through including, e.g. an environmental label (Liu et al., 2015) and simple and clear communication of the offsetting (Babakhani et al., 2017; Gössling et al., 2007). Consumers' willingness to voluntary carbon offset is also depending on if they support the cause (Choi et al., 2016; Oh & Hong, 2012), to what extent they share the environmental responsibility in concern (Araghi et al., 2014; Higham & Cohen, 2011), and whether they consider voluntary programs to be effective in tackling the problem (Blasch & Farsi, 2014; Choi et al., 2016; Gössling et al., 2009). Similar to research within donations, the carbon offsetting price is of importance, as 55% of consumers are willing to pay less than 50% of the full amount of the cost of carbon offsets, and 45% of consumers are willing to pay more than 50% of the full amount (Lu & Shon, 2012). Lu and Shon (2012) further suggest that 45% of their respondents feel that airline companies should solely be responsible for their emissions while 20% feel that companies, together with customers, should be responsible for the emissions.

2.2.5.3 CRM-Financing Alternative - Generated Hypotheses

CRM-Purchase Intention and Intention to Purchase from the Company Again

There is support that the co-financed CRM-initiative should be most beneficial. Firstly, as products with environmental CSI evoke carbon guilt (Higham & Cohen, 2011), consumers can compensate for this feeling, and thereby lower it, by contributing financially to the cause and take personal responsibility over their emissions, indicating that intention to purchase from the company again should be higher when they do (Strahilevitz & Myers, 1998; Chang, 2008). However, research does not support that consumers would be willing to pay the entire cost as consumers want the corporation to be responsible for their emission (Lu & Shon, 2012), supporting that they would be more willing to return to the company and purchase the CRM-initiative when the firm takes responsibility and finance 50% of the CRM-initiative. Additionally, when the consumer contributes with 50% of the cost, consumers would still be able to feel good without having bad conscious for not giving more (Strahilevitz, 1999). Accordingly, when the corporation takes action and pays 50% of the CRM-initiative, on the condition that the consumer pays 50%, it is logical to assume that it is viewed as an incentive which, with support from studies within voluntary carbon offsetting (Babakhani et al., 2017; Liu et al., 2015; Choi et al., 2018), would result in a higher CRM-purchase intention.

Hypothesis 4: CRM-purchase intention is higher for a co-financed CRM-initiative than a 100% customer paid CRM-initiative.

Hypothesis 5a: Intention to purchase from the company again differs between the financing alternatives.

Hypothesis 5b: Intention to purchase from the company again is higher for a co-financed CRM-initiative than a 100% customer paid CRM-initiative.

Hypothesis 5c: Intention to purchase from the company again is higher for a co-financed CRM-initiative than a 100% firm financed CRM-initiative.

Perceived Guilt

Based on guilts' connection to products influencing the environment negatively (Higham & Cohen, 2011) and guilts' influence on consumers' participation in charitable behavior (Strahilevitz & Myers, 1998; Chang, 2008), it is likely that the different financing alternatives of the CRM-initiative would affect the feelings of guilt that the purchase is associated with differently. With support from outlined research, a co-financed CRM-initiative where the cost is shared between the company and the customer would give rise to consumers being able to reduce their feeling of guilt more than a 100% customer paid initiative since, with support from Strahilevitz (1999) and Chang (2008), this is a smaller contribution enabling consumers to feel good without feeling bad for not giving more. The co-financed CRM-initiative would also allow consumers to reduce their guilt more than a 100% firm financed, as the 100% firm financed initiative does not allow consumers to take responsibility themselves and pay for their purchase's negative impact on the environment. Hence, the co-financed initiative's ability to reduce consumers' feelings of guilt the most would logically give rise to that consumers would have higher intention to purchase the CRM-initiative and, through the lowering of guilt, their intention to purchase from the company again would be higher. Perceived guilt will thus mediate these effects³.

³ To treat perceived guilt as a mediator has been done in the Journal of Advertising (Chang, 2014) and analyzed through Preacher, Rucker and Hayes's (2007) bootstrapping method which this study will also do when testing this hypothesis. Based on the fact that previous papers have treated perceived guilt as a mediator, the authors of this study find it reasonable to do the same. Furthermore, as we hypothesize that (1) financing alternative (independent variable) influences perceived guilt (mediator), (2) perceived guilt influences CRM-purchase intention and intention to purchase again (dependent variables), and (3) financing alternative (independent variable) influences the dependent variables, perceived guilt is considered to be a mediator since the three requirements for a mediation analysis are hypothesized to occur (Zhao et al., 2010).

Hypothesis 6a: The effect of financing alternative on CRM-purchase is mediated by perceived guilt.

Hypothesis 6b: The effect of financing alternative on intention to purchase from the company again is mediated by perceived guilt.

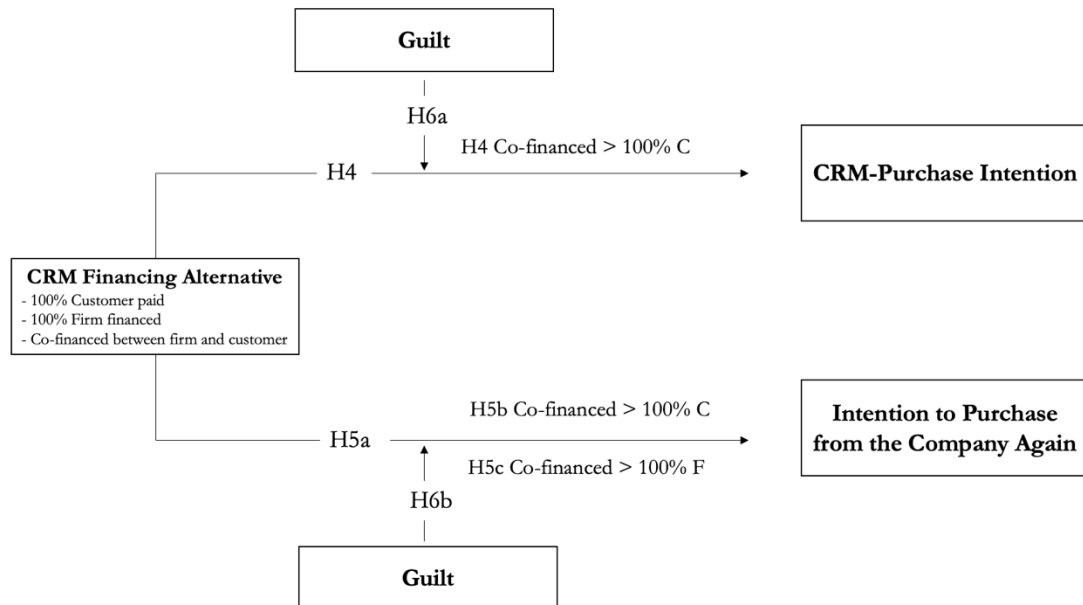


FIGURE 2: An overview of hypotheses four to six.

2.3 CSR- and CRM-Domains

The third research question this study aims to answer is regarding what type of CRM-Domain, Same-Domain or Other-Domain, transportation actors should engage in. As previous research has not examined CRM-Domains when CSI is present, this section of the theory will also include more broad research within the area of how CSR relates to CSI.

2.3.1 CSR and CRM Company Fit

Companies engage in CSR as it, among some things, leads to firms being viewed more favorably, enjoy higher customer satisfaction, and hold a higher market value (Luo & Bhattacharya, 2006). Furthermore, firms engaging in ethical business practices are an important concern for consumers, and consumers reward ethical behavior by a willingness to pay higher prices for that firm's products (Creyer, 1997). However, more recent studies focusing on CSR indicate that CSR engagements add value only under certain circumstances. For instance, firms benefit more from CSR initiatives if they advertise their commitments and, additionally, there is a need for consistency between their CSR initiatives, their advertisement, and the firm's general corporate reputation (Servaes & Tamayo, 2013).

Research shows that CSR benefits are not similar for any two companies, as it is dependent on mediating variables and situational contingencies (Pivato et al., 2008; Barnett, 2007). It is therefore central to think of the "fit" when addressing CSR engagements, and a distinction can be made between internal and external fit (Atkinson et al., 1997), where internal fit is the link between CSR engagements and the firm's internal processes while external fit is the link between CSR engagements and external stakeholders (Basu & Palazzo, 2008; Yuan et al., 2011). It has been shown that CSR actions must be aligned with the firm's core business to be of importance (Yuan et al., 2011).

Within the area of CRM, the fit between the cause and the company has not been thoroughly researched. However, a study by Pracejus & Olsen (2004) investigated the role of brand/cause fit and found that when a donation has a high fit to the product, more consumers choose to donate money in connection with their purchase than having the same amount of money as a discount.

2.3.2 Same-Domain and Other-Domain CSR in Presence of CSI

In economic terms, costs that occur to a third party that is not calculated for in the price of a product are called externalities (Armstrong & Green, 2015). Within the context of CSR externalities can be referred to as corporate social irresponsibility (CSI) and research shows that firms with CSI, i.e., corporate actions with negative consequences for stakeholders or society, affect a firm's value negatively (Lenz et al., 2017)

CSR activities in the presence of CSI can be negative for firm value (Margolis & Walsh, 2003), as CSR activities might be interpreted as untruthful (Yoon et al., 2006). Since CSR efforts are affected by the presence of CSI, recent studies show the need to clarify the CSI context (Lin-He & Müller, 2013; Sadovnikova & Pujari, 2016). Previous studies that do not consider the CSI context, or only consider CSR on an aggregated level, have shown various results, as studies show a positive (Hull & Rothenberg, 2008), a neutral (Servaes & Tamayo, 2013), or even a negative relationship (Wright & Ferris, 1997) between CSR's influence on financial performance. Therefore, to address the nuances of CSR activities and the CSI contexts, research has focused on the distinction of CSR (Jayachandran et al., 2013).

Recent studies show that when CSI is present, CSR should be divided into CSR domains, instead of capturing CSR on an overall level (Lenz et al., 2017; Mishra & Modi, 2016). Same-Domain CSR refers to a CSR action that addresses the CSI the company is causing, while an Other-Domain is a CSR action unrelated to the CSI (Lenz et al., 2017). When these variables are accounted for, it is shown that the relationship with CSI can dictate when CSR is effective, as Other-Domain CSR always increases the firm value, and Same-Domain only increases firm value under certain circumstances. More precisely, Other-Domain CSR is applicable for all firms with CSI i.e. individual firms acting socially irresponsible as well as firms within industries tainted by CSI, while Same-Domain CSR is applicable only for firms within industry tainted by CSI (Lenz et al., 2017). However, a Same-Domain and an Other-Domain have not been compared for firms within industries tainted by CSI and although Lenz et al. (2017) suggest that these firms can engage in both domains, there is no clarity if they are equally good or if one is better than the other.

2.3.3 Same- and Other-Domain - Hypotheses Generation

CRM-Purchase Intention and Intentions to Purchase from the Company Again

With support from previous research within CSR and CRM fit (Yuan et al., 2011), it is hypothesized that the willingness to voluntarily pay extra for a CRM-initiative (CRM-purchase intention) and the intention to purchase from the company again would be higher when the cause belongs to a Same-Domain than an Other-Domain as the CSI. A Same-Domain is likely to have a better fit with the company as it aims to address the CSI the firm causes, while for an Other-Domain, there is no apparent link to the company. Additionally, it can be argued that it is more ethical to address the CSI a firm produces than to address any other type of domain, and since firms who engage in ethical business practices increase consumers' purchase intention (Greyer, 1997), this would further give support for the benefits of a Same-Domain over an Other-Domain CRM-initiative. Lastly, the research area within voluntary carbon offsetting indicates that consumers want corporations to be responsible for their emissions (Lu & Shon, 2012) and that consumers experience carbon guilt (Higham & Cohen, 2011), which gives additional support for a Same-Domain over an Other-Domain CRM-initiative as a Same-Domain is an attempt to address the carbon emissions the consumption gives rise to.

Hypothesis 7: CRM-purchase intention will be higher for a Same-Domain CRM-initiative than for an Other-Domain CRM-initiative.

Hypothesis 8: Intention to purchase from the company again will be higher for a Same-Domain CRM-initiative than for an Other-Domain CRM-initiative.

CRM Perceived Fit

As previous research shows that the effectiveness of CSR and CRM is connected to its fit with the company (Yuan et al., 2011; Pracejus & Olsen, 2004), it is hypothesized that the same effects would be present for products within industries tainted by CSI, i.e., that the effect of CRM-Domain on CRM-purchase intention and intention to purchase from the company again are mediated by perceived fit. As a Same-Domain addresses the CSI the company is causing, it would be considered

by the consumer to fit the company better and thus explain the higher CRM-purchase intention and intention to purchase again, compared to the Other-Domain CRM⁴.

H9a: The effect of CRM-Domain on CRM-purchase intention is mediated by perceived fit.

H9b: The effect of CRM-Domain on intention to purchase from the company again is mediated by perceived fit.

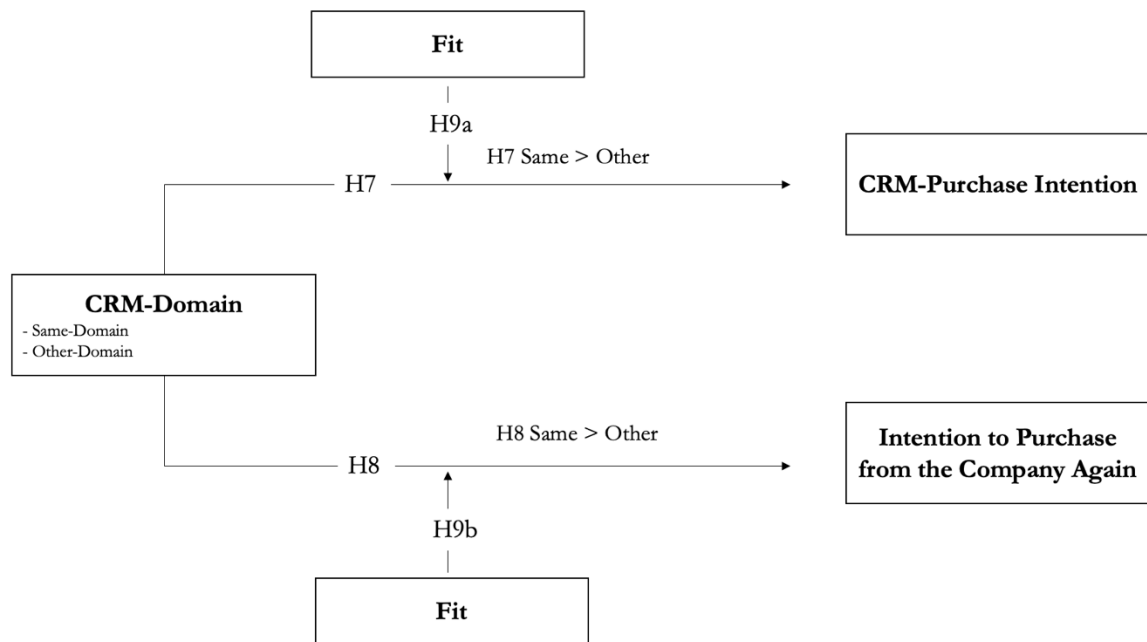
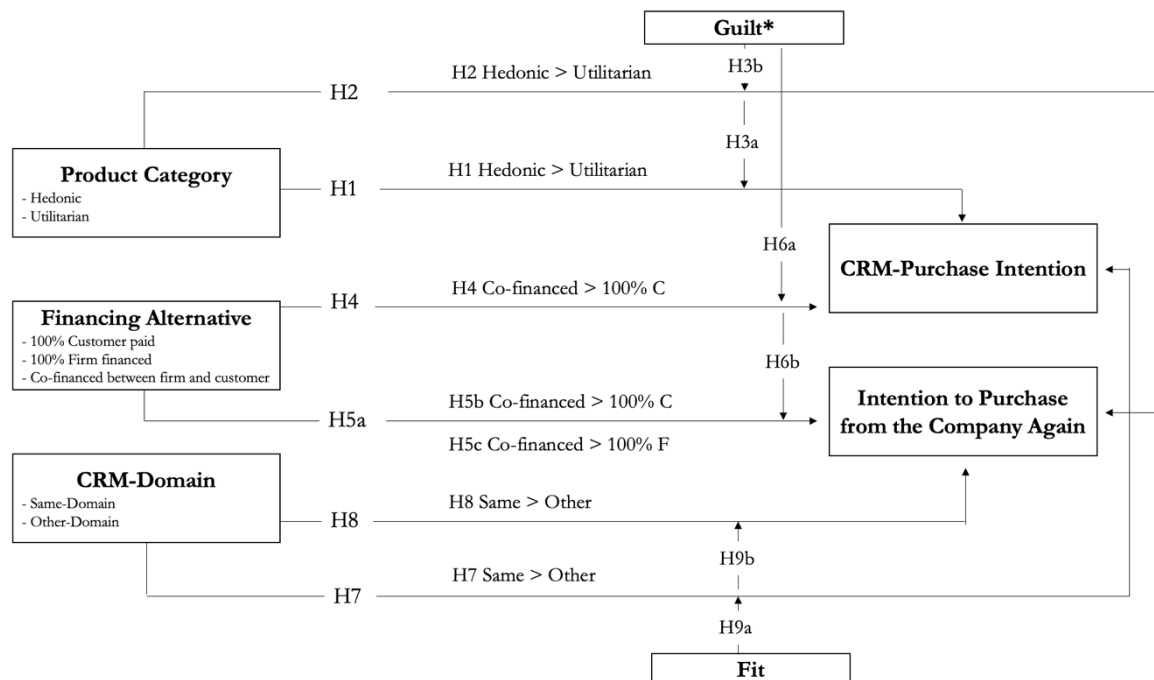


FIGURE 3: An overview of hypotheses seven to nine.

⁴ To treat perceived fit as a mediator has been done in the Journal of Business Ethics (Jensen et. al 2014) and analyzed through Preacher, Rucker and Hayes's (2007) bootstrapping method which this study will also do when testing this hypothesis. Based on the fact that previous papers have treated perceived fit as a mediator, the authors of this study find it reasonable to do the same. Furthermore, as we hypothesize that (1) CRM-Domain (independent variable) influences perceived fit (mediator), (2) perceived fit influences CRM-purchase intention and intention to purchase again (dependent variables), and (3) CRM-Domain (independent variable) influences the dependent variables, perceived fit is considered to be a mediator since the three requirements for a mediation analysis are hypothesized to occur (Zhoa et al., 2010).

2.4 Summary of Hypotheses

The theory presented has been the base of the formed hypotheses, and an overview of all the nine hypotheses are presented in figure 4 below, followed by a summary of all hypotheses. Hypotheses 1 to 3 investigates the product categories' differences in CRM-purchase intention and intention to purchase from the company again. Similarly, hypotheses 4 to 6 are related to the CRM-financing alternatives' differences in CRM-purchase intention and intention to purchase from the company again. Hypotheses 7 to 9 are regarding differences in CRM-purchase intention and intention to purchase from the company again between the two CRM-Domains.



* See Section 3.4.5.4 with regards to how guilt has been measured for product category and CRM-financing alternative.

FIGURE 4: An overview of hypotheses 1 to 9 to give the reader an overview of all the hypotheses.

Summary of Hypotheses

Product Category

H1: CRM-purchase intention is higher for a hedonic environmentally negative product category than a utilitarian environmentally negative product category.

H2: The intention to purchase from the company again is higher for a hedonic environmentally negative product category than a utilitarian environmentally negative product category.

H3a: The effect of product category on CRM-purchase intention is mediated by perceived guilt.

H3b: The effect of product category on intention to purchase from the company again is mediated by perceived guilt.

CRM-Financing Alternative

H4: CRM-purchase intention is higher for a co-financed CRM-initiative than a 100% customer paid CRM-initiative.

H5a: Intention to purchase from the company again differs between the financing alternatives.

H5b: Intention to purchase from the company again is higher for a co-financed CRM-initiative than a 100% customer paid CRM-initiative.

H5c: Intention to purchase from the company again is higher for a co-financed CRM-initiative than a 100% firm financed CRM-initiative.

H6a: The effect of financing alternative on CRM-purchase intention is mediated by perceived guilt.

H6b: The effect of financing alternative on intention to purchase from the company again is mediated by perceived guilt.

CRM-Domain

H7: CRM-purchase intention will be higher for a Same-Domain CRM-initiative than for an Other-Domain CRM-initiative.

H8: Intention to purchase from the company again will be higher for a Same-Domain CRM-initiative than for an Other-Domain CRM-initiative.

H9a: The effect of CRM-Domain on CRM-purchase intention is mediated by perceived fit.

H9b: The effect of CRM-Domain on intention to purchase from the company again is mediated by perceived fit.

3. Methodology

This section aims to present the methodology for the empirical study. Firstly, the reason for the scientific approach and method are presented. Secondly, pre-studies are outlined, followed by the main study, covering areas like study design, sampling method, and the questionnaire. Lastly, the study's reliability, validity, and replicability are discussed.

3.1 Scientific Approach to the Research Design

A deductive research methodology is used in this study, as hypotheses are derived from what previous theory have confirmed and are now tested in a new context through empirical analysis (Bryman & Bell, 2007, p.11). The main study is designed to investigate how previous theory can be applied in a new context of companies, more precisely firms within industries tainted by CSI.

A deductive approach can be considered negative in the sense that the study has expectations of correlations and results, which can cause the study to miss other aspects of the object (Jacobsen, 2002, p.35). However, this study is primarily based on frequently cited and well-noted theories in the areas the study concerns, creating a well-founded basis for the deductive approach. Moreover, to guarantee a fit with the deductive approach, a quantitative method with a well-prepared research design and questionnaire is used, see Section 3.2 below.

3.2 Research Design

The whole study consists of six pre-studies, both quantitative and qualitative, and one main quantitative study. The main purpose of pre-study one is to ensure that the selected product categories, car refueling and aviation, fit the requirements to be included in the main study (see Section 3.3.1) When this pre-study was compiled, and it could be concluded that aviation and car refueling met the requirements, the rest of the pre-studies were conducted. The purpose with pre-study two to six is to find realistic purchasing scenarios and CRM-initiatives within the two chosen product categories to include in the main study.

The main study investigates different CRM-initiatives, in terms of different financing alternatives of CRM and different CRM-Domains, given that respondents are either in a situation to purchase a hedonic product category (flight ticket) or a utilitarian product category (refueling of a car). As

all manipulations are adopted to aviation and car refueling, each manipulation exists in two versions, which will be discussed in detail in Section 3.4.

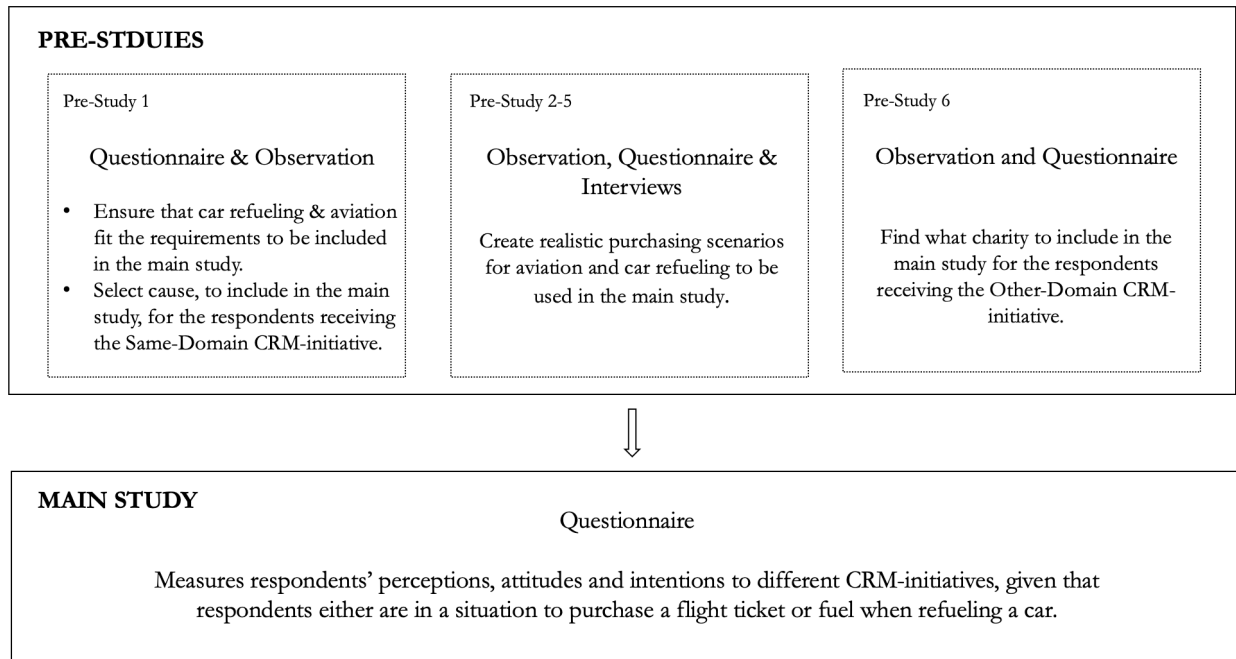


FIGURE 5: *A visualized figure of the study design.*

3.3 Pre-studies

3.3.1 Pre-Study 1: Choice of Product Categories & Same-Domain 3.3.1.1 Study Formation

In the introduction, the reason why this study focuses on the transportation sector is outlined. This pre-study aims to ensure that the selected categories, aviation and car refueling, are fulfilling the requirements to be included in the main study. The product categories are required to only be associated with environmental CSI, as this study will define CRM-Domains within the Same/Other-Domain as the CSI. It is also required that the product categories differ in terms of how hedonic and utilitarian they are perceived.

A questionnaire was designed where respondents answered to what extent they agree that the aviation and car refueling are associated with different types of CSI. Additionally, two stimuli-scenarios in each product category were included, one more hedonic and one more utilitarian, in

order to generalize how hedonic/utilitarian the product categories are perceived⁵. Respondents answered how hedonic versus utilitarian a (1) flight ticket to London for a weekend trip (hedonic stimuli), (2) flight to London for a job interview (utilitarian stimuli), (3) purchase of fuel while refueling a car (utilitarian stimuli), and (4) purchase of fuel while refueling a sports car (hedonic stimuli) were perceived. A hedonic- and utilitarian question battery was taken from Bearden, Netemeyer and Haws (2011, p.363), and indexed with a Cronbach Alpha over 0.7, in accordance with Nunnally (1978). All questions were answered on a 7-point Likert scale, where 1 corresponds to “disagree” and 7 to “totally agree”.

3.3.1.2 Sample Selection

Five CSI issues were included in the survey; *negative environmental impact, poverty, world hunger, inequalities, and poor working conditions*. These CSI issues were based on a selection of relevant corporate issues stated by the United Nations that an industry can be associated with. The hedonic and utilitarian scenarios were created by the authors, based on former studies on product categories. The survey was created through Qualtrics and distributed through Facebook between the 5th and 7th of February. A convenient sample was hence used (Jacobsen, 2002, p.350). The survey was answered by 32 respondents, 13 men and 19 women.

3.3.1.3 Result

A One-way ANOVA Post Hoc-test revealed statistical differences, showing that *climate impact* has the highest mean value of all CSI issues, for both aviation and car refueling ($M_{\text{REFUELING-CLIMATE}} = 6.24$, $M_{\text{AVIATION-CLIMATE}} = 5.93$). Additionally, the result showed that car refueling and aviation are only identified with environmental CSI, as the second-highest mean value for both car refueling and aviation are below 3 on a 7-point Likert scale.

When comparing the two product categories, the hedonic- and utilitarian scenarios-stimuli, for each product category were collapsed into one group, to show a more representative picture of each product category. The Independent Sample T-test revealed that refueling a car/sports car is significantly more utilitarian than purchasing a flight ticket for a weekend trip/job interview ($M_{\text{CAR}} = 4.67$, $M_{\text{FLIGHT}} = 4.00$, $p < 0.05$). Purchasing of a flight ticket for a weekend trip/job interview is significantly more hedonic than refueling a car/sports car ($M_{\text{FLIGHT}} = 4.44$, $M_{\text{CAR}} = 1.78$, $p < 0.01$). Car refueling is thereby perceived more utilitarian, while aviation is more hedonic.

⁵ The two stimuli-scenarios in each product category will be collapsed when analyzing how hedonic/utilitarian each product category is perceived as the only reason for including the stimuli-scenarios is to portray the product categories realistically with regards to how hedonic- versus utilitarian they are perceived.

To conclude, both product categories fit the conditions to be included in the main study as both product categories are related to only one type of CSI, environmental impact, and are perceived differently regarding hedonic/utilitarian attributes. As the CSI is within the environmental domain, the Same-Domain CRM has to include a cause addressing the environment. Based on previous research focus on carbon offsetting and the frequent use by practitioners (see Section 1.1), the Same-Domain in the main study will be a carbon offsetting.

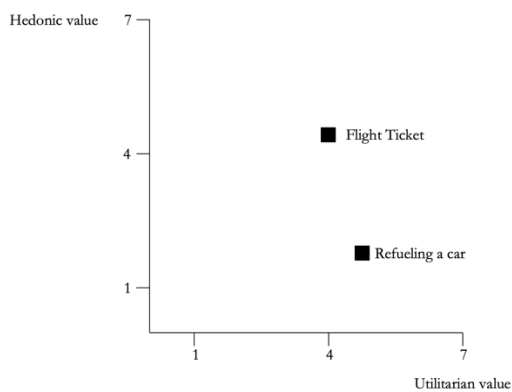


FIGURE 6: *The two product categories plotted on utilitarian- and hedonic attributes.*

3.3.2 Pre-Study 2-5: Choice of Scenarios

To design relevant scenarios for a purchase of the flight ticket and refueling of a car, to be included in the main study, four pre-studies, both quantitative and qualitative, were conducted to capture all the aspects of the scenarios. Because so many pre-studies were conducted, this section will only present the findings from these pre-studies. For the pre-studies' specific design, sample approach, and results see Appendix 4.

The findings regarding aviation (see Table 1) shows that London is one of the most popular destinations for a flight ticket. 800 SEK is a realistic price for a flight to London, and 12 SEK is a realistic donation-amount in connection to this purchase. Hence, respondents in the main study receiving the aviation scenarios will be given the situation to purchase a flight ticket to London for 800 SEK and will be presented a CRM-initiative with a donation-amount of 12 SEK (see Appendix 4, pre-study 2, 3 and 4- for the detailed version of these pre-studies).

Table 1. Findings: Aviation Scenario

Destination	Flight Ticket Price	CRM Donation Amount
London	800 SEK	12 SEK

Results from the pre-studies, which will be included in the main study for respondents receiving the aviation scenarios.

The findings regarding car refueling shows (see Table 2) that a realistic amount of fuel that consumers tend to purchase while refueling a car is 40 liters. 600 SEK is therefore chosen as the purchase amount as it corresponds to the price of 40 liters. A realistic donation-amount in connection for this purchase is 5 SEK. Hence, respondents in the main study receiving the refueling scenarios will be given the situation to purchase 40 liter fuel for 600 SEK and will be presented a CRM-initiative with a donation-amount of 5 SEK (see Appendix 4, pre-study 5- for the detailed version of this pre-study).

Table 2. Findings: Refueling Scenario

Amount of Fuel/Diesel	Fuel Price	CRM Donation Amount
40 Liters	600 SEK	5 SEK

Results from the pre-studies, which will be included in the main study for respondents receiving the car refueling scenarios.

3.3.3 Pre-Study 6 Choice of Other-Domain CRM

3.3.3.1 Study Formation

As it was concluded in pre-study one that the transportations' CSI belongs to the environmental-domain, this pre-study aims to find a cause unrelated to the environment to represent the Other-Domain in the main study. The five largest charities in Sweden were selected and included in a quantitative survey to find the charity respondents have best attitudes towards. All respondents answered one question battery covering the perceived attitude, taken from Dolbec & Chebat (2013). All questions were answered on a 7-point Likert scale, 1 corresponded to “disagree” and 7 to “totally agree”. The question battery was indexed with a Cronbach Alpha over 0.7 (Nunnally, 1978).

3.3.3.2 Sample Selection

The five charities that were included in the survey were Cancerfonden, Hjärt-Lungfonden, Unicef, Läkare utan Gränser, and Rädda Barnen. The sample was based on that these charities are the five largest recipients of funds from private citizens in Sweden (Svensk Insamlingskontroll, 2019) and as all the charities are focusing on causes unrelated to the environment, they all fit the requirement to represent the Other-Domain in the main study.

The survey was created through Qualtrics and distributed through Facebook between the 7th to 10th of February, and answered by 33 respondents, where 15 are women and 18 men. A convenient sample selection was thereby used (Jacobsen, 2002, p.350).

3.3.3.3 Result

A One-way ANOVA Post Hoc-Test revealed that no significant differences exist between the charities' mean values on perceived attitude. Furthermore, all charities have high mean values, over 5 on a 7-point Likert scale, implying that all charities have a positive attitude and thereby can be included in the main study. However, Unicef will be used in the main study based on that it is (1) the second largest charity in Sweden (Svensk Insamlingskontroll, 2019) and (2) because Unicef is considered a realistic charity for companies with environmental CSI to collaborate with as Norwegian lets its customers donate money to Unicef when purchasing a flight ticket.

3.4 Main Study

3.4.1 Design and Formation

Based on the conducted pre-studies, the main study has been thoroughly designed. All respondents are given a scenario to either pay for a hedonic product category, an airline ticket, or a utilitarian product category, gas/diesel while refueling a car (pre-tested in Section 3.3.1). Furthermore, as pre-tested in Section 3.3.1, to ensure that each product category (car refueling and aviation) is realistically portrayed, respondents are given one out of four stimuli-scenarios; a purchase of a flight ticket for a (1) *weekend trip* (hedonic) or (2) a *job interview* (utilitarian) or the scenarios to pay for gas/diesel while (3) refueling a *sports car* (hedonic) or (4) *car* (utilitarian). Noteworthy, the two scenarios for refueling a car will be collapsed into one group and the two scenarios of aviation will be collapsed into one group when presenting the result, as the decision to include them is only done to portray the two purchases more generally.

The price of the purchased products (flight ticket and fuel) were also pre-tested in Section 3.3.2. This results in that respondents who are assigned airline scenarios receive a higher price, 800 SEK, as this was a realistic price for a flight ticket to London. The price of fuel is set to 600 SEK, as this showed to be a realistic price while refueling a car (see Appendix 5 for each scenario). Beyond the 4 stimuli-scenarios, respondents are randomly assigned to different CRM-initiatives that the gas-station/airline company addresses in the purchasing moment. All respondents that receive the refueling scenarios are assigned to a CRM-initiative including a donation-amount of 5 SEK while respondents receiving the airline scenarios are assigned to a CRM-initiative including a donation-amount of 12 SEK. The donation-amounts were pre-tested in Section 3.3.2.

3.4.1.1 CRM-Initiative Manipulations

All respondents are given one out of nine CRM-initiatives including different financing alternatives and causes (domains). As each CRM-initiative is adopted for car refueling and aviation, 18 manipulations are created in total.

The three CRM-financing alternatives are: (1) a CRM-initiative where the customer can voluntarily pay extra by donating money to a cause in addition to the product price, thus paying the full donation amount (100% customer paid), (2) a CRM-initiative where the customer can choose to voluntarily add the CRM-initiative in addition to the product price and co-finance it with the firm through a 50/50 split (Co-financed), and (3) a CRM-initiative included in the product price and thus that the firm donates money to a cause in connection with a purchase (100% firm finance).

The CRM-Domains are: (1) Same-Domain, (2) Other-Domain, and (3) a practitioner-based domain (see below paragraph for the reasons for the inclusion of the practitioner-based domain). The Same-Domain was pre-tested in Section 3.3.1 and will include a carbon offsetting as it is within the companies' environmental CSI. The Other-Domain was pre-tested in Section 3.3.3 and will be a donation to Unicef.

In the problematization it was presented that practitioners use a mix between the Same- and Other-Domain CRM (see Appendix 1), by letting the customer choose which domain the company should address. Based on the fact that practitioners use this domain, which this study refers to as a *Both-Choice Domain*, it becomes relevant to investigate how it relates and performs compared to the Same- and Other-Domain. The Both-Choice Domain is thus a combination of the two i.e. the customer can choose between a carbon offsetting and a donation to Unicef. Noteworthy, the fact

that this domain has not been presented previously is because this study does not aim to investigate the Both-Choice Domain thoroughly, i.e., it will not be part of the hypotheses testing, as it is merely an attempt to include how practitioners are observed to engage in CRM and relate it to previous research distinctions of Same- and Other Domain (Lenz et al., 2017). Therefore, the Both-Choice Domain will be presented in an additional section in the result (Section 4.5).

	Same-Domain	Other-Domain	Both-Choice Domain
100% Customer financed	Respondents are asked if they want to voluntarily pay extra to carbon offset their purchase.	Respondents are asked if they want to voluntarily pay extra for donating money to Unicef.	Respondents are asked if they want to voluntarily pay extra to carbon offset their purchase or donate the same amount of money to Unicef.
Co-financed	Respondents are asked if they want to voluntarily pay extra to carbon offset their purchase and share the cost of it with the company.	Respondents are asked if they want to voluntarily pay extra for donating money to Unicef and share the cost of it with the company.	Respondents are asked if they want to voluntarily pay extra to carbon offset their purchase or donate the same amount of money to Unicef and share the cost of it with the company.
100% firm financed	Respondents are informed that their purchase is carbon offsetted and that the company is responsible for that cost.	Respondents are informed that the company is donating money to Unicef in connection with their purchase.	Respondents are informed that they can choose between that the company carbon offsets their purchase or that the company donates the same amount of money to Unicef.

FIGURE 7: An overview of the manipulations. Noteworthy is that each manipulation is created in two versions, one for aviation and one for car refueling, giving rise to a total of 18 manipulations.

Since the purchasing behaviors differ between a purchase of a flight ticket and refueling of a car, this study takes this into account. In the definition list, the “booking page” and “digital payment screen” were defined. A purchase of a flight ticket is usually purchased online via the airline company’s booking page, while a purchase of fuel while refueling a car in Sweden is usually paid physically via a digital payment screen next to the gas-pump. Based on this, the respondents given the purchase of an airline ticket are presented for one of the nine manipulations on the booking page, while the respondents given the refueling scenarios are presented for one of the nine manipulations on the digital payment screen. Observable is that all respondents, independently if they receive the airline or refueling scenarios are encountering the same CRM-initiatives, and the same survey questions. Hence, it is only the product they are purchasing (flight ticket or fuel) and the payment situation (booking page or digital payment screen) that differs between the scenarios.

Furthermore, previous research shows that consumers' willingness to donate/carbon offset in connection with a purchase is higher when certifications/labels of the cause are presented (Liu et al., 2015). Therefore, United Nations Certified Emission Reductions-certification is included in all manipulations with a carbon offsetting, and Unicef's logo is included for all manipulations that include the ability to donate money to Unicef. In order to visualize the manipulations, two examples follow below, one from the airline scenarios (Picture 1) and one from the refueling scenarios (Picture 2). All pictures/manipulations can be found in appendix 6.

1. Välj destination 2. Resenärer 3. Sittplats 4. Betalning & Tillval 6. Bokningsbekräftelse

Donera till UNICEF

Vill du donera 12 kr till UNICEF i samband med ditt köp?
Du står för 6 kr av dessa och vi på flygbolaget står för de resterande 6 kr.

☐ Ja, jag vill donera
 

PICTURE 1: *A co-financed Other-Domain CRM-initiative for the purchase of a flight ticket. At the booking page, the respondent is presented the ability to donate money to Unicef and co-finance it together with the firm.*



PICTURE 2: *A 100% customer paid Same-Domain CRM-initiative for the purchase of fuel while refueling a car. At the digital payment screen, the respondent is presented with the ability to carbon offset its purchase and pay 100% of the cost of the carbon offsetting.*

3.4.2 Preparatory Work of the Questionnaire

As stated in Section 3.2, a quantitative study method is used in the form of a survey. The survey's comprehensiveness was ensured through two pilot-tests. The first pilot-test aimed to capture that the questionnaire was easy to follow. The second pilot-test aimed to investigate how much time a respondent in general needs to fulfill the questionnaire. Thereby, respondents who may answer the survey unreasonably fast can be eliminated from the sample.

3.4.2.1 Pilot-Test of Questionnaire

Research suggests that letting respondents give feedback to a questionnaire is an important part of creating a questionnaire that measures what it is intended to measure (Malhotra, 2010). Therefore, the first pilot-test aims to investigate whether the given stimuli-scenarios, pictures of manipulations, and questions in the questionnaire are understood in the way they intend. Four respondents read through the questionnaire and observed the manipulations with one of the authors sitting next to him/her and expressed their interpretations. Through this pilot-test, it was clear that a few questions and pictures of manipulations were difficult for the respondents to understand, which resulted in some adjustments. After all adjustments, two last respondents fulfilled the survey, and no more adjustments were needed.

The second pilot-test aims to get an understanding of the average time-frame to complete the questionnaire. The pilot-test was conducted on 10 respondents to receive a good estimation and revealed that all respondents need more than 4 minutes to complete the survey.

3.4.3 Sampling Approach

The lack of time and resources has prevented the possibility of following the steps required to obtain a probability sample. Therefore, a non-probability sample was used which cannot be ensured to be very similar to the population at large (Jacobssen, 2002, p.340). Instead, an arbitrary sample selection was used with the aim that the respondents are assumed to represent the population. The disadvantage of this sample approach is likely to miss certain groups of the population (Jacobssen, 2002, p.351). In order to mitigate this, a question regarding if the respondent had purchased the product within the last 12 months (airline ticket or refueled a car) was included to ensure a more representative sample of the actual population.

The questionnaire was distributed online via social media and email between the 7th of March to 23th of March to people from the author's different networks. In order to include a larger number of groups in the population, the questionnaire was further redistributed via friends' and families' networks. In total, 676 responses were collected, out of which 641 were representative and could be included in the empirical testing. Out of the 641 respondents, 290 were men, 349 women, and 2 identified as "other" with ages between 19 and 73 years. The average age was 29, and the median age was 26. The sample size of 676 respondents are assumed to be enough, see section 3.4.3.1 below.

3.4.3.1 Sample Size Considerations

The sample size of 676 respondents is assumed to be sufficient to test the hypotheses. Firstly, it should be noted that the intention was newer to compare all the cells in the questionnaire. The two scenarios for each product category will be collapsed when testing the hypotheses as they are only included in the survey to expose participants to different stimuli-scenarios to portray the product categories realistically with regards to hedonic- and utilitarian attributes. Collapsing stimuli and groups like this is for instance used in the Journal of Psychology and Marketing (Chang, 2008). Furthermore, when testing the hypotheses, the analysis is mainly interested in main effects and because of this, this thesis has been able to collapse different groups as the main groups that are included in the hypothesis testing have an even distribution of different exposures⁶. Hence, no power analyses were conducted as all tests for the hypothesis testing included large sample groups ($N > 130$), as multiple versions of the questionnaire were collapsed for each test as this thesis aims to only investigate the main effects. Collapsing groups in such manner is also done by researchers, for instance, one of the research papers this study is based on (Chang 2008). It is therefore assumed that the sample of 676 respondents is sufficient to test the hypotheses. See section 4 for the sample size of the groups in the hypothesis testing.

⁶ To give an example, hypothesis 7a, for instance, is mainly interested in investigating whether participants' intention to purchase from the company again differs between the financing alternatives of CRM, which can be measured by collapsing the product categories and domains of CRM. Hence, when testing this hypothesis, the two product categories are collapsed and three domains of CRM are collapsed, as the financing alternative groups include an even distribution of product categories and domains of CRM. The only difference between the groups is thus the financing alternatives the respondents had received.

3.4.4 Questionnaire

In order to collect data a self-completion questionnaire was created through Qualtrics. The language of the questionnaire was set to Swedish to ensure full understanding among the respondents, as the questionnaire was distributed among Swedish citizens. On the first page, respondents were presented with a short introduction from the authors, encouraging respondents to fill out the questionnaire carefully. On the next page, respondents were randomly assigned one of four stimuli-scenarios (refueling a sports car, refueling a car, booking an airline ticket for a weekend trip, or booking an airline ticket for a job interview). After being presented the scenarios, respondents were randomly assigned to one of the nine manipulations of CRM-initiatives (see Figure 7 in Section 3.4.1.1 with the nine manipulations). This results in a total of 18 manipulations (9 for airline and 9 for refuel) and a total of 36 versions of the questionnaire, as both product categories can be given in either a hedonic- or a utilitarian stimuli-scenario.

The first section of the questionnaire included questions centered around respondents' intentions, attitudes, and feelings towards the CRM-initiative. Section two included questions regarding respondents' impressions and attitudes towards the company. The third section focused on respondents' perception of the product category (aviation or car refueling) and its impact on the environment. The fourth section included demographic questions regarding the respondent and control questions to exclude irrelevant respondents.

The questionnaire was designed in such a way that the questions, in the beginning, were the most important to ensure that respondents spend enough time and effort to answer these questions carefully (Malhotra, 2010). The questions in the questionnaire follow a 7-point Likert scale, in accordance with Jacobsen (2002, p.295).

3.4.5 Questionnaire Measurement

To capture the data intended in this study, measurements from previous studies have been used. Below is an overview of all measurements used in the hypotheses testing. The questionnaire can be observed in full version in Appendix 2, in both English and Swedish (the original questionnaire is the Swedish version). The question batteries below could be indexed (see Appendix 3), as all of them had a Cronbach Alpha value equal to or higher than 0.7 (Nunnally, 1978).

3.4.5.1 CRM-Purchase Intention

As this study aims to find beneficial CRM-initiatives by broadening the framework of CRM and carbon offsetting by investigating if a cause should be included in the product price or if consumers are willing to voluntarily pay extra for a CRM-initiative, it is relevant to include a question battery regarding respondents' purchasing intention towards the CRM-initiative, referred to as CRM-purchase intention. Furthermore, CRM-purchase intention is included as this study aims to investigate which CRM-initiatives that contributes to more funds given to a good cause, and thereby contributes to a more responsible industry. The question battery is taken from Wigley (2008) measured by *how likely it is that you would buy the carbon offsetting above, in addition to the price of your airline ticket* ⁷? followed by a three-item semantic differential scale; *likely/unlikely*, *improbable/probable* and *possible/impossible*. Noteworthy, this question battery is only included for respondents receiving the 100% customer paid- or the co-financed CRM-initiative. The 100% firm financed alternative did not receive this question battery, as the CRM-initiative is included in the product price.

3.4.5.2 Intention to Purchase from the Company Again

In the theoretical section (Section 2) it was shown that CRM is an effective marketing tool to increase consumers' willingness to purchase again. This study will take intention to purchase from the company again into account as it is important to capture the dualistic nature of CRM. Both in terms of how funding is generated for the cause, measured through CRM-purchase intention, and the positive outcomes for the firm, such as repeat purchases. As the purpose of this study is to find beneficial CRM-initiatives it is relevant to include this question battery to emphasize what type of CRM-initiative that results in higher intention to purchase from the company again. Furthermore, as previous research shows that CRM is more effective for hedonic products, this

⁷ This question was adopted based on what scenario (refueling/aviation) and manipulation the respondent received. For instance, respondents given an Other-Domain CRM-initiative were instead asked their willingness to donate money to Unicef, in addition to their product purchase.

study will investigate whether a CRM-initiative linked to a hedonic environmentally negative product category results in higher willingness to purchase again compared to a utilitarian environmentally negative product category. The question battery was taken from Söderlund (1998) and respondents were asked to what extent from *unlikely* (1) to *likely* (7) that *the next time I fly I would select this airline* and *the next time I fly I would like to fly with this airline* ⁸.

3.4.5.3 CRM/Company Fit

As previous research, see Section 2, divides CSR initiatives into Same- and Other Domain when CSI is present, this study adds this distinction into the context of CRM. Since research further shows that perceived fit between CRM/CSR and the company is of importance, this study will investigate if the same effects are present for product categories tainted by CSI. As a Same-Domain CRM, in this study is related to the firm's CSI, while the Other-Domain CRM is unrelated to the firm, *perceived fit* of the CRM-Domain/company is included as a question battery in the questionnaire. The aim by including this measurement is to investigate whether perceived fit mediates the effect CRM-Domain has on CRM-purchase intention and intention to purchase from the company again. Respondents were asked to indicate to what extent, from *disagree* (1) to *agree* (7) that the CRM-initiative *has a bad fit with the company/ good fit with the company, is not at all logical for the company/very logical for the company, is not at all appropriate for the company/very appropriate for the company*. The question battery is derived from Keller et al. (1992).

3.4.5.4 Perceived Guilt

As previous research, see Section 2, shows that consumers are more willing to donate and carbon offset their purchase when feelings of guilt is high, a question battery regarding *perceived guilt* was included in the survey, taken from Chang (2008). The question was included in the survey to investigate whether perceived guilt mediates the effect product categories and financing alternatives have on CRM-purchase intention and intention to purchase from the company again. Noteworthy, perceived guilt was included in the questionnaire twice (see Appendix 2) as respondents of the study indicated to what extent, from *disagree* (1) to *agree* (7) that a purchase of the product category (car refueling or aviation) may be associated with *guilt free/guilt* and *non-regretful/regretful feelings* (used for testing H3) and to what extent the purchase, at the fictitious gas-station/airline company, from *disagree* (1) to *agree* (7) may be associated with *guilt free/guilt* and *non-regretful/regretful feelings* (used for testing H6).

⁸ The respondents who are assigned the refueling scenarios are asked the same question battery i.e. their likelihood to repurchase from the gas-station again.

3.4.5.5 Background Demographics and Control Measurements

A number of questions regarding respondents' background demographics was included at the end of the questionnaire, such as age, main occupation, and gender. Three control measurements were also included to ensure that respondents answered the questions with their full attention. In the middle of the questionnaire, a control question was placed where respondents were asked to mark number 6 out of a multiple-choice question of 7 numbers. The two other control measurements were presented at the end of the questionnaire, covering if the respondents had purchased a flight ticket online/refueled a car before (within the last 12 months), and which scenario they had received.

3.4.6 Quantitative Sampling

To ensure a sample that is representative of the context that this study aims to transfer it to, which are air travelers and people who refuel cars, several control questions were included in the questionnaire, as stated above in Section 3.4.5.5. Through this, the authors could better control for fatigue, although the questionnaire was not distributed with supervision from the authors. All respondents that did not answer number 6 on the control question or answer the survey in an unrealistic time frame (below four minutes based on the pilot-test, Section 3.4.2.1) were eliminated from the survey. Furthermore, all respondents who had not purchased a flight ticket online before or had not refueled a car within the last year were eliminated since those respondents are not considered to be a typical customer for those types of purchases. At the end of the questionnaire, all respondents answered a control question regarding what scenario they had been exposed to, to ensure that they had read and answered the questions based on their given scenario. All respondents that did not answer the question correctly were eliminated. After eliminating incorrect and inapplicable respondents, 641 respondents were left, which are included in the empirical analysis.

3.4.7 Analytical Tools

The data of the main study and pre-studies were analyzed through the statistical tool IBM SPSS Statistics Version 26, together with the add-on program Hayes's PROCESS tool for SPSS, version 3.4.

One-way ANOVA Post Hoc-test, Independent Sample T-tests, and mediation analysis are used in the result, Section 4. One-way ANOVA-Tests are used to examine differences in mean values when three populations are examined⁹. Independent Sample T-tests are used when only mean differences between two populations are examined. The grouping variables are product category, CRM-Domain or financing alternative, and the independent variables differ based on the variables tested. Mediation analyses are tested using Hayes's bootstrapping macro, with a 95% confidence interval and 5000 bootstrap samples. The mediation analyses¹⁰ are established and classified with the framework suggested by Zhao et al. (2010).

All statistical tests that are examined with regards to mean value differences and mediation analyses are accepted on a significance level of 95%, 99%, and 99.9%, which are presented with; $p < 0.05$, $p < 0.01$, and $p < 0.001$.

3.4.8 The Reliability of the Study

It is of importance to take the parameters reliability, validity, and replicability into account when conducting quantitative research (Jacobsen, 2002, p.21). These concepts are discussed to assess and critically review the quality and credibility of the study's result.

⁹ If this paper would have a larger scope and more respondents, it could have been plausible to do a multiple-way ANOVA so that all 36 treatments could be considered and simultaneously evaluated. Ideally, such an ANOVA would also have perceived guilt as a covariate. However, due to the scope and sample size, this was not possible and not the intention of this thesis.

¹⁰ To the information of the reader, there are some authors that criticize this type of mediation analysis, for instance that mediation analysis cannot tell whether a mediator is present only if the test is significant (Fiedler et al., 2011). However, much of the research that this thesis is based on and in current marketing literature the use of this mediation analysis has been used several times, and therefore, the authors of this study have decided to use it.

3.4.8.1 Reliability

The concept of reliability can be defined as “the data must be reliable and credible” (Jacobsen, 2002, p.21). Partly, in terms of how reliable the result is over time, but also how representative and credible the result is for the entire population.

When assessing the reliability of a study, stability and internal reliability are crucial to take into account (Bryman & Bell, 2007, p.163). In terms of stability, this study is stable over time, as the authors group and measure the sample through previously used frameworks and measurements (Bryman & Bell, 2007, p.163). The survey is also pre-tested to ensure that the questions were well comprehended, to increase the stability of the study. Additionally, this study is considered to meet the requirements of internal reliability, as it is based on a well ground of cited researchers’ studies. The questionnaire used in this study is also built on proven questions and measures from previous studies, in favor of internal reliability. Moreover, intercorrelations are measured to examine how consistent respondents are in their responses. In this way it has been ensured whether the questions can be combined into indexes (see Appendix 3). All variables with a Cronbach’s Alpha that are equal to or higher than 0.7 are indexed in accordance with Nunnally (1978) to ensure internal reliability (Bryman & Bell, 2007, p.164).

3.4.8.2 Validity

It is crucial to consider the validity of the study, which can be defined as “the empiric data must be valid and relevant” (Jacobsen, 2002, p.21). Validity can, in many ways, be considered the most important criteria of research (Bryman & Bell, 2007, p.41), where four concepts of validity, internal validity, measurement validity, external validity, and ecological validity, are important to consider which are assessed below.

3.4.8.2.1 Internal validity

Internal validity is “whether a conclusion that incorporates a causal relationship between two or more variables holds water” (Bryman & Bell, 2007, p.41). With regards to internal validity, several pre-studies were conducted to design and ensure that all manipulations in the main study are designed equally to not let other variables influence the results. Furthermore, as generated hypotheses and measurements are based on previous research, and respondents are randomly assigned to one of the manipulations, the internal validity of this study should be deemed high.

3.4.8.2.2 Measurement Validity

Measurement validity is “the question of whether or not a measure that is devised of a concept really does reflect the concept that it is supposed to be denoting” (Bryman & Bell, 2007, p.41). The measurement validity is carefully considered. This study uses well-recognized scales and questions, based on previous studies, which minimize the possibility for respondents to not understand or misinterpret the questions. This should also make the study easier to compare with previous studies since the results relate through the questions. Additionally, a 7-point Likert scale has been used to observe clear differences in respondents’ response alternatives, which increases the validity of the study (Söderlund, 2005).

3.4.8.2.3 External Validity

The external validity refers to “whether the results of a study can be generalized beyond the specific research context” (Bryman & Bell, 2007, p.42). External validity is the reason for the importance of representative samples (Bryman & Bell, 2007). To increase the generalizability over the transportation sector, two product categories, car refueling and aviation, were included. Furthermore, respondents who had never purchased an airplane ticket online/refueled a car before were also removed from the sample to increase external validity. This, in accordance with Jacobsen (2002, p.22), creates a result that is representative of the context in which the authors want to transfer it to, which are air travelers and people who refuel a car. Furthermore, to accomplish a more diverse group of the population, the questionnaire was distributed online and through friends’ and families’ networks in favor of external validity. However, it is important to emphasize that there are limitations to the sample, which will be discussed more in Section 6.1.

3.4.8.2.4 Ecological Validity

Ecological validity refers to “the question of whether or not social scientific findings are applicable to people’s every day, natural social settings” (Bryman & Bell, 2007, p.42). Questionnaires can limit ecological validity as it creates unnatural feelings for respondents (Bryman & Bell, 2007). As with many quantitative studies, this study’s ecological validity is fairly limited since it does not emulate the natural encounter with purchasing an airline ticket or refueling a car. To limit this, the study replicated such scenarios with a fictive brand with graphics and text taken from the natural context.

4. Result and Hypothesis Testing

This section presents the results derived from the hypothesis testing. The results are presented based on the order of the outlined hypotheses generated in the theoretical section. Hence, the results regarding product categories are presented first, followed by the results regarding CRM-financing alternatives and thereafter the results of the hypotheses related to the CRM-Domains follow. See Section 3.4.7 of the statistical tests and significance acceptance levels that are used in the analysis.

Before the results are presented, it should be noted that only hypotheses 1 to 3 regarding hedonic and utilitarian product categories compare the groups of refueling a car ($N=340$) and a purchase of a flight ticket ($N=301$). For the rest of the hypothesis testing the groups for car refueling and aviation are collapsed ($N=641$) as the purpose with this study is to create a more generalized contribution of how transportation actors should implement CRM more effectively. Furthermore, the two product categories showed little variance in how the participants responded to the domains and financing of CRM, which ensured the decision to collapse the product categories into the same group. Hence, the CRM-financing alternatives ($N>211$) and CRM-Domains ($N>139$) have not been split by product category.

4.1 Hedonic- and Utilitarian Product Categories

This section covers the result regarding the hypotheses related to the hedonic- and utilitarian environmental negative product categories. In order to examine the product categories flight ticket and car refuel, the 9 manipulations (CRM-Domains and CRM-financing alternatives) have been collapsed as the aim with this study is to find main effects i.e. which product category that benefit from CRM the most, regardless of the financing- and domain of CRM.

4.1.1 CRM-Purchase Intention on Product Category

H1 is designed with the belief that CRM-purchase intention will be higher for a hedonic- than a utilitarian environmentally negative product category. The result (see Table 3) shows the opposite, that CRM-purchase intention is significantly higher for the utilitarian- than the hedonic environmentally negative product category ($M_{CAR} = 5.56$ vs. $M_{FLIGHT} = 5.19$, $p < 0.05$). This result contradicts H1 as the direction is opposite from the hypotheses. H1 is not supported.

4.1.2 Intention to Purchase Again on Product Category

H2 states that intention to purchase from the company again is higher for a hedonic- than a utilitarian environmentally negative product category. However, similar to the result in H1, the result (see Table 3) shows that intention to purchase from the company again is significantly higher for the utilitarian- than the hedonic environmentally negative product category ($M_{CAR} = 5.02$ vs. $M_{FLIGHT} = 4.63$, $p < 0.001$). Hence, the result shows the opposite result, and H2 is thus not supported.

Table 3. Product Category - CRM-Purchase Intention and Intention to Purchase Again

Independent Sample T-test						
Dependent Variable	Manipulation	N	Mean	St. Deviation	t	p
CRM-Purchase Intention	Hedonic Category	205	5.19	1.97	-2.11	0.036*
	Utilitarian Category	224	5.56	1.67		
Intention to Purchase Again	Hedonic Category	301	4.63	1.28	-3.70	0.000***
	Utilitarian Category	340	5.02	1.41		

Significance Levels: * $p < .05$, ** $p < .01$, *** $p < .001$

Noteworthy, CRM-purchase intention is only measured for the financial alternatives: Co-financed and 100%C, since the CRM-initiative is included in the product price for 100%F. Hence, the hedonic product category consists of a population of $n=205$ instead of $n=301$. The same occurs for the utilitarian product category, that consists of $n=224$ instead of $n=340$.

H1: CRM-purchase intention is higher for a hedonic environmentally negative product category than a utilitarian environmentally negative product category. **NOT SUPPORTED**

H2: The intention to purchase form the company again is higher for a hedonic environmentally negative product category than a utilitarian environmentally negative product category. **NOT SUPPORTED**

4.1.3 Product Category: Perceived Guilt Mediation Effects

H3a states that the effect product category has on CRM-purchase intention is mediated by perceived guilt. A mediation analysis is established and classified through the framework suggested by Zhao et al. (2010). Table 4 shows that the total effect on CRM-purchase intention is mediated by the indirect effect of perceived guilt ($X_{INDIRECT} = 0.11$, $SE = 0.05$, 95% CI [0.03, 0.21]). This result shows that the effect of the independent variable (product category), via the mediator (guilt), on the dependent variable (CRM-purchase intention) is significant (path AB). For descriptive

statistics and correlations coefficients of perceived guilt and CRM-purchase intention see Appendix 7. Mediation has occurred since the bootstraps do not include zero (BootLLCI - BootULCI). Since the direct effect (path c') is not significant (see Table 4) this result is categorized as indirect-mediation only (Zhao et al., 2010). H3a is therefore supported.

H3b states that the effect product category has on intention to purchase again is mediated by perceived guilt. The result of the mediation analysis for the product category on intention to purchase from the company again shows that the total effect was not mediated by the indirect effect of perceived guilt ($X_{INDIRECT} = 0.01$, $SE = 0.01$, 95% CI [-0.02, 0.04]). Since the bootstraps include zero, the model suggests that mediation has not occurred. For descriptive statistics and correlations coefficients of perceived guilt and intention to purchase again see Appendix 7. Because the direct effect (path c') is significant (see table 4) this result is categorized as direct-only with non-mediation (Zhao et al., 2010). H3b is therefore not supported.

Table 4. Product Category: Perceived Guilt Mediation Effects

Mediation Analyses						
Independent Variable	Dependent Variable	Mediator		Direct Effects		Indirect Effects
Product Category	CRM-Purchase Intention	Perceived Guilt	c'	.27	ab	.11
			SE	.17	SE	.05
			t	1.54	LLCI	.03
			p	.13	ULCI	.21
Product Category	Intention to Purchase Again	Perceived Guilt	c'	.39	ab	.01
			SE	.11	SE	.01
			t	3.60	LLCI	-.02
			p	.000	ULCI	.04

Bootstrap sample = 5000, 95% significance level

Noteworthy, the guilt measurement in these tests refers to the questions regarding to what extent the product category may be associated with guilt (see 3.4.5.4 for details)

H3a: The effect of product category on CRM-purchase intention is mediated by perceived guilt. **SUPPORTED**

H3b: The effect of product category on intention to purchase from the company again is mediated by perceived guilt. **NOT SUPPORTED**

4.2 CRM-Financing Alternative

This section covers the result regarding the hypotheses related to the three financing alternatives (100% customer, 100% firm and co-financed).

4.2.1 CRM-Purchase Intention on Financing Alternative

H4 states that CRM-purchase intention will be higher for a co-financed CRM-initiative than a 100% customer paid CRM-initiative. The result (see Table 5) supports the hypothesis as CRM-purchase intention is significantly higher for a co-financed initiative than a 100% customer paid CRM-initiative ($M_{\text{CO-FINANCED}} = 5.65$ vs. $M_{\text{100% CUSTOMER}} = 5.12$, $p < 0.01$).

Table 5. CRM Financing Alternative - CRM-Purchase Intention

Independent Sample T-test						
Dependent Variable	Manipulation	N	Mean	St. Deviation	t	p
CRM-Purchase Intention	100% Customer	212	5.12	1.91	-3.04	0.003**
	Co-Financed	217	5.65	1.71		

Significance Levels: * $p < .05$, ** $p < .01$, *** $p < .001$

H4: CRM-purchase intention is higher for a co-financed CRM-initiative than a 100% customer paid CRM-initiative. **SUPPORTED**

4.2.2 Intention to Purchase Again on Financing Alternative

H5a states that the intention to purchase from the company again differs between the financing alternatives. The result of a ONE-way ANOVA Post Hoc (see Table 6) shows that there are no significant differences between the mean values on intention to purchase from the company again between the financing alternatives ($p=0.242$). Since there are no mean value differences regarding intention to purchase again between the financing alternatives H5b and H5c do not need to be tested specifically. H5a, H5b, and H5c are therefore not supported.

Table 6. CRM Financing Alternative - Intention to Purchase Again

ANOVA-Test				
Dependent Variable	Manipulation	N	Mean	p
Intention to Purchase Again	100% Customer	212	4.75	0.242
	Co-Financed	217	4.96	
	100% Firm	212	4.81	

Significance Levels: * $p < .05$, ** $p < .01$, *** $p < .001$

H5a: Intention to purchase from the company again differs between the financing alternatives. **NOT SUPPORTED**

H5b: Intention to purchase from the company again is higher for a co-financed CRM-initiative than a 100% customer paid CRM-initiative. **NOT SUPPORTED**

H5c: Intention to purchase from the company again is higher for a co-financed CRM-initiative than a 100% firm financed CRM-initiative. **NOT SUPPORTED**

4.2.3 Financing Alternative: Perceived Guilt Mediation Effects

H6a states that the effect of the higher CRM-purchase intention for the co-financed initiative over the 100% customer paid initiative is mediated by perceived guilt. The result shows that the total effect on CRM-purchase intention is not mediated by the indirect effect of perceived guilt ($X_{INDIRECT} = 0.01$, $SE = 0.03$, 95% CI [-0.04, 0.07]). The model suggests that mediation has not occurred since the bootstraps include zero (BootLLCI - BootULCI). Since the direct effect (path c') is significant (see Table 7) this result is categorized as direct-only with non-mediation (Zhao et al., 2010). H6a is therefore not supported. For descriptive statistics and correlations coefficients of perceived guilt and CRM-purchase intention see Appendix 7. Furthermore, H6b is not

supported as there are no mean value differences regarding intention to purchase from the company again between the financing alternatives (H5a).

Table 7. Financing Alternatives: Perceived Guilt Mediation Effects

Mediation Analysis						
Independent Variable	Dependent Variable	Mediator		Direct Effects		Indirect Effects
Financing Alternative	CRM-Purchase Intention	Perceived Guilt	c'	.52	ab	.01
			SE	.17	SE	.03
			t	2.99	LLCI	-.04
			p	.003	ULCI	.07

Bootstrap sample = 5000, 95% significance level

Noteworthy, the guilt measurement in this test refers to the questions regarding to what extent the purchase from the fictive company may be associated with guilt (see 3.4.5.4 for details)

H6a: The effect of financing alternative on CRM-purchase is mediated by perceived guilt. **NOT SUPPORTED**

H6b: The effect of financing alternative on intention to purchase from the company again is mediated by perceived guilt. **NOT SUPPORTED**

4.3 CRM-Domain

This section covers the result regarding the hypotheses related to the two CRM-Domains (Same and Other).

4.3.1 CRM-Purchase Intention on CRM-Domain

H7 states that CRM-purchase intention is higher for a Same-Domain than for an Other-Domain CRM-initiative. The result, see Table 8, shows that this hypothesis is supported as CRM-purchase intention is significantly higher for a Same-Domain than for an Other-Domain CRM-initiative ($M_{\text{SAME}} = 5.59$ vs. $M_{\text{OTHER}} = 5.04$, $p < 0.05$).

Table 8. CRM-Domains - CRM-Purchase Intention

Independent Sample T-test						
Dependent Variable	Manipulation	N	Mean	St. Deviation	t	p
CRM-Purchase Intention	Same-Domain	143	5.59	1.81	2.54	0.012*
	Other-Domain	140	5.04	1.88		

Significance Levels: * $p < .05$, ** $p < .01$, *** $p < .001$

Noteworthy, CRM-purchase intention is only measured for the financial alternatives: Co-financed and 100%C, since the CRM-initiative is included in the product price for 100%F. Hence, the Same-Domain consists of a population of $n=143$ instead of $n=211$. The same occurs for the Other-Domain, that consists of $n=140$ instead of $n=217$.

H7: CRM-purchase intention will be higher for a Same-Domain CRM-initiative than for an Other-Domain CRM-initiative. **SUPPORTED**

4.3.2 Intention to Purchase Again on CRM-Domain

H8 states that the intention to purchase from the company again will be higher for a Same-Domain than an Other-Domain CRM-initiative. Table 9 reveals that intention to purchase from the company again is significantly higher for a Same-Domain than for an Other-Domain CRM-initiative ($M_{\text{SAME}} = 4.98$ vs $M_{\text{OTHER}} = 4.60$, $p < 0.01$.) H8 is thus supported.

Table 9. CRM-Domains - Intention to Purchase Again

Independent Sample T-test						
Dependent Variable	Manipulation	N	Mean	St. Deviation	t	p
Intention to Purchase Again	Same-Domain	211	4.98	1.38	2.89	0.004**
	Other-Domain	217	4.60	1.33		

Significance Levels: * $p < .05$, ** $p < .01$, *** $p < .001$

H8: Intention to purchase from the company again will be higher for a Same-Domain CRM-initiative than for an Other-Domain CRM-initiative. **SUPPORTED**

4.3.3 CRM-Domain: Perceived Fit Mediation effects

H9a and H9b states that the effects of CRM-Domain on the dependent variables CRM-purchase intention and intention to purchase from the company again are mediated by perceived fit. Table 10 shows that the total effect on CRM-purchase intention ($X_{INDIRECT} = -0.85$, $SE = 0.17$, 95% CI [-1.21, -0.54]) and that the total effect on intention to purchase from the company again ($X_{INDIRECT} = -0.58$, $SE = 0.09$, 95% CI [-0.76, -0.40]) are both mediated by the indirect effects of perceived fit. These indirect effects of CRM-Domain, via perceived fit, on CRM-purchase intention and intention to purchase from the company again (Path AB) are significant, for both mediations, as none of the bootstraps includes zero (BootLLCI - BootULCI). The direct effects of CRM-Domain on the dependent variables (Path c') are not significant, indicating indirect-only mediation (Zhao et al., 2010). For descriptive statistics and correlations coefficients of perceived Fit, CRM-purchase intention, and intention to purchase again see Appendix 7. Hence, perceived fit fully mediates the effects of CRM-Domain on CRM-purchase intention and intention to purchase from the company again. H9a and H9b are supported.

Table 10. CRM-Domain: Perceived Fit Mediation Effects

Mediation Analyses						
Independent Variable	Dependent Variable	Mediator		Direct Effects	Indirect Effects	
CRM-Domain	CRM-Purchase Intention	Perceived Fit	c'	.30	ab	-.85
			SE	.24	SE	.17
			t	1.26	LLCI	-1.21
			p	.210	ULCI	-.54
CRM-Domain	Intention to Purchase Again	Perceived Fit	c'	.20	ab	-.58
			SE	.14	SE	.09
			t	1.36	LLCI	-.76
			p	.175	ULCI	-.40

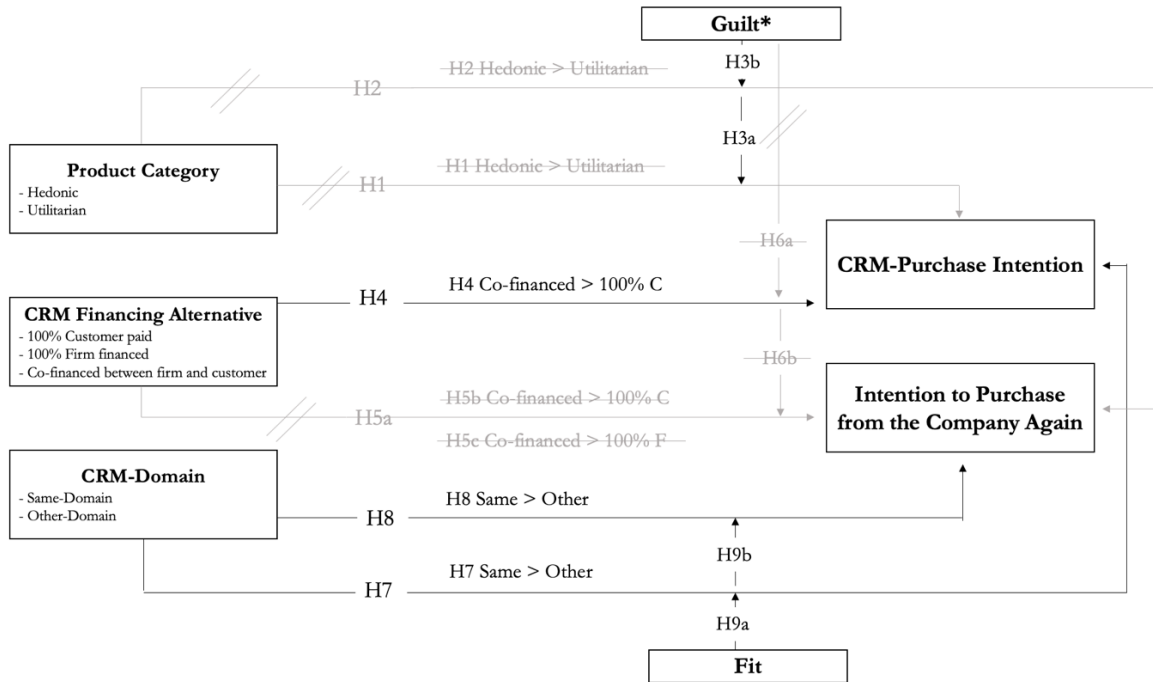
Bootstrap sample = 5000, 95% significance level

H9a: The effect of CRM-Domain on CRM-purchase intention is mediated by perceived fit. **SUPPORTED**

H9b: The effect of CRM-Domain on intention to purchase from the company again is mediated by perceived fit. **SUPPORTED**

4.4 Summary of Findings

Figure 8 presents the visualized hypothesis figure to get an overview of which hypotheses that are supported and not supported, followed by a summary of the hypotheses testing.



* See Section 3.4.5.4 with regards to how guilt has been measured for product category and financing alternative.

FIGURE 8: A visualized figure to get an overview of which hypotheses that are supported and not supported.

Summary of Hypotheses

Product Category

H1: CRM-purchase intention is higher for a hedonic environmentally negative product category than a utilitarian environmentally negative product category. **NOT SUPPORTED**

H2: The intention to purchase from the company again is higher for a hedonic environmentally negative product category than a utilitarian environmentally negative product category. **NOT SUPPORTED**

H3a: The effect of product category on CRM-purchase intention is mediated by perceived guilt. **SUPPORTED**

H3b: The effect of product category on intention to purchase from the company again is mediated by perceived guilt. **NOT SUPPORTED**

CRM-Financing Alternative

H4: CRM-purchase intention is higher for a co-financed CRM-initiative than a 100% customer paid CRM-initiative. **SUPPORTED**

H5a: Intention to purchase from the company again differs between the financing alternatives. **NOT SUPPORTED**

H5b: Intention to purchase from the company again is higher for a co-financed CRM-initiative than a 100% customer paid CRM-initiative. **NOT SUPPORTED**

H5c: Intention to purchase from the company again is higher for a co-financed CRM-initiative than a 100% firm financed CRM-initiative. **NOT SUPPORTED**

H6a: The effect of financing alternative on CRM- purchase intention is mediated by perceived guilt. **NOT SUPPORTED**

H6b: The effect of financing alternative on intention to purchase from the company again is mediated by perceived guilt. **NOT SUPPORTED**

CRM-Domain

H7: CRM-purchase intention will be higher for a Same-Domain CRM-initiative than for an Other-Domain CRM-initiative. **SUPPORTED**

H8: Intention to purchase from the company again will be higher for a Same-Domain CRM-initiative than for an Other-Domain CRM-initiative. **SUPPORTED**

H9a: The effect of CRM-Domain on CRM-purchase intention is mediated by perceived fit. **SUPPORTED**

H9b: The effect of CRM-Domain on intention to purchase from the company again is mediated by perceived fit. **SUPPORTED**

4.5 Interesting Findings Beyond the Hypotheses Testing

Beyond the findings from the hypothesis testing this study included a Both-Choice Domain CRM-initiative based on an observation from how practitioners are engaging with CRM (see Section 3.4.1.1).

Table 11 shows that there are significant differences between the mean values on CRM-purchase intention ($p < 0.05$) and intention to purchase from the company again ($p < 0.01$) between the CRM-Domains. When comparing Both-Choice with the other two domains the results show that there is no significant difference between Both-Choice Domain and Other-Domain with regards to CRM-purchase intention ($p = 0.08$). However, intention to purchase from the company again is significantly higher for the Both-Choice Domain than the Other-Domain ($M_{\text{BOTH}} = 4.95$. vs $M_{\text{OTHER}} = 4.60$, $p < 0.05$). When comparing Same-Domain and Both-Choice Domain reveals no significant differences with regards to CRM-purchase intention ($p = 0.94$) nor intention to purchase from the company again ($p = 0.97$).

Table 11. Tests Including Both-Choice Domain

ANOVA-Test				
Dependent Variable	Manipulation	N	Mean	p
CRM-Purchase Intention	Same	143	5.59	0.020*
	Other	140	5.04	
	Both-Choice	146	5.52	
Intention to Purchase Again	Same	211	4.98	0.006**
	Other	217	4.60	
	Both-Choice	213	4.95	
Scheffe Post-Hoc Test				
Dependent Variable	Manipulation	Mean Difference		p
CRM-Purchase Intention	Same	.08		0.935
	Both-Choice			
CRM-Purchase Intention	Other	-.48		0.083
	Both-Choice			
Intention to Purchase Again	Same	.03		0.970
	Both-Choice			
Intention to Purchase Again	Other	-.35		0.030*
	Both-Choice			

Significance Levels: * $p < .05$, ** $p < .01$, *** $p < .001$

Noteworthy, as CRM-purchase intention does not include the respondents receiving the 100% firm financed initiative, they have been excluded in the test regarding CRM-Purchase Intention, resulting in that the Same-Domain consists of a population of $n=143$ instead of $n=211$. The same occurs for the Other-Domain which consists of $n=140$ instead of $n=217$, and the Both-Choice Domain consisting of $n=146$ instead of $n=213$.

Additionally, a number of empirical tests were conducted, see Table 12, between other variables to understand more about why some of the outlined hypotheses were not supported and how the Both-Choice Domain relates to the Same-Domain and Other-Domain. These will be analyzed more in the discussion (Section 5).

Table 12. Additional Tests

ANOVA-Test						
Dependent Variable	Manipulation	N	Mean			p
Ethical Company	100% Customer	212	4.32			0.330
	Co-Financed	217	4.51			
	100% Firm	212	4.44			
Perceived Fit	Same	211	5.53			0.000***
	Other	217	3.74			
	Both-Choice	213	4.85			
Scheffe Post-Hoc Test						
Dependent Variable	Manipulation		Mean Difference			p
Perceived Fit	Same-Domain		.68			0.000***
	Both-Choice					
Perceived Fit	Other-Domain		-1.11			0.000***
	Both-Choice					
Independent Sample T-test						
Dependent Variable	Manipulation	N	Mean	St. Deviation	t	p
Climate Impact	Hedonic Category	301	5.98	1.31	6.47	0.000***
	Utilitarian Category	340	5.25	1.54		

Significance Levels: * p <.05, ** p <.01, *** p <.001

5. Discussion and Conclusions

In this section of the study, an examination of the results, from the section above, are conducted jointly with a discussion of how the results relate to theory. Based on this discussion, conclusions are drawn and placed in a broader context through theoretical and managerial implications.

5.1 Discussion of Results

The purpose of the study is to understand how transportation actors should work with CRM. Firstly, the study's results show that engaging in CRM is more beneficial for a utilitarian product category than a hedonic product category, which broadens previous research of CRM's relation to product categories, into the context of environmental CSI. It can also be concluded that this study does not find any clear preference with regards to how CRM should be financed. Although the co-financed initiative increases consumers' willingness to voluntarily pay extra for a cause in comparison with the 100% customer CRM-initiative, there are no differences regarding their willingness to purchase from the company again between any of the three financing alternatives. Therefore, it is rather the companies' objectives that dictate this decision, either minimizing CRM-costs i.e. a 100% customer paid initiative, or maximizing funding for the cause i.e. 100% firm financed initiative without affecting customer repurchase intentions. Furthermore, this study finds that it is more beneficial for companies to address the CSI the industry causes through a Same-Domain CRM initiative rather than addressing another area through an Other-Domain. This study shows that both participants intention to voluntarily purchase the CRM-initiative and intention to purchase from the company again is higher when a Same-Domain CRM-initiative is presented.

The below section of the discussion will cover the three main areas that this study and hypotheses are centered around: Product Category (H1-H3), Financing Alternatives (H4-H6) and CRM-Domains (H7-H9) more deeply.

5.1.1 Product Category

Based on previous research, that CRM is more beneficial in connection with a hedonic- than a utilitarian product category (Strahilevitz & Myers, 1998; Chang, 2008), it was reasoned that the same effect would prevail for hedonic and utilitarian products with environmental CSI. The result (H1-H2) shows differences between CRM-purchase intention and intention to purchase again between the hedonic category, flight ticket, and the utilitarian category, refueling a car. However, the difference is opposite to the hypotheses. The results show that respondents' intention to voluntarily purchase the CRM-initiative and their intention to purchase from the company again is higher when a CRM-initiative is linked to a utilitarian- than a hedonic environmentally negative product category.

However, similar to previous research (Chang, 2008; Strahilevitz & Myers, 1998), this study shows that it is the level of guilt that explains the higher CRM-purchase intention for the utilitarian product category (H3a). Adding to the complexity of this relationship, this study shows that the higher intention to purchase from the company again for the utilitarian product category is, however, not mediated by guilt (H3b). Hence, although the utilitarian product category evokes more guilt than presumed, there seems to be other explanations than the higher guilt it evokes, which makes a CRM-initiative more beneficial in this context with regards to intention to purchase from the company again.

The fact that the utilitarian product category evokes more guilt, although the hedonic product category is more pleasurable, is interesting as research suggests that when pleasure is present, the likelihood for guilt is also higher (Kivetz & Simonson, 2002; Strahilevitz & Myers, 1998; Lascu, 1991). This is further surprising, see Table 12, as participants perceive that air travel is damaging the environment more than fueled power cars, which can be logically assumed to give rise to higher guilt. Hence, this study shows that the causal relationship between guilt, pleasure, and product categories is more complex in the context of environmental CSI.

One aspect that can explain why refueling a car evokes more guilt than a purchase of an airline ticket, although the airline industry is perceived to damage the environment more and perceived as more pleasurable, is the possible alternatives that consumers have. Previous studies on voluntary carbon offsetting concludes that customers have a higher purchase intention towards carbon offsetting on short-haul flights than long-haul flights, explained by customers' personal climate responsibility and "carbon guilt" (Choi et al., 2018; Higham and Cohen, 2011). Potentially, the

same effect can be present in this context, making consumers feel that refueling their car is more unnecessary than their purchase of airline tickets. Consumers might see fewer alternatives to their airline tickets than their fuel-powered car, as there are more environmentally friendly alternatives to a car, such as bicycles, public transport, walking or electric vehicles, compared with the airline ticket, which thus may result in higher guilt, CRM-purchase intention, and intention to purchase from the company again. Similarly the fact that consumers' personal climate responsibility influence their willingness to voluntarily carbon offset (Choi, Gössling & Ritchie, 2018), may be present in this study, as consumers may feel more personally responsible to the emissions of the car since they can influence the level of driving, while an airplane most likely will depart regardless if an individual customer does not purchase a ticket.

Lastly, although CRM-purchase intention and intention to purchase from the company again was higher for a utilitarian- than the hedonic product category, an important finding is that there seems to be an untapped potential for companies within industries tainted by environmental CSI to engage with CRM, regardless of product category. Both CRM-purchase intention and intention to purchase from the company again for both aviation and car refueling received high mean values, above 5 for CRM-purchase intention and above 4.5 for intention to repurchase on a 7-point Likert scale, implying that CRM in connection with those types of purchases are beneficial. Hence, this study implies that transportation actors should gain by engaging in CRM as it increases funds given for a good cause, thereby contributing to a more responsible industry, and as it is an opportunity to create more recurrent customers.

5.1.2 CRM-Financing Alternative

This study further aims to answer whether consumers are willing to voluntarily contribute financially to a CRM-initiative linked to products with environmental CSI, or if the cause should be included in the product price. The result suggests that there is no clear preference between the financing alternatives with regards to participants willingness to purchase from the company again. However, respondents intention to voluntarily pay extra for a CRM-initiative is significantly higher for co-financed than the 100% customer financed alternative (H4). Hence, this study implies that a co-financed initiative is to prefer as it, (1) lowers the firm's CRM-costs compared to letting the firm finance the entire CRM-initiative, and (2) increases funding for a cause in comparison with letting consumers' pay the entire cost.

By investigating CRM from the lens of voluntary carbon offsetting i.e. that the cause is added and paid for by the customer, this study shows that to increase the adoption of a CRM-initiative, companies tainted by environmental CSI should not put the entire CRM-cost on the customer. Noteworthy is that this difference in CRM-purchase intention between the co-financed and 100% customer financed is not mediated by guilt (H6a). It was argued, with support from Strahilevitz (1999), that a co-financed initiative, with its smaller donation-amount, would enable the respondents' to feel less guilty as by contributing with a small donation they would feel good without having a bad conscience for not contributing with more. That these effects were not observed in this study may potentially be explained by the fact that Strahilevitz (1999) did not investigate donations in the context of products tainted by CSI.

Table 12 further shows that participants do not perceive the company more ethically when the firm co-finance the CRM-initiative with the customer, which was argued, with support from Creyer (1997), to be one of the reasons for a higher CRM-purchase intention. Hence, there are other explanations than consumer guilt and company ethicality that result in the higher CRM-purchase intention for the co-financed CRM-initiative. Potentially it is a question of company responsibility, in line with Lu and Shon (2012), that consumers want the company to be responsible for their emissions. Furthermore, the higher CRM-purchase intention for the co-financed initiative could potentially be explained by firms equaling a customers' cost which might be seen as an incentive, that according to studies should increase purchase intention of the CRM-initiative (Babakhani et al., 2017; Liu et al., 2015; Choi et al., 2018).

With regards to intention to purchase from the company again, there are no significant differences between the financing alternatives (H5a), suggesting that customers want to purchase from the company again to the same extent, regardless of who finances the CRM-initiative. Hence, this study implies that there is no clear preference from a consumer perspective whether a CRM-initiative is implemented from the lens of carbon offsetting i.e., allow the customer to choose whether or not to purchase the initiative or if it is implemented from the lens of CRM, i.e., include the cause in the product price. Furthermore, all three CRM-financing alternatives generated high mean values, above 4.8, on intention to purchase again, implying that all CRM-financing alternatives are beneficial. Hence, from a business perspective, companies can thus include the customer in the financing, as this will lower their CRM-costs while customers will return to the same extent.

That this study does not support a higher intention to purchase from the company again for the co-financed CRM-initiative (H5b and H5c) may potentially be because the company appears equally ethical among all financing alternatives (see Table 12). Previous research shows that ethical business practices are rewarded by consumers (Creyer, 1997). Potentially the same effects are present in this context. Respondents' may want to return to the company to the same extent as the company is perceived as equally ethical (with mean values above 4 on a 7-point Likert scale), regardless of which financing alternative that is used.

To conclude, this study indicates that firms seem to have a large degree of freedom regarding how they choose to finance CRM-initiatives, as there is no difference between the financing alternatives with regards to consumers' willingness to purchase from the company again. However, companies with a long-term perspective would potentially gain more by co-financing the CRM-initiative with the customer over letting the customer pay the entire cost. Firstly, through a co-financed initiative consumers' willingness to voluntarily purchase the CRM-initiative increases, which would be valuable as more funds are going to a good cause and thus contributes to a more responsible industry. Secondly, through a co-financed CRM-initiative companies can reduce its CRM-costs by sharing the cost with the customers without sacrificing consumers' willingness to return to the company.

5.1.3 CRM-Domain

This study also aims to answer if transportation actors should engage in a cause that minimizes the CSI they are causing through a Same-Domain CRM-initiative or if they should engage in an Other-Domain CRM-initiative unrelated to the environment. The results show that addressing the CSI through a Same-Domain is more beneficial as participants' willingness to donate money and repurchase from the company is higher than when an Other-Domain CRM-initiative is presented (H7 and H8).

These results broaden the framework by Lenz et al. (2017), as their study suggests that companies within industries tainted by CSI have the opportunity to engage with both Other- and Same-Domain CSR. However, Lenz et al. (2017) has not compared the two domains for companies within industries tainted by CSI and when transferring these domains into the context of CRM, this study indicates that companies within industries tainted by CSI should not engage in Other-Domain. This study shows that perceived fit of the CRM-Domain/ company explains this result (H9). Hence, this study adds to the categorization of Same- and Other-Domain, suggesting that

fit is crucial in the context of companies within industries tainted by environmental CSI. This result is in line with studies on company/CSR fit (Yuan et al., 2011) and CRM-fit (Pracejus & Olsen, 2004), expanding these concepts into the context of CRM when CSI is present.

The finding that a Same-Domain CRM initiative is more beneficial than an Other-Domain is also in line with research within voluntary carbon offsetting. As consumers' experience carbon guilt within transportation purchases and want corporations to be responsible for their emissions, may further explain why a Same-Domain is perceived to fit the company better as it addresses consumers' desire of mitigating the carbon emissions.

To increase value for a larger group of practitioners, this study includes a domain that practitioners are using, Both-Choice Domain. The result, see Table 11, shows that the intention to purchase from the company again is higher for the Both-Choice Domain than the Other-Domain. This effect was, however, not significant with regards to CRM-purchase intention, although it should be noted that the p-value is 0.083, and thus with a risk level of 8.3% inaccuracy the Both-Choice Domain results in a higher CRM-purchase intention compared to the Other-Domain. In the comparison between Same-Domain and Both-Choice Domain, there are no significant differences with regards to CRM-purchase intention nor intention to purchase from the company again.

As the differences in CRM-purchase intention and intention to purchase from the company again between Same- and Other-Domain is mediated by fit (H9), and Table 12 shows that perceived fit is higher for the Same-Domain than the Both-Choice Domain, this indicates that there are other reasons than fit that explains the higher intention to purchase from the company again for the Both-Choice Domain over the Other-Domain. Potential reasons for the favorableness of Both-Choice Domain might be explained by entirely different research fields than the ones this study is based upon. Potentially, as the Both-Choice Domain enables consumers to select a cause, the element of co-creation and customer-selection of CSR/CRM may be present and cause these positive outcomes (Kull & Heath, 2016).

Lastly, since there are no differences between Both-Choice Domain and Same-Domain although a Same-Domain is perceived to fit the company better, this study suggests that a combination of the two can potentially be most beneficial, i.e., a Same-Choice Domain including only Same-Domain causes, e.g., a carbon offsetting and biofuel. This would likely give rise to the positive effects of Same-Domain's fit and the positive outcomes that arise when customers have the

possibility of co-create the CRM. Noteworthy, this study does not include this “Same-Choice Domain CRM” as the Both-Choice Domain was only included to examine how practitioners’ engagement with CRM relates to previous research suggestions of separating CSR into Same- and Other Domains when CSI is present.

5.2 Conclusion

In this section, primary conclusions are presented, established from the discussion of the results, to answer the purpose and research questions.

The first research question and part of the purpose of this study is to understand whether a hedonic or utilitarian product category with environmental CSI, is considered more beneficial to link a cause to. Firstly, the study shows that the benefits of engaging in CRM differs depending on the product category. However, although previous studies show that CRM is more effective for hedonic product categories because of its feelings of pleasure and guilt, this study finds the opposite. The utilitarian product category in this study benefits more from CRM than the hedonic product category. Still, this study finds, similar to previous research, that it is the level of guilt that explains the higher CRM-purchase intention for the utilitarian- over the hedonic product category. Hence, this study implies that when determining whether or not companies with CSI should engage with CRM, they should base this decision on the level of guilt the product evokes rather than how pleasurable (hedonic) it is perceived. Although, no control group was included in this study, the result implies that CRM-purchase intention and intention to purchase again for both aviation (hedonic) and car refueling (utilitarian) receive high mean values (over 4.5 on a 7-point Likert scale), implying that CRM in connection with products harming the environment is regarded overall positively.

The second research question and part of the study’s purpose is to understand how transportation actors should finance CRM and specifically, if consumers are willing to voluntarily pay extra for a cause, in addition to the product price, or if the firm should take this responsibility and include the cause in the product price. The empirical findings conclude that there is no difference between participants’ intention to purchase from the company again, regardless of whether the firm or the customer finances the CRM-initiative or if they share the CRM-cost. Although no differences arise, these results indicate that companies within CSI industries should incorporate the co-financed CRM initiative. Firstly, as more consumers’ would be willing voluntarily donate money for a good

cause in comparison with when the customer pays the entire cost. Secondly, through a co-financed initiative firms can lower their CRM-costs in comparison with a 100% firm financed initiative without losing customers' intention to purchase from the company again.

The third research question and part of the study's purpose is to understand if companies tainted by environmental CSI, in the transportation sector, should engage in minimizing their CSI through a Same-Domain or engage in CRM-initiatives in another area than the environment (Other-Domain). To conclude, these companies should engage in Same-Domain CRM-initiatives as this study implies that consumers' intention to voluntarily purchase the CRM-initiative and purchase from the company again will be higher compared to when an Other-Domain CRM-initiative is presented. The explanation for this result is the Same-Domain's higher fit with the company.

To summarize, corporations within industries tainted by environmental CSI, tested within the transportation sector, should benefit from engaging in CRM as their products evoke guilt. This study suggests that the benefits of engaging in CRM is different depending on the product category and that CRM-purchase intention is explained by guilt. Hence, companies benefit the most from engaging in CRM with high-guilt products. Furthermore, with regards to the implementation of CRM, this study suggests that companies have great freedom of how to finance their CRM-initiative. It can be concluded that companies can positively engage consumers financially in CRM as it does not negatively affect consumers' intention to repurchase from the company, however, a co-financed CRM should be preferred, as it increases adoption of a cause more than a 100% customer paid CRM. Furthermore, this study distinctly shows that these companies should address the CSI they cause through a Same-Domain CRM over an Other-Domain CRM. This study also shows advantages with the practitioner-based, Both-Choice Domain, as letting the customer select which cause the company should address, gives rise to positive outcomes. Through these findings it is suggested that CRM can contribute to positive long term outcomes for the transportation sector, both regarding more socially responsible initiatives within the industry while creating returning customers.

5.3 Implications

5.3.1 Theoretical Implications

The results of this study have several theoretical implications. Firstly, it shows that the relationship between product categories and CRM appears differently in the context of environmental CSI, as the utilitarian category evokes more guilt than the hedonic, which previous research has not found in the context of CRM. However, the positive impact that the utilitarian product category has on CRM-purchase intention is in line with previous studies, showing that guilt causes this effect.

Furthermore, this study finds that CRM-purchase intention is higher when the CRM-initiative is co-financed than when the customer pays the entire cost of the CRM-initiative, which previous research has not found. Although Lu and Shon (2012) have implied that consumers are willing to pay 50% of the cost to carbon offset, this study expands this finding by showing the importance of corporations taking an active role in the financing of CRM.

This study further finds that CRM can be divided into domains when CSI is present. While previous research has only found this relationship in the context of CSR, this study broadens this distinction into the context of CRM, confirming previous studies that suggest the importance of taking the CSI context into consideration (e.g., Lin-Hi & Müller, 2013; Sadovnikova & Pujari, 2016; Mishra & Modi, 2016). More importantly, the distinction of domains in the context of CSI is also nuanced, as this study finds that companies within industries tainted by CSI should not engage in Other-Domain CRM as implied by Lenz et al. (2017). This study further broadens this distinction by the introduction of the practitioner-based, Both-Choice Domain, into the framework of domains, and as this study only scratches the surface of this domain, it can suggest researchers follow suit (see Section 6.2).

Lastly, this study shows that the explanation for the preference of Same-Domain over Other-domain is the positive effect of CRM/company fit, which has not been previously shown. While similar positive impacts have been found more broadly in the context of CRM and CSR, this effect has not been previously found in the context of CSI.

5.3.2 Managerial Implications

This study has also contributed with managerial implications. Firstly, although this study finds that it is more beneficial for gas-stations to engage in CRM, this study implies that airline companies should also gain by CRM, as discussed in Section 5.1.1. Moreover, as both these purchases are frequent purchases, especially refueling of a car, engaging in CRM should be evaluated as this study implies that it contributes to more recurrent purchases.

In the problematization, Section 1.1, it was found that practitioners are using different CRM-strategies. Airlines use different CRM-strategies, while gas-stations, on the other hand, do not use the opportunity to communicate CRM-initiatives while customers refuel their car. Norwegian offers its customers a Both-Choice Domain with a 100% customer paid alternative, SAS offers its EuroBonus members a Same-Domain which is 100% financed by the firm and simultaneously offers all their customers a Same-Domain that is 100% customer paid, in connection with their purchase. Based on this study's result, it can be concluded that none of the companies are using the optimal CRM-initiative, suggested by this study, a Same-Domain that is co-financed between the customer and the firm. SAS, Norwegian, and other aviation companies alike should, therefore, evaluate the ability to change strategy, while gas-stations now have a great potential to introduce a CRM-initiative at the point of sale. Additionally, this study suggests that firms should potentially combine the Same- and Both-Choice CRM-Domains, presenting initiatives through a "Same-Choice Domain," and in doing so, might gain even better effects than indicated by this study.

Additionally, the preference for the Same-Domain over the Other-Domain is explained by "perceived fit". It is, therefore, likely to assume that a broader spectrum of industries with CSI, should address CSR- and CRM-projects within a domain that fits the company and its core business. This implies that e.g. the meat industry which most likely also is associated with environmental CSI, should engage in CSR and CRM domains addressing the environment.

Furthermore, this study implies that the number of environmentally friendly alternatives a consumer has may potentially influence the effectiveness of CRM. This suggests that for instance the fashion industry, electronics, or other more "unnecessary" shopping can gain by introducing CRM. The purchase of, e.g., a dress is, similar to refueling of a car, a purchase where consumers face several environmentally friendly alternatives such as second hand, borrow from a friend, or use an existing dress in the wardrobe. Hence, fashion companies or, for example, electronic brands, should consider implementing CRM.

Lastly, this study contributes with valuable knowledge to charities. As this study shows that consumers' willingness to donate money is higher when the cause fits the company, charities should thus address and initiate collaborations with companies that are associated with the charities' leading cause.

6. Limitations and Future Research

6.1 Limitations and Criticism of the Study

This study has contributed to the knowledge of how companies within industries tainted by environmental CSI should work with CRM. However, it is crucial to take limitations and criticism into account when interpreting the result of this study. Firstly, it is important to emphasize that this study has been limited to the transportation sector, and the result may be specific to this context, resulting in that great caution is required when translating these results into other industries. However, to handle this, two different transportation product categories, aviation and car refueling, have been investigated to increase generalizability over the transportation sector and potentially other industries.

Furthermore, a fictive scenario was created, resulting in that the respondents could not navigate freely on the booking page/digital payment screen, which can be criticized as this study may miss other relevant aspects of the purchasing journey. One problematic consequence of the fictive scenario is with regard to the payment of the airline ticket/fuel that the respondents were assigned to purchase. As the respondents did not spend their own "real" money, this fictitious purchase can be taken lightly, and the questions in the survey about possible additional CRM-purchases can, therefore, also be answered through a short decision process.

There are also limitations with the chosen quantitative method, as this study does only show what the respondents say they perceive but not what they actually perceive or why. The study design was also formed without a control group, as this study aimed to understand how to work with CRM and not if companies tainted by CSI should engage with CRM. Instead, this study has to rely on previous studies indicating that CSR/CRM is activities worth engaging in.

It should also be noted that the sample size of this study is limited, and a consequence of this may potentially be that this study has missed relationships or effects that would have occurred with a larger sample. The sampling approach used in the pre-studies and main study could also be criticized, since a convenient sample approach was used in the pre-studies and an arbitrary sample was used in the main study. It should, therefore, be noted that the result may not be generalized to the Swedish population of airline travelers and people who refuel. Hence, unpredicted differences are possibly existent in more representative samples.

6.2 Suggestions for Future Research

Based on this study, there are several suggestions for future research in this and related areas. The most natural suggestion is to test the approach of this study with practitioners, to investigate whether the results from this fictive gas-station/airline website are to be found in a real business setting.

Secondly, as this study contradicts previous research and shows that CRM can be more beneficial for a utilitarian- than a hedonic product category, future research should focus on understanding why the difference in level of guilt occurs. In line with the discussion in Section 5.1.1, a suggestion is to investigate if the consumption-alternatives that consumers face or their personal climate liability might moderate differences in CRM-purchase intention and intention to purchase from the company again claimed by the product category. Furthermore, as this study shows that CRM-initiatives, such as carbon offsetting, are more beneficial for the utilitarian category (refueling of a car) than the hedonic category (aviation) research within carbon offsetting should now have a reason to expand their research field outside aviation. Research within CRM should, similarly, expand their field into product categories where there is a reason to believe that consumer guilt is high, as engaging in CRM would be more beneficial for these categories.

Secondly, this study indicates benefits by letting the customer and company share the cost of the CRM-initiative, via a 50/50 split. Future research should expand this by investigating how much the company and customer should pay, respectively. Companies may not have to contribute 50% as it might be better to have someone paying the majority, and instead, the company might be paying 20% or 80%. Hence, a suggestion for future research is to find the optimal financial-split between the customer and the company. This would be valuable for practitioners as this would potentially increase the effectiveness of their CRM-initiatives and decrease their CRM-costs. A suggestion for future research is further to investigate potential meditations that can explain the

higher CRM-purchase intention for the co-financed initiative compared to the 100% customer paid initiative such as how responsible the company is perceived (discussed in section 5.1.2).

Furthermore, as this study shows that a Same-Domain is preferred for companies with environmental CSI, it would further be interesting to investigate other alternatives of Same-Domain initiatives for these types of companies. More precisely, it would be relevant for future research to include a Same-Domain initiative in the form of biofuel. Although refueling a car with only biofuel or purchasing a biofuel-airline ticket is much more expensive than adding a carbon offsetting, it would be interesting to understand whether consumers prefer a carbon offsetting or that the same amount of money goes to biofuel. Within this area, and as discussed in Section 5.1.3, another suggestion for future research is to investigate the benefits of a combination of a Same- and Both-Choice Domain, i.e., include both a carbon offsetting and biofuel and let the customer choose which one the company should address.

One additional suggestion for future research is to connect the CRM-Domains with different communication-strategies. More precisely, it would be relevant to investigate if a CRM-initiative should entail more or less information, e.g., should it be communicated as “to carbon offset your purchase costs 10 SEK” or alternatively “to carbon offset your purchase costs 10 SEK which goes to a project that plants trees”.

Lastly, as discussed in Section 5.3.2, it would be interesting to test this study's approach in another industry to see if the same results exist, such as the fashion, meat, and electronics industry, that are similar to refueling a car, associated with environmental CSI, and can be considered unnecessary purchases. A suggestion for future research is to investigate if there is a potential for these companies to engage in CRM-initiatives when consumers, for instance, purchase a sweater, burger, or a new camera.

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Appendix 1

Pictures from Airline-practitioners' booking pages

Klimatkompensera din flygresa

Vi har ingått ett samarbete med det norska klimatföretaget CHOOOSE för att göra det enkelt för dig att klimatkompensera din flygning med Norwegian. Ditt bidrag går direkt till att stödja projekt som minskar CO2-utsläppen och som är certifierade av både FN och Gold Standard. [Läs mer >>](#)

CHOOOSE

☐ Ja, jag vill klimatkompensera min flygresa genom att betala 11 SEK.

Stöd UNICEF:s arbete för barn

Genom vårt samarbete med UNICEF bidrar vi till att barn över hela världen får livsviktig näring, rent dricksvatten och skolgång. UNICEF och Norwegian har haft ett Signaturpartnerskap sedan 2007. Du kan också stödja UNICEF – tillsammans kan vi bidra till att flera miljoner barn får ett bättre liv!

unicef

☐ Ja, jag vill skänka ett belopp till UNICEF för att stödja deras viktiga arbete för barn

☐ 25 SEK ☐ 50 SEK ☐ 75 SEK ☐ 100 SEK

[< Tillbaka](#)

[Avbryt](#)

[Fortsätt till betalning](#)

Norwegian offer customers the ability to voluntarily pay extra to carbon offset their purchase and/or donate money to the charity Unicef in connection to their purchase. Referred to as a 100% customer financed Both-Choice Domain in this study.

SAS

1. Välj flygningar 2. Resenärer 3. Sittplats 4. Tillval 5. Betalning 6. Bokningsbekräftelse

ANPASSA DIN RESA



BAGAGE & SPORTBAGAGE

VISA OCH LÄGG TILL VÄSKOR



LOUNGE

LÄGG TILL LOUNGE



BIOBRÄNSLE

LÄGG TILL BIOBRÄNSLE

SAS offering their customers the ability to buy biofuel in connection to their purchase. Referred to as a 100% customer paid Same-Domain CSR initiative.

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VI KOLDIOXIDKOMPENSERAR ALLA SAS-BILJETTER FÖR VÅRA EUROBONUS-MEDLEMMAR

[Läs om SAS arbete för mer hållbara flygresor](#)

SAS stating that they carbon offset all flight tickets for their Eurobonus members. Referred to as a 100% firm financed Same-Domain CSR-initiative.

Appendix 2

Questionnaire-Swedish Version

Vi är väldigt tacksamma för att du tar dig tid och svarar på vår enkät. Då vi är noggranna med vårt resultat ber vi dig svara på enkäten noga. Enkäten är helt anonym och tar cirka 5 minuter att besvara. Frågorna i enkäten behandlar en fiktiv köppplevelse. Tack för din hjälp och medverkan.
/Fredrika och Philip

Tänk dig in i en situation där du bokar en flygbiljett för 800 kr till London för en weekendresa* från det fiktiva flygbolaget "Airlines" hemsida. Airlines är en etablerad aktör på marknaden med konkurrenter som till exempel SAS och Norwegian. Du klickar på "betala din flygbiljett" och möts av information som du kommer få ta del av på nästa sida. Vi vill att du granskar biljettbokningen** på nästa sida noga och sedan svarar på ett antal frågor.

*Respondenterna kunde ta del av fyra olika scenarion. Här ovan är det hedoniska scenariot för ett köp av en flygbiljett. Se appendix 5 för alla scenarion.

**Respondenterna kunde ta del av 9 olika bilder av manipulationerna. Här nedan är det en Same-Domain domän, finansierad 100% av kunden. Se appendix 6 för alla bilder av manipulationerna.

Klimatkompensera

Att klimatkompensera din resa motsvarar en kostnad på 12 kr.
Vill du klimatkompensera?

☐ Ja, jag vill klimatkompensera



Hur troligt är det att du skulle köpa miljökompensationen ovan, utöver priset på din flygbiljett?

Inte troligt (1)/Troligt (7)

Inte Sannolikt (1)/Sannolikt (7)

Inte Möjligt (1)/Möjligt (7)

Kostnaden för att miljökompensera är

Väldigt låg (1)/Väldigt hög (7)

Väldigt billig (1)/ Väldigt dyr (7)

Min attityd till miljökompensationen är

Gillar inte (1)/Gillar (7)

Inte tillfredsställande (1)/Tillfredsställande (7)

Negativ (1) /Positiv (7)

Till vilken utsträckning från 1 (håller inte alls med) till 7 (håller med helt) håller du med nedanstående påstående

Miljökompensationen är meningsfull för flygbolaget

Miljökompensationen är relevant för flygbolaget

Miljökompensationen är viktig för flygbolaget

Miljökompensationen

Passar dåligt med flygbolaget (1) /Passar bra med flygbolaget (7)

Är inte alls logisk för flygbolaget (1) / Är väldigt logisk för flygbolaget (7)

Är inte alls relevant för flygbolaget (1)/ Är väldigt relevant för flygbolaget (7)

I vilken utsträckning associerar du köpet av en flygbiljett hos flygbolaget Airlines med:

Ingen skam (1) / Skam (7)

Inte ångerfullt (1)/Ångerfullt (7)

Nedan följer ett antal frågor om din köppplevelse på flygbolaget Airlines hemsida.

Vad är ditt övergripande intryck av flygbolaget Airlines?

Gillar inte (1) /Gillar (7)

Inte tillfredsställande (1) /Tillfredsställande (7)

Negativ (1) /Positiv (7)

Till vilken utsträckning håller du med nedanstående påstående (1=instämmer inte alls, 7=instämmer helt)

Jag är nöjd med min upplevelse på flygbolagets hemsida

Jag tycker flygbolaget möter mina förväntningar
Nästa gång jag flyger vill jag flyga med detta flygbolag
Nästa gång jag flyger skulle jag välja detta flygbolag

Markera siffran 6 här nedan

1, 2, 3, 4, 5, 6, 7

I vilken utsträckning associerar du köpet av en flygbiljett hos flygbolaget Airlines med (1=instämmer inte alls, 7=instämmer helt):

Klimatförändring

Skadlig påverkan på miljön

Orsakar mycket koldioxidutsläpp

I vilken utsträckning associerar du köpet av en flygbiljett hos flygbolaget Airlines med (1=instämmer inte alls, 7=instämmer helt):

Flygbolaget är socialt ansvarsfullt

Flygbolaget är engagerad i att förbättra samhällets välbefinnande

Flygbolaget följer höga etiska standarder

Nedan följer ett antal frågor om din generella uppfattning om flygbranschen och dess miljöpåverkan.

Att köpa en flygbiljett får mig att känna mig

Ingen skam (1) / Skam (7)

Inte ångerfullt (1)/ Ångerfullt (7)

I vilken utsträckning associerar du köpet av en flygbiljett med (1=instämmer inte alls, 7=instämmer helt):

Flygresor bidrar till klimatförändring

Flygresor har en skadlig påverkan på vår miljö

Flygresor orsakar mycket koldioxidutsläpp

Miljökompensationer kommer att bidra till en bättre värld för mig och mina barn

Mycket osannolikt (1) / Mycket sannolikt (7)

Miljökompensationer kommer att hjälpa människor med en bättre livskvalitet

Instämmer inte alls (1)/ Instämmer helt (7)

Miljökompensationer minskar koldioxidutsläpp

Instämmer inte alls (1)/ Instämmer helt (7)

Att köpa en flygbiljett är för mig (1=instämmer inte alls, 7=instämmer helt)

Roligt

Spännande

Härligt

Funktionellt

Nödvändigt

Praktiskt

Har du handlat en flygbiljett online förut?

Aldrig, Någon gång, Flertalet gånger

Jag fick ta del av ett fiktivt scenario gällande ett

Köp av bensin/ diesel vid tankning
Köp av en flygbiljett
Köp av mat

Din huvudsakliga sysselsättning är
Arbetar
Studerar
Arbetslös
Pensionär
Annat

Din ålder i siffror: ____

Jag identifierar mig som
Man, Kvinna, Annat

Jag besvarade denna enkät på
Mobiltelefon, Dator, Surfplatta

Questionnaire-English Version

Please note the original was in Swedish

We are very grateful to you for taking the time and responding to our survey. As we are careful about our results, we ask you to respond to the survey carefully. The survey is completely anonymous and takes about 5 minutes to fulfil. The questions in the survey deal with a fictitious purchasing experience. Thank you for your help and participation. / Fredrika and Philip

Imagine a situation where you are booking a flight ticket for 800 SEK to London for a weekend trip* from the fictitious airline company “Airlines” website. Airlines is an established player on the market with competitors such as SAS and Norwegian. You click on “pay your flight ticket” and are presented with information that you will find out on the next page. Please carefully review the booking information** and then answer a number of questions.

*The respondents were assigned 1 out of 4 scenarios. Here above is the hedonic scenario for the purchase of a flight ticket. See appendix 5 for all scenarios.

**The respondents were assigned one out of 9 pictures of the manipulations. Here below is a Same-Domain CRM-initiative, 100% customer financed. See appendix 6 for all pictures of the manipulations.

Klimatkompensera

Att klimatkompensera din resa motsvarar en kostnad på 12 kr.
Vill du klimatkompensera?

☐ Ja, jag vill klimatkompensera



How likely is it that you would purchase the donation to UNICEF, from 1 (low) to 7 (high), in addition to the price of your airline ticket?

Unlikely/Likely

Not probable/Probably

Not possible/possible

The price level of the donation to UNICEF is

Low (1) /High (7)

Cheap (1) /Expensive (7)

Please state from 1 (disagree) to 7 (totally agree) your overall attitude towards the donation

Negative/Positive

Not satisfied / Satisfied

Do not like /Like

Please state, from 1 (disagree) to (totally agree), whether the donation to UNICEF is

Meaningful for the company

Relevant for the company

Important for the company

Please state, from 1 (disagree) to 7 (totally agree), that the donation to UNICEF is

A bad fit between the company/ A good fit between the company

Not at all logical for the company/ Very logical for the company

Is not at all relevant for the company/ Is very relevant for the company

Please state to what extent, from 1(disagree) to 7 (totally agree), is the purchase of the airline ticket at Airlines associated with

Guilt free/ Guilt

Regretful feelings/ Non-regretful feelings

The below section covers a number of questions regarding the company Airlines

Please state from 1 (disagree) to 7 (totally agree) what your overall impression of Airlines is?

Positive/Negative

Not satisfied/ Satisfied

Do not like/ Like

Please state to what extend, from 1 (disagree) to 7 (totally agree) you agree to the following statements:

I am satisfied with my experience on the airline's website

I believe the company meets my expectations

The next time I fly I would like to fly with this airline

The next time I fly I would select this airline

Please mark number 6 here below

1, 2, 3, 4, 5, 6, 7

Please state to what extend, from 1 (disagree) to 7 (totally agree) you you associate the purchase of a flight ticket at Airlines with

Climate change

Harmful effects on the environment

High carbon dioxide emissions

Please state to what extend, from 1 (disagree) to 7 (totally agree) you agree to the following statements:

The airline company is a socially responsible company.

The airline company is concerned to improve the well-being of society.

The airline company follows high ethical standards.

The below section covers a number of questions regarding your general opinion about the aviation industry

Please state from 1 (disagree) to 7 (totally agree) you agree to purchasing a flight ticket makes me feel:

Guilt free/ Guilt

Regretful feelings/ Non-regretful feelings

Please state to what extend, from 1 (disagree) to 7 (totally agree) you agree to the following statements:

Airlines contribute to climate change

Airlines has a damaging effect on the environment

Airlines causes high carbon dioxide emissions

Please state to what extend, from 1 (disagree) to 7 (totally agree) you agree to the following statements:

Carbon offsetting will contribute to a better world for me and my children

Carbon offsetting will help people with a better quality of life

Carbon offsetting decreases dioxide emissions

Please state to what extend, from 1 (disagree) to 7 (totally agree) you agree to that a purchase of a flight ticket is

Fun

Exciting

Joyful

Functional

Necessary

Practical

Have you purchased a flight ticket online before?

Never

A couple of times

Several times

I took part of a fictitious purchase scenario regarding a purchase of

A flight ticket

Fuel while refueling a car

Food

Your main occupation

Working

Studying

Unemployed

Retired

Something else

Your age in numbers: ____

I identify myself as

Women

Man

Something else

I answered this survey on a

Phone

Computer

Tablet

Appendix 3

Question Battery	N	Cronbach's Alpha
CRM-Purchase Intention	3	.936
Perceived CRM Fit	3	.924
Perceived Guilt*	2	.824
Perceived Guilt**	2	.729
Intention to Purchase Again	2	.785
Ethical Company	3	.864

* = *Purchase Guilt Questions*

** = *Industry Guilt Questions (see 3.6.5.4 for details)*

Appendix 4

Appendix 4 presents pre-study 2 to 5 that were conducted in order to create realistic purchasing scenarios to be used in the main study.

Pre-Study 2

In order to create as realistic scenario as possible for the main study, the purpose with study two is to find the end destination for the airline scenarios in the main study. In order to find a relevant destination we observed statistics from official Swedish Airline statistics (Swedavia Flygstatistik 2019), thereby finding the most popular flight destinations during 2019. As it is important to keep as much as possible alike between the hedonic and utilitarian scenarios, it was further important to find a destination that fit both the hedonic scenario (weekend trip) as well as the utilitarian scenario (job interview trip).

According to the statistics from Sweden's airports (Swedavia Flygstatistik 2019), London was the most popular Airline destination during 2019. As London is the most popular destination and is a destination that fits both for a weekend trip and is a realistic destination for a job interview, London will be chosen as the airline destination in the main study.

Pre-Study 3

Study Formation

The purpose of pre-study 3 is to find a price that is realistic for a flight ticket to London. In order to find a relevant price point, both a qualitative study in the form of interviews as well as an observation of the largest airline companies' price levels were conducted. Firstly, 16 interviews were conducted between the 3rd and 5th of February with questions regarding how long time before they normally purchase a ticket and if they tend to purchase a return ticket from the same company or not. Based on the results from the interviews, we observed how much the main airline companies charge for a ticket to London on average.

Sample Selection

Due to the time frame and the importance of conducting several pre-studies we interviewed people from our network during the 7th to 10th of February, resulting in that we used a convenient sample selection process (Jacobsen, 2002, s. 350). After the interview, an observation was conducted with the selected airline companies; SAS, Norwegian, Ryan Air, and British Airways.

Result

The result from the interviews revealed that respondents have different time frames when booking a weekend trip compared to a job interview. A weekend trip is more planned and booked earlier than a ticket for a job interview. However, the question regarding if respondents book a one-way ticket from one company and the return ticket from another company or not is more similar between the trip types. Most respondents purchase their tickets from the company that offers the best price and departure time regardless if it is from the same or different companies, and the respondents estimated that in 60% to 70% of all cases they book the return ticket from the same company. The range can be found in the table below.

London Trip Type	How long before the departure date do you purchase your ticket?	Do you usually book a return ticket?
Weekend	1-4 months	Yes in 50 to 70% of all cases
Job Interview	2 weeks - 1 month	Yes in 50 to 70% of all cases

With regards to that the result shows that respondents book a flight ticket to London for a weekend trip a long time before booking a flight ticket to London for a job interview, the authors of this study nevertheless choose to look at what a flight ticket costs a month before departure from the selected airline companies. One month before departure was the overlap where the respondents found it realistic to book a flight ticket for the two types of trips (weekend and job interview). Furthermore, since the results show that the respondents at 30-50% of all the cases purchase a one way ticket, we took the decision to look at how much a one way ticket to London from Arlanda costs when booking one months before the departure date. The decision was based on that the product categories price (flight ticket and fuel price of 40 liters of gasoline) to be as similar as possible in the main study.

The table below shows the average price of a one way ticket to London from Arlanda when booking one months before the departure date from four airline companies. Although the price differed among the companies, all observed actors have the majority of their flights in the lower range of the price range. Therefore, the price of the ticket will be set to 800 SEK in the main study for the respondents who receive the scenarios regarding the airline tickets.

Airline Company	Average price when booking one way to London from Arlanda 1 months before the departure date
SAS	867
Norwegian	810
British Airways	840
Ryan Air	778

Pre-Study 4

Study formation

As the main study aims to address if consumers' are willing to pay extra for a CRM-initiative when purchasing an airline ticket, it is essential to understand what a realistic price for a CRM-initiative is. As many airline companies of today offer their customers the ability to climate compensate their carbon dioxide emissions, an observation of how much it costs for customers to 100% carbon offset a trip to London has been conducted. Four companies were observed and in those observations it was investigated whether the companies offer their customers the ability to carbon offset their trips and whether there is a connection between the companies' cost for a carbon offsetting to London.

Sample Selection

The same aviation companies were used in this pre-study as in pre-study 3.

Results

The result for the airline industry can be found in the table below. All airline companies except SAS offer their customers the ability to carbon offset their flight, and the companies who offer carbon offsetting have a similar price level for carbon offsetting to London. Therefore, based on the result, the price of the CRM-initiative in the main study for the respondents receiving the airline scenario will be 12 SEK as it is a realistic price for a 100% carbon offsetting to London.

Company	Offers carbon dioxide compensation	Price for 100% carbon dioxide compensation to London
SAS	No	-
Norwegian	Yes	12 SEK
Ryan Air	Yes	11 SEK
British Airways	Yes	Not specified

Pre-Study 5

Study formation

The purpose of this pre-study is to find the amount and price of gas/diesel a consumer normally refuels and through that find out the price of the CRM-initiatives in the main study. This was done in three steps (1) through the formation of a survey, where respondents answered questions regarding if they had fueled a car in the previous 12 months and how many liters they normally fuel, (2) through observations, and (3) through a calculation of the price to carbon offset the volume of gas/diesel.

Since gas-stations do not offer their customers to carbon offset their purchase of gas/diesel the price for the CRM-initiative had to be calculated. Since both industries are of the same character the price of carbon offsetting, per tonne of CO₂, was assumed to be the same within the two industries. Specifically, this means that the price per kilogram of carbon dioxide to offset was assumed to be the same when offsetting a purchase of gas/diesel as an airline ticket.

Sample selection

The survey was created in Qualtrics and conducted between 7th and 10th february through Facebook, a convenient sample selection was thereby used (Jacobsen, 2002, p.350). The survey was answered by 37 respondents of which 32 had refueled a car in the last 12 months, these 32 were used in the sample. The observations used the five largest gas companies in Sweden (SPBI, 2020), and the observations were conducted physically by visiting one gas-station from each company. In order to find the CRM-price, the price for the aviation companies was used as a base and complemented through calculations based on Carbon Footprint and the Swedish Institute for Petroleum and Bio-fuel.

Results

In order to find the amount of gas/diesel refueled normally by a consumer the median of the responded values were chosen. The median value was 40 liters, which will be used in the main study. The mean price for one liter gasoline at these gas-stations was 15.08 SEK, see the table below for prices at each company. Hence, the price for 40 liters is set to 600 SEK.

Circle K	Preem	OKQ8	Shell	St1
15.08	15.08	15.09	15.08	15.07

The results for the CRM-price concludes that the carbon emissions from burning 40 liters of gas/diesel is 96 kilograms of carbon dioxide (Swedish Institute of Petroleum and Bio-Fuel, 2020) and the carbon dioxide emissions from an airline ticket to London is the equivalent of 230 kilograms (Carbon Footprint, 2020). As it is assumed that it costs the same to offset a kilogram of carbon dioxide for both industries, the following equation is thereby given:

$$\text{price to offset airline ticket to london} \div \text{kg of CO}_2 \text{ produced per ticket} \times \text{kg of CO}_2 \text{ produced by 40l of fuel}$$

Which results in: $12 \div 230 \times 96 = 5.01$

Therefore, based on the results above, the price of the CRM-initiative in the main study for the respondents receiving the refueling scenario will be 5 SEK as it is a realistic price for a 100% carbon offset of 40 liter of gas/diesel.

The input to the main study is therefore a scenario of refueling 40 liter gas/diesel for 600 SEK, with an option to carbon offset these emissions for 5 SEK.

Appendix 5

Below follows the text formulating the scenarios used in the main study. One hedonic and one utilitarian scenario for each product category, refueling a car and flight ticket (English version will follow after the original, Swedish version).

Scenarios – Swedish versions (original)

Hedoniskt scenario för flygbiljett:

Tänk dig in i en situation där du bokar en flygbiljett för 800 kr till London för en weekendresa från det fiktiva flygbolaget “Airlines” hemsida. Airlines är en etablerad aktör på marknaden med konkurrenter som till exempel SAS och Norwegian. Du klickar på ”betala din flygbiljett” och möts av information som du kommer få ta del av på nästa sida. Vi vill att du granskar biljettbokningen på nästa sida noga och sedan svarar på ett antal frågor.

Utilitariskt scenario för flygbiljett:

Tänk dig in i en situation där du bokar en flygbiljett för 800 kr till London för en arbetsintervju från det fiktiva flygbolaget “Airlines” hemsida. Airlines är en etablerad aktör på marknaden med konkurrenter som till exempel SAS och Norwegian. Du klickar på ”betala din flygbiljett” och möts av information som du kommer få ta del av på nästa sida. Vi vill att du granskar biljettbokningen på nästa sida noga och sedan svarar på ett antal frågor.

Hedoniskt scenario för tankning:

Tänk dig in i en situation där du står vid den fiktiva bensinstationen “Refuel” och tankar en sportbil med 40 liter bensin/diesel för 600 kr. Refuel är en etablerad aktör på marknaden med konkurrenter som till exempel OKQ8 och Circle K. Du står nu vid bensinpumpen och ska betala din bensin/diesel. Du vänder dig mot den digitala skärmen för att betala. Vi vill att du granskar bilden på den digitala skärmen på nästa sida noga och sedan svarar på ett antal frågor.

Utilitariskt scenario för tankning:

Tänk dig in i en situation där du står vid den fiktiva bensinstationen “Refuel” och tankar en bil med 40 liter bensin/diesel för 600 kr. Refuel är en etablerad aktör på marknaden med konkurrenter som till exempel OKQ8 och Circle K. Du står nu vid bensinpumpen och ska betala din

bensin/diesel. Du vänder dig mot den digitala skärmen för att betala. Vi vill att du granskar bilden på den digitala skärmen på nästa sida noga och sedan svarar på ett antal frågor.

Scenarios - English versions

Hedonic scenario flight ticket:

Imagine yourself in a situation where you are booking a flight ticket for 800 kronor to London for a weekend trip from the fictive airline “Airlines” website. Airlines is an established actor on the market with competitors such as SAS and Norwegian. You press the button “Pay for your ticket” and are greeted with the information you will see on the next page. We want you to observe the booking page on the next page carefully and then answer a couple of questions.

Utilitarian scenario flight ticket:

Imagine yourself in a situation where you are booking a flight ticket for 800 kronor to London for an interview for a job from the fictive airline “Airlines” website. Airlines is an established actor on the market with competitors such as SAS and Norwegian. You press the button “Pay for your ticket” and are greeted with the information you will see on the next page. We want you to observe the booking page on the next page carefully and then answer a couple of questions.

Hedonic scenario car refuelling:

Imagine yourself in a situation where you at the fictive gas-station “Refuel” and are refueling a sports car with 40 liters gasoline/diesel for 600 kronor. Refuel is an established actor on the market with competitors such as OKQ8 and Circle K. You are now next to the gas-pump and are about to pay for your gasoline/diesel. You turn around towards the digital payment screen in order to pay. We want you to observe the picture of the digital screen on the next page carefully and then answer a couple of questions.

Utilitarian scenario car refueling:

Imagine yourself in a situation where you at the fictive gas-station “Refuel” and are refueling car with 40 liters gasoline/diesel for 600 kronor. Refuel is an established actor on the market with competitors such as OKQ8 and Circle K. You are now next to the gas-pump and are about to pay for your gasoline/diesel. You turn around towards the digital payment screen in order to pay. We want you to observe the picture of the digital screen on the next page carefully and then answer a couple of questions.

Appendix 6

Below follows pictures of all the 18 manipulations used in the main study. Nine manipulations for the airline scenarios and nine manipulations for the refueling scenarios.

Airline Ticket Manipulations:

1. Välj destination

2. Resenärer

3. Sittplats

4. Betalning & Tillval

6. Bokningsbekräftelse

Klimatkompensera

Att klimatkompensera din resa motsvarar en kostnad på 12 kr.
Vill du klimatkompensera?

☐ Ja, jag vill klimatkompensera



A Same-Domain CRM-initiative, voluntary for the customer to pay, presented on an airlines booking page.

1. Välj destination

2. Resenärer

3. Sittplats

4. Betalning & Tillval

6. Bokningsbekräftelse

Donera till UNICEF

Vill du donera 12 kr till UNICEF i samband med ditt köp?

☐ Ja, jag vill donera



An Other-Domain CRM-initiative, voluntary for the customer to pay, presented on an airlines booking page.

1. Välj destination

2. Resenärer

3. Sittplats

4. Betalning & Tillval

6. Bokningsbekräftelse

Klimatkompensera / donera till UNICEF

Att klimatkompensera din resa motsvarar en kostnad på 12 kr.
Vill du klimatkompensera?

☐ Ja, jag vill klimatkompensera



Vill du donera 12 kr till UNICEF i samband med ditt köp?

☐ Ja, jag vill donera



A Both-Choice Domain CRM-initiative, voluntary for the customer to pay, presented on an airlines booking page.

1. Välj destination 2. Resenärer 3. Sittplats 4. Betalning & Tillval 6. Bokningsbekräftelse

Klimatkompensera

Att klimatkompensera din resa motsvarar en kostnad på 12 kr.
Du står för 6 kr av dessa och vi på flygbolaget står för de resterande 6 kr.
Vill du klimatkompensera?

☐ Ja, jag vill klimatkompensera



A Same-Domain CRM-initiative, voluntary for the customer to pay and co-financed by the firm and the customer, presented on an airlines booking page.

1. Välj destination 2. Resenärer 3. Sittplats 4. Betalning & Tillval 6. Bokningsbekräftelse

Donera till UNICEF

Vill du donera 12 kr till UNICEF i samband med ditt köp?
Du står för 6 kr av dessa och vi på flygbolaget står för de resterande 6 kr.

☐ Ja, jag vill donera



An Other-Domain CRM-initiative, voluntary for the customer to pay and co-financed by the firm and the customer, presented on an airlines booking page.

1. Välj destination 2. Resenärer 3. Sittplats 4. Betalning & Tillval 6. Bokningsbekräftelse

Klimatkompensera / donera till UNICEF

Att klimatkompensera din resa motsvarar en kostnad på 12 kr.
Du står för 6 kr av dessa och vi på flygbolaget står för de resterande 6 kr. Vill du klimatkompensera?

☐ Ja, jag vill klimatkompensera



Vill du donera 12 kr till UNICEF i samband med ditt köp?
Du står för 6 kr av dessa och vi på flygbolaget står för de resterande 6 kr.

☐ Ja, jag vill donera



A Both-Choice Domain CRM-initiative, voluntary for the customer to pay and co-financed by the firm and the customer, presented on an airlines booking page.

1. Välj destination 2. Resenärer 3. Sittplats 4. Betalning & Tillval 6. Bokningsbekräftelse

Klimatkompensera

Att klimatkompensera din resa motsvarar en kostnad på 12 kr.
Vi på flygbolaget står för denna kostnad och klimatkompenserar din resa.



A Same-Domain CRM-initiative, financed by the firm, presented on an airlines booking page.

1. Välj destination 2. Resenärer 3. Sittplats 4. Betalning & Tillval 6. Bokningsbekräftelse

Donera till UNICEF

Vi på flygbolaget donerar 12 kr till UNICEF i samband med ditt köp.



An Other-Domain CRM-initiative, financed by the firm, presented on an airlines booking page.

1. Välj destination 2. Resenärer 3. Sittplats 4. Betalning & Tillval 6. Bokningsbekräftelse

Klimatkompensera / donera till UNICEF

Att klimatkompensera din resa motsvarar en kostnad på 12 kr.

Du får välja om vi som flygbolag ska klimatkompensera din resa eller om du vill att vi ska donera 12 kr till UNICEF.

☐ Ja, jag vill att ni klimatkompenserar

☐ Ja, jag vill att ni donerar



United Nations
Framework Convention on
Climate Change

A Both-Choice Domain CRM-initiative, financed by the firm, presented on an airlines booking page.

Car Refuel Manipulations



A Same-Domain CRM-initiative, voluntary for the customer to pay, presented on a gas-stations digital payment screen.



An Other-Domain CRM-initiative, voluntary for the customer to pay, presented on a gas-stations digital payment screen.



A Both-Choice Domain CRM-initiative, voluntary for the customer to pay, presented on a gas-stations digital payment screen.



A Same-Domain CRM-initiative, voluntary for the customer to pay and co-financed by the firm and the customer, presented on a gas-stations digital payment screen.



An Other-Domain CRM-initiative, voluntary for the customer to pay and co-financed by the firm and the customer, presented on a gas-stations digital payment screen.



A Both-Choice Domain CRM-initiative, voluntary for the customer to pay and co-financed by the firm and the customer, presented on a gas-stations digital payment screen.



A Same-Domain CRM-initiative, financed by the firm, presented on a gas-stations digital payment screen.



An Other-Domain CRM-initiative, financed by the firm, presented on a gas-stations digital payment screen.



A Both-Choice Domain CRM-initiative, financed by the firm, presented on a gas-stations digital payment screen.

Appendix 7

Descriptive Statistics & Correlations of Mediators

Table 13. Descriptive Statistics of Mediators and Dependent Variables

Descriptive Statistics					
Variable	N	Min	Max	Mean	Std. Deviation
Perceived Guilt*	641	1	7	3.51	1.34
Perceived Guilt**	641	1	7	2.80	1.57
CRM-Fit	641	1	7	4.70	1.70
CRM-Purchase Intention	429	1	7	5.39	1.83
Intention to Purchase Again	641	1	7	4.84	1.36

Perceived Guilt is measured twice, both for product category () and for the purchase (**), see 3.4.5.4 for the measurements.*

Table 14. Correlation between Mediators and Dependent Variables

Correlations			
Mediator	Dependant Variable	Correlation	p
Perceived Guilt*	CRM-Purchase Intention	0.25	0.000
Perceived Guilt*	Intention to Purchase Again	0.03	0.410
Perceived Guilt**	CRM-Purchase Intention	0.15	0.002
Perceived Guilt**	Intention to Purchase Again	-0.06	0.160
CRM-Fit	CRM-Purchase Intention	0.44	0.000
CRM-Fit	Intention to Purchase Again	0.37	0.000

Perceived Guilt is measured twice, both for product category () and for the purchase (**), see 3.4.5.4 for the measurements.*