CHAPTER – 1
THE GENESIS AND DEVELOPMENT OF THE CONCEPT OF CAUSE RELATED MARKETING

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CHAPTER - 1

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1.1 Overview

As the globalisation of markets is moving forward at a rapid pace, organizations are finding it tough to differentiate their offerings. Organizations have started linking their marketing and sales objectives to a social cause or charity. There are many organizations that have realized the significance of social alliances and based on that, designed and developed various Corporate Social Responsibility (CSR) programs. There are several modes or approaches in which organizations may manifest their CSR. Under the umbrella of CSR, one of the modes known as Cause Related Marketing (CRM) has started receiving special interest among many Indian organizations. In India, CRM over the past decade has developed into a versatile and cost effective tool accomplishing corporate objectives. The company enhances its image and strongly promotes its products by joining with good causes that reflects the company values leading to better customer loyalty and raising the reputation (Adkins, 2005). With growing global consciousness and rapid expansion into diverse markets, CRM has been considered as a serious marketing tool by several Indian Companies for enhancing brand image and product sales through the promotion of a designated cause. The CRM relationship between the three groups: corporate, cause and customer are such that the higher the fit level between these groups, the better the results corporations obtain (Gupta and Pirsch, 2006 (a); Gupta and Pirsch, 2006 (b)). The involvement of corporate in CRM activities have gone upwards phenomenally and these CRM activities are either affiliated with a corporate for a special cause or with a non-profit organization already working towards an explicit cause. Varadarajan and Menon (1988) instigated six broad objectives for CRM partnerships: increasing sales, enhancing corporate stature, thwarting negative publicity, customer
pacification, facilitating market entry and increasing the level of trade merchandising activities for the brands promoted.

CRM is pertaining to utilizing marketing money and strategies to aid worthy causes while contributing to the growth of the business. There are preliminary academic research findings which suggest that consumers are receptive to CRM (Lafferty et al., 2004) and CRM bolsters corporate credibility perceptions (Yechiam et al., 2003). Similarly, even the organizations are discovering it attractive to link themselves with good causes, predominantly those highly engaged in dealing with consumers (Till and Nowak, 2000). Despite of previous research work, there is still lack of greater understanding when it comes to Indian customers in the domain of CRM and accordingly, it becomes essential to understand the concept of CRM thereof.

1.2 Corporate Social Responsibility

Corporate Social Responsibility could be defined as the realization by the organization that it has responsibility towards all its stakeholders which might include customers, employees, dealers, suppliers, shareholders, community and the complete environment. Kotler and Lee (2005) insist that CSR is the obligation to enhance the welfare of the community by contributing through business resources or business practices. CSR activities by the organizations become a differentiator for the consumer to take the final purchase decision and these CSR activities presume more importance, while the market place is transforming day after day with new consumer and new company capabilities manoeuvred with societal impact (Adkins, 2000). Moir (2001) affirm that those organizations involved in CSR are benefitted through higher level of corporate reputation as well as higher level of employee retention and customer loyalty.

One of the earliest definitions of CSR concept was considered to be by Bowens (1953) in the book of ‘Social Responsibilities of the Businessman’ where CSR was defined as
“An obligation to pursue those policies, to make those decisions, or to follow those lines of action that are desirable in terms of the objectives and values of our society”

CSR has been defined from various perspectives but it is better defined by Kotler and Lee (2005) as a

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

Maignan and Ralston (2002) define CSR as organizations commitment to the economic, legal, ethical and discretionary tasks enforced on them by various stakeholders and members of the organization. They further describe the role of CSR as “A firm committed to CSR has principles and processes in place to minimise its negative impacts and maximise its positive impacts on selected stakeholder issues”. Adkins (2000) describes CSR from the impact it has internally and externally through the stakeholders of the organization. This impact of CSR is based on the fact that there are more expectations from powerful organizations to contribute due to reduced government spending in most countries all over the world.

Mohr et al. (2001) have described CSR from dual perspectives. On one hand they have described CSR as a phenomenon which reduces the detrimental impact on the society by contributing to the long term positive impact on the society. On the other hand, they describe CSR also from the perspective of a socially responsible customer who would discard the harmful products and prefer products only which contribute to the long term positive impact on the society as a whole. The lack of CSR activities on the part of the organization affects the loyalty of customers, goodwill generation as well as it affects in generating enough publicity amongst the stakeholders (Adkins, 2000). The CSR activities by organisations have led to numerous benefits like higher employee productivity, lesser regulatory hassles, higher consumer visibility and
high synergy within business houses ultimately leading to sustainable competitive advantage (Smith, 1994).

Kotler and Lee (2005) emphasize that CSR initiatives would be about looking good to various entities like investors, consumers, analysts, annual reports, new channels, employees, shareholders, board members and parliament while enhancing the brand value as well as good for the community. Possibly this is the reason why several organizations have designed various CSR programs beyond their commercial interests (Brink et al., 2006).

The rise of the industrial revolution had progressively led to the organizations concentrate more on wealth creation and over the years after this revolution, the organizations were largely perceived as exploitative which again put a lot of pressure on the businesses to realize its role in the economy and contribute more towards the society and the environment as a part of the larger responsibility (Panwar et al., 2006). Organizations are getting involved in various forms of CSR initiatives like manufacturing practices, minority support programmes, corporate philanthropy, cause related marketing and employment programs (Sen and Bhattacharya, 2001). With the design of such programs, CSR is becoming a differentiator and finally effectively managing such activities culminates into a sustainable competitive advantage. The consumers in today’s competitive environment look way beyond price and quality in goods or services offered and ultimately through CSR activities, managing business from a holistic perspective becomes crucial for any organization.

The organizations over a period of time are realizing that the foundation of the success of a business is based on a mutual platform and it is directly linked to the success of the community you are involved within the business environment. Moreover, this success derived through the community leads to organizations doing CSR more profitable compared to those who are not involved in CSR (Adkins, 2000). Subsequently, CSR emerged as a major issue in the business and the fundamentals of the
businesses transformed by adopting or embracing the CSR practices and there were several organizations which made it elemental to report their CSR initiatives on their respective websites (Smith, 2003). There were many researchers who had contributed to the development of the concept of CSR from various perspectives (Bowens, 1953; Carroll, 1979; Marrewijk, 2003; Vidal and Kozak, 2008).

CSR is also defined on the lines of the responsibility of the organizations to perform functions beyond profit and legal reasons (Davis, 1960; McGuire, 1963; Carroll, 1979). However, the most commonly accepted and widely used definition of CSR is the “Four Components Model” proposed by Carroll (1979). He, in his model, proposes that the social responsibility of any organization can be put together into four major components:

1. Economic Responsibilities
2. Legal Responsibilities
3. Ethical Responsibilities and
4. Philanthropic Responsibilities

The proposed model, which is depicted in the Figure 1.1 is represented in the form of a pyramid which starts from Economic Responsibilities at the bottom of the pyramid. The component ‘Economic Responsibilities’ is the principal responsibility of business due to the basic necessity of providing goods to create wealth and thereby create profits. The second component of ‘Legal Responsibility’ assumes its importance from the fact that any business has to operate and function within the limit of the rules and regulation prescribed. The third component in the pyramid which is the ‘Ethical responsibility’ is given importance because although the operations of the business is governed by legal responsibility still ethics is also crucial as well as above the legal requirements rooted in the expectations of the society. The highest and the final component on the
pyramid which is ‘Philanthropic Responsibility’ assumes importance because it is led by the desire of the business to contribute to the society for the larger good (Carroll, 1979).

**Figure 1.1: Four Component Model of CSR**

![Four Component Model of CSR](image)


Further Carroll (2004) based on this model has stated that even though the four components are constructed in isolation for explaining the social responsibility of the business, these components are not mutually exclusive in any manner and while viewing the components independently, it could provide managers an overall view of various types of responsibilities.

There have been other authors who have approached the concept of CSR from different perspectives especially interest groups (Quazi and O’Brien,
2000; Marrewijk, 2003). The ‘shareholder approach’ of CSR is the classical view where the economic perspective is taken where the sole responsibility of the business is to create value for the owner (Friedman, 1962; Garriga and Mele, 2004). The ‘stakeholder approach’ of CSR is the next approach which deals with the actuality that businesses are not only concerned with the owners but are also concerned with the various stakeholder’s perspective (Juslin and Hansen, 2002; Panwar et al., 2006). The ultimate approach which is the social approach is a broader view which takes into consideration of the business serving the needs of the larger society as a part of its accountability (Marrewijk, 2003).

Sethi (1975) asserts that CSR could be associated with the adaptations of organizations from its outlook towards social obligation, social responsibility and social responsiveness. Social obligation is concerned with adaptation of the businesses to the market environment and legal requirements. For instance, the Indian Ministry of Corporate Affairs under Section 135 and Schedule VII of the Companies Act-2013 has mandated organizations with sizable businesses, the legal requirement to spend minimum 2 per cent of net profit for enrichment of society. Social responsibility is concerned with the short term adaptation of the business to be consistent in the social norms and expectation of the society. Social responsiveness is concerned with long term adaptation of business to the social system it is interacting in the business environment (Sethi, 1975). The focus of the organizations has changed to CSR initiatives and these CSR initiatives have become an integral part of the corporate strategies through an association between the society, environment and the community (Kotler and Lee, 2005).

The literature with respect to CSR (Stroup et al., 1987) has acknowledged three major CSR stages which is as follows:-

- Voluntary involvement
- Mandated involvement
Performance Involvement

In the first stage from 1900 onwards, corporate responsibilities involved voluntary response from organizations. Since, profits decreased, organizations involved in CSR activities were the ones who could afford the decrease in the profits. Initially, shareholder’s interests were given prime importance when philanthropic activities were undertaken and activities were directly targeted at shareholder’s advantage (Morris and Biederman, 1985).

In the second stage from 1950 onwards, corporate responsibilities of the organizations were fulfilled on a mandated basis wherein the shareholders personal interest were given less significance and societal view was adopted from the stakeholder perspective, rather than following a pure shareholder approach.

The final stage from the 1980 onwards, consists of more organizations involving themselves with CSR and they took a stakeholder’s perspective which is an outcome due to the first two stages. The final stage consists of performance related activities which would be undertaken from stakeholder perspective and work towards the benefits of the society we all are living.

Adkins (2005) elaborates the CSR practices and puts across seven approaches to CSR which is as follows: -

- Power
- People
- Promotions
- Purchasing
- Profits
- Product
The first approach of power relates to company's or brand's power to influence the community or a specific cause. The second approach of people relates to employees or human-being contributing towards supporting the community. The third approach of promotion is leveraging support through marketing promotions. The fourth approach of purchasing relates to purchase triggered transactions supporting the cause or community. The fifth approach of profits relates to cash generation for non-profit motives. The sixth approach of product relates to gifts offered to the community. The seventh approach of premises relates to the company facilities or space provided to community or for non-profit motives. The Figure 1.2 summarizes the same.

Figure 1.2: The 7Ps for business involvement in the community

- **Power**: The strength of the brand and the organization's reputation
- **People**: The army of employees, volunteers and networks as well as individual expertise
- **Promotion**: Marketing promotion and strategies to leverage support
- **Purchasing**: The purchasing and leverage of the supply chain and organization network
- **Profit**: Cash contribution
- **Product**: Gifts in kind
- **Premises**: Donating or lending facilities and premise in support of the partnership
Kotler and Lee (2005) elaborates on the types of CSR and classify six major types of CSR through which organizations can undertake CSR activities which is as follows:

- **Cause promotion**
- **Cause related marketing**
- **Corporate social marketing**
- **Corporate philanthropy**
- **Community volunteering**
- **Socially Responsible Business Practices**

**Cause promotions**

Cause promotions is a type of CSR where resources of the organization are utilized to promote or partner a cause for generating awareness or concern for a cause which could be done either through fundraising, participation or by sponsoring a particular cause. Here the organization could themselves manage the cause promotion or might partner with other organizations for the same. Out of the other types of CSR mentioned above, this type of activity would prove to be quite costly in terms of financial resources or commitment through other organizational resources.

**Cause related Marketing**

Cause related marketing is type of CSR where an organization makes a commitment to contribute towards a specific cause or charity from the sale of a product or service over a particular period of time. The cause related marketing activity leads to a mutually beneficial relationship between the company and the charity as well as it leads to build a
relationship with the customer who buys this cause related marketing product or service. Additionally, this creates an opportunity for the company, charity and customer to contribute towards the well-being of the society. It does not require a large amount of financial resources like cause promotions and therefore, often require almost no additional expenditure.

**Corporate Social Marketing**

Corporate Social Marketing is a type of CSR which aims more at behavioural change and less at increasing sales. Such social marketing initiatives possibly would aim at improving image or behaviour such as in areas of safety, health, education or environment. Such social marketing campaigns are intended to bring about a change from a negative to positive behavioural change.

**Corporate Philanthropy**

Corporate Philanthropy is a type of CSR where a direct or lump sum amount is contributed towards a charity or a specific cause. The nature of contributions could range from donations, grants, corporate services, scholarships, project financing or mostly in cash towards the charity organization or to the specific cause chosen for the CSR initiative. Compared to the other types of CSR, this is remembered to be the oldest form of CSR.

**Community Volunteering**

Community volunteering is a type of CSR where organizations becomes involved in volunteering activities through its organizational members to support the local community or local causes. Community Volunteering is a mode through which the organization attempts to creates better impact and business values by volunteering in the initiatives which exhibits its commitment towards the community development and the chosen social cause.
Socially Responsible Business Practices

Socially responsible business practices are the type of CSR which deals with various discretionary practices either to support causes or betterment of the community or conserving environment. The organization adopts such practices and implements the same to realise its social objectives.

Furthermore, while comparing and evaluating the above explained six CSR initiatives to 7P approach of CSR, we find a lot of similarities in the initiatives undertaken by the organizations which are as follows:

- The cause promotions which involve organization providing the funds or resources towards a specific cause would be very similar to the Adkin's Promotions within the 7P approach.

- Both corporate social marketing which concentrates on the behavioural change and socially responsible business practices are similar to the Adkin’s Power within the 7P approach.

- The direct or lump sum contribution through corporate philanthropy is similar to the Adkin's Profit and Product within the 7P approach.

- Community volunteering is involved in the members of the organization directly getting involved in CSR initiatives which is similar to Adkin’s People within the 7P approach.

- Cause related marketing which is one of the widely adopted CSR initiatives is dependent on the percentage or dedicated amount contribution of the proceeds from the product sales. This phenomenon of cause related marketing could be precisely related to the Adkin's Purchase within the 7P approach.

Henceforward, from the above comparative analysis, the CSR initiative associated with purchase triggered donations, namely ‘cause related marketing’ is the central focus of this research.
1.3 Corporate Social Responsibility and Cause Related Marketing

CSR initiatives are perceived to a greater extent as a core business phenomenon which contributes to better business performance (Sen and Bhattacharyya, 2001). Most business organizations affiliate with various specific causes like gay rights, health, drug prevention, mental or physical disabilities (Drumwright, 1996) and consequently, the role of CRM in CSR becomes inevitable. There are research studies which demonstrate that consumers generally have positive attitude towards companies carrying out CRM (Webb and Mohr, 1998) and CRM plays an integral role towards the societal well-being (Varadarajan and Menon, 1988).

CRM is one of the CSR activities with a marketing dimension (Drumwright, 1996) and organizations are willingly employing activities in this related direction. CSR becomes an integral part of the organization’s management tool (Estallo et al., 2007) and there are several research studies which prove CSR gives better financial returns in business (David et al., 2005; Siltaoja, 2006). There are authors who have pointed that CSR is beyond fulfilling legal obligations and more about delivering value and support to the society (Enderle and Tavis, 1998). The consumers involved in CRM activities are certain that companies undertaking such activities are socially responsible and also it leads to the increase the consumer willingness towards buying (Ross et al., 1992). Porter and Kramer (2006) classify CSR as “an inescapable priority for business leaders in every country”. CSR acts as an effective medium to create long term value in the organization (Collins, 1993) and CRM creates enhanced value and better performance (Mullen, 1997). Carringer (1994) established that CRM activities influence decision making of customers and here, CRM was considered from a long term perspective. Stewart (1998) states that organizations involved in CRM activities promote the social responsibilities commitments to customers, which would certainly lead to customer loyalty. There are lot of studies done towards evaluating the consumer responses to CRM (Smith and Alcorn, 1991; Ross et al., 1992; Webb and Mohr, 1998) and CRM if undertaken by
the organization as an activity from long term perspective, leads to increase in sales (Duncan and Moriarty, 1997). Adkins (1999) recommends CRM as an effective medium of disclosing corporate social responsibility. Till and Nowak (2000) ascertain that it is proving tough for the organizations to differentiate and therefore, it becomes crucial for them to connect to good causes through the CRM activities thereby realizing the corporate objectives. Adkins (1999) propose CRM guidelines for successful management of CRM campaigns in organization which is as follows:

- Planning and preparation
- Negotiating the partnership
- Formal agreement
- Managing the programme
- Communicating the programme

CRM under the broad head of CSR involves linking with worthy social causes which leads to emotional bonding with the customer and it influences customer evaluation of products and services (Brown and Dacin, 1997). Moreover, CSR being a broader view focuses on several dimensions. CSR initiatives can be categorised into seven different categories (Sen and Bhattacharya, 2001; Gupta and Pirsch, 2006 (a)) which are as follows:

- Community Involvement
- Corporate Governance
- Employee Diversity
- Environmental Policies
- Human Rights Policies
- Product Evaluation
- Overall Employee Relations

**Figure 1.3: Characterization of the Company in Society**

- **Charity**
  Gifts of cash and other forms of assistance in response to appeals to the company by charitable and community organizations, or partnerships with stakeholders to support good causes.

- **Community Investment**
  A policy of sustained involvement in resolving a few social issues carefully chosen by the company in order to protect its long-term corporate interests and enhance its reputation.

- **Commercial initiatives in the community**
  Activities in support of the commercial success of the company, directly promoting its corporate and brand identities or other business policies in partnership with charities and other organizations.

- **The business basics**
  The core activities of the company in providing the goods and services that society needs and wants, in an ethical, cost effective manner. (These activities can have social impacts and in turn business is affected by conditions in the wider community.)

The London Benchmarking Group has designed a pyramid shown in Figure 1.3, to measure corporate community investment and this group comprises of 18 companies who measure the efficiency and effectiveness of community activities. The characteristics of the company in the society is represented through the above Figure 1.2.

This group measures by designing and developing benchmark practices which in this case, helps to understand how CRM is positioned under the category of commercial segment connecting the commercial side of CRM and its influence on the community involved in the activity. So here the characterization of the company is from a broader perspective and their role in the society is not dependent on the monetary outlay but it is the contribution for the advancement of the society (Adkins, 1999).

There is a widespread consensus among authors on CRM being a part of CSR (Sen and Bhattacharya, 2001; Lichtenstein et al., 2004; Gupta and Pirch (2006) (a); Lou and Bhattacharya, 2009). Stole (2006) asserts that it is a win-win arrangement for both the company and the charity organization. Brønn and Vrioni (2001) outline CRM as “the practice of advocating corporate social responsibility in marketing communication activities”.

Although, Gupta and Pirch (2006) (a) advocate CRM to generate short term impact compared to CSR which generates long term impact, but Ellen et al. (2006) promote CRM to have long term impact on brand and the organization.

Adkins (2005) states that CRM is connected with marketing, philanthropy, corporate affairs/corporate community investment which would be a part of the CSR; which yet again is the part of the overall business strategy as depicted in the Figure 1.4.
Figure 1.4: CRM under CSR


Henceforth, CRM can be strongly considered within the umbrella of CSR and it was established that consumers firmly consider Corporate Social Responsibility as a necessary foundation for CRM (Stolfer, 2009).

1.4 Cause related marketing Defined

While defining CRM, it is essential to understand the various forms of Cause related marketing. Although the current research study has taken purchase-triggered donations of CRM into consideration, there are many
ways in which CRM classification has been identified by Adkins (1999) which are as follows:

- Advertising
- Licensing
- Public relations or Publicity
- Sponsorship
- Direct marketing
- Sales promotion
  - Purchase Triggered Donations
  - Trial triggered donations
  - Voucher collection schemes
  - Competitions, games and draws
  - Self-liquidating
  - New for old

These CRM classifications are briefly discussed to understand the role of each category from the organizational perspective. These categories are advertising (includes television advertising, internet, print and press campaigns where the involvement of company and the cause is advertised), licensing (includes implied endorsement when company makes payment for the license for the usage of the charity logo or identity upon the product or service), public relations (includes the public relation coverage of the CRM activity undertaken by the company to attract public attention), sponsorship (includes sponsorship of an event or activity with special focus on a specific cause or charity), direct marketing (includes the company and the charity organization promoting brand awareness, raising funds directly for designated causes), sales promotion (includes
lot of options under the umbrella for promotion of sales). For a better understanding, Adkins (1999) CRM classifications have been discussed in detail:

- **Advertising:** CRM could refer to the advertising of a specific cause, when an organization partners with a cause which it advertises to realize its objectives. On the other hand, CRM can include television, internet, print or press campaigns for promotion and variety of media tools could be utilized for a wide reach. CRM advertising therefore can include any or all of these media.

- **Licensing:** CRM in case of a licensing relationship, the organization agrees to pay for license or use a company logo on the product. Here the relationship is commercial and the use of logo is to realize the objectives to leverage sales or reputation for itself. The business organizations also use the charity log on the packaging which also has been put under the head of licensing.

- **Public relations:** The CRM in case of public relations assumes its importance from the fact that all the stakeholders are required to have good impression about the CRM activity undertaken. So many organizations consider it important to carry on a public relation activity attempting to exhibit transparency. The support of media and public both are required for successful CRM partnerships.

- **Sponsorship:** The CRM in case of sponsorship is about sponsoring a specific event or a particular activity. The sponsorship could differentiate between the cause and charity depending upon the objectives of the organization.

- **Direct marketing:** The CRM in case of direct marketing is about communicating the CRM messages directly to the end consumer. It allows the entities to communicate the CRM communication through direct channels of communication.

- **Sales promotion:** The CRM sales promotion could be referred as a level or type of promotional marketing with the objective of serving customers or the distributors where either it might be introduction of
a new product, traffic building, sales building and inventory clearance. It is widely undertaken by an organisation with general objectives to stimulate sales increase, product/service usage or trial. CRM, in case of sales promotion has got several categories which are discussed briefly as follows:

- **Purchase triggered donations:** This is a type of sales promotion category which is most widely associated with CRM. The purchase of a product or brand would trigger a certain amount of donation to a specific cause. As mentioned earlier, this category being the most widely used in CRM activity would be the focus of the current research study.

- **Trial triggered donations:** CRM can trigger donations by the means of a trial, or application or signing up a product or service.

- **Voucher collection schemes:** CRM can trigger donation through Voucher collection schemes where they might be required to send in a coupon and offer donation to a cause.

- **Competitions, games and draws:** The CRM donations again could be triggered through competition, games and draws in which the customer would participate and thereby would automatically contribute towards a charity.

- **Self-liquidating:** CRM could also be triggered through self-liquidating promotions where organizations allow customer to avail a special offer at a small cost which ultimately finances the charitable donation.

Mullen (1997) define CRM as a revenue producing exchange which is dependent upon customers purchasing from the company, unlike corporate philanthropy which is a one time or lump sum contribution. CRM had been defined as the way to pull the customers through associations with social causes which effects customer perceptions of the company and the offerings by these companies (Brown and Dacin, 1997). There are authors who have defined CRM to be a corporate strategy which links a company’s product with specific causes that influence the
target market (Pringle and Thompson, 1999; Roy and Graeff, 2003). Similarly, CRM is also defined as “donating a percentage of revenues to a specific cause based on the revenue occurring during the announced period of support” (Kotler and Lee, 2005). Berglind and Nakata (2005) have given a transaction based definition which says that for every unit sold, the organization donates a portion of its proceeds to a specific cause.

Gupta and Pirsch (2006)(a) have defined CRM giving significance to stakeholders of the business as “the process of formulating and implementing marketing activities that are characterized by an offer from the firm to contribute a specified amount to a designated cause when customers engage in revenue-providing exchanges to induce favourable responses from all company stakeholders (e.g., investors, suppliers, employees and customers) which in turn satisfy organizational and individual objectives”.

The focus of this research study as mentioned in the earlier section would primarily be purchase-triggered donations. When compared with the other practices according to the CRM classification, purchase-triggered donation is the most widely adopted practice by the organizations (Stole, 2006).

Accordingly, this study would adopt the definition proposed by Varadarajan and Menon, (1988) who defines CRM as

“a process of formulating and implementing marketing activities that are characterized by an offer from the firm to contribute a specified amount to a designated cause when customers engage in revenue-providing exchanges that satisfy organizational and individual objectives”.

After defining CRM for this research, an extensive literature review was undertaken to understand the awareness, perception and preferences towards CRM which has been elaborated in Chapter 2.
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