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**Can Cause-Related Marketing Give Rise to
Triple Win Situations?**

- A case study exploring the potential benefits of a mutual project for the corporation, the non-profit organization and the society.

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Abstract

Corporate social responsibility has become a critical part of the business model for both global and local corporations, and new creative ways of implementing CSR practices are constantly emerging. As consumers now expect companies to act responsibly and engage in discretionary practices, new ways of executing corporate responsibility has become necessary to stand out from the crowd. Cooperation between commercial companies and nonprofit organizations is not a new phenomenon. However, there has been an increase in mutual projects in recent years. Mutual projects between commercial and non-profit organizations involve a higher level of integration and commitment, and as a rather new CSR practice, research on this type of project is limited.

In an attempt to contribute to the research on CSR, this thesis focuses on the emergence of mutual projects and their effects on the company, the non-profit organization and the social cause targeted through the project. The purpose of this study is to investigate if mutual projects can give rise to triple win situations and benefit all parties involved, including the society. To explore this topic, the alliance between the Unilever brand Becel and the non-profit organization 1,6 miljonerklubben were studied. The alliance formed to develop the *Gå för hjärtat* project, which is a campaign to support research on heart diseases among women and encourage people to a healthier lifestyle. From the commercial perspective, it also serves as a cause-related marketing campaign in order to achieve marketing objectives.

An online survey was conducted among 288 participants to investigate the *Gå för hjärtat* project's affect on awareness, consumer attitudes, purchase intentions and behavioral change. The survey answers were filtered to only include fully completed answers from the projects target group, women, which resulted in 180 survey answers to base the results on. Furthermore, we conducted three interviews with representatives from the commercial partner, the non-profit partner and the PR agency responsible for the communication of the project, to gain an understanding of the alliance partners motives to engage in the project as well as their expectations.

The study showed that the project had a positive effect on awareness and consumers attitudes toward the two alliance partners. The results also indicated an increase in purchase intentions of the brand's products. However, the most striking results were the projects significant impact on consumer behavior in terms of increased exercise. The majority of the consumers participating in this study had experienced a change in behavior due to the campaign, primarily through an increase in physical activity, but also through an improved diet. Some had even undergone a heart examination. Hence, the study concludes that a mutual project can generate a triple win situation where both alliance partners as well as the society benefit from the collaboration. Moreover, this study supports previous research as the success factors for the project seemed to be the overall *fit* of the alliance as well as a high level of consumer engagement.

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1. Introduction

In this chapter, the research topic will be introduced together with a summary of its background and an introduction to the case studied.

Corporate social responsibility (CSR) is not a new concept and researchers have noticed a growing importance of CSR for corporate managers and an ongoing development of different ways to implement CSR in the business model (Melo & Galan 2011; Wang & Andersson 2012). Looking at previous research, the focus has shifted from undertaking CSR in general to investigating different CSR practices in particular. Furthermore, both public and academic beliefs regarding CSR have changed remarkably. In 1970, Milton Friedman referred to CSR as “hypocritical window-dressing” in an article published in *The New York Times Magazine* (Friedman, 1970). He also expressed the opinion that a business responsibility to the society is simply to increase its profits. In more recent years Melo and Galan (2010) point out the following:

“CSR HAS CROSSED THE LINE FROM BEING A BUSINESS JARGON TO BECOMING A CRITICAL BUSINESS FUNCTION” (p.423)

As consumers are becoming more interested in companies’ CSR programs, media coverage on the matter has boomed. The public’s growing awareness of CSR also have implications for business managers since consumers might consider the aspect of social responsibility when making purchase decisions. Corporations are getting more creative when implementing CSR into their strategies and marketing campaigns, and there are a variety of different CSR practices to engage in, ranging from ethical to discretionary (David et al. 2005). Cause-related marketing (CRM) is one of the discretionary practices (Kim et al. 2011).

Collaborations between corporations and non-profit organizations (NPOs) are becoming more common and the main reason is the growing public awareness of social and environmental issues (Melo & Galan 2010). Engaging in social causes is one of the more typical CSR initiatives and it usually involves collaborating with a non-profit organization. The concept of CRM is to communicate the company’s support of a social cause in order to achieve marketing objectives (Barone et al. 2000). However, the alliance between the commercial and the charitable side can take many forms and there are many different ways of how to communicate these partnerships to consumers. A new trend is mutual projects where corporations and non-profit organizations join forces in a more integrative way to target social issues with relevance for both parties. Mutual projects are up and coming and is thus an exciting topic to explore. The *Gå för hjärtat* project is one of those mutual projects and the focus of this case study.

Preceding research on CRM and alliances between companies and non-profit organizations have mainly focused on the outcomes for the commercial partner. However, the non-profit organization is certainly hoping to benefit from the alliance or else it would never have formed an alliance with a commercial partner. Dickinson and Barker (2007) found that alliances are beneficial for the non-profit partner as well, apart from the evident increase in

funding. Thus, this study of the *Gå för hjärtat* project will not simply focus on what benefits the commercial organization experiences through the alliance. As research on alliance effects on the NPO is limited, this study will contribute by focusing equally on both alliance partners. Furthermore, whether companies engaging in CSR practices contribute to the betterment of society is a highly relevant question. Supporting a social cause will likely have an effect on the social cause in question, and by studying the *Gå för hjärtat* project, we wish to explore these effects further.

1.1 Case introduction

Cardiovascular disease is the most common cause of premature death among Swedish women (1,6 miljonerklubben 2013). Since mortality levels of cardiovascular diseases were higher than deaths from breast cancer in 2011, research on women's heart health has increased in recent years. 1,6 miljonerklubben and Becel focus on this social problem through the *Gå för hjärtat* project, which was launched in 2012. The project's aims are to:

- Increase knowledge of cardiovascular diseases.
 - Encourage people to exercise more and educate on how to live a preventive lifestyle.
 - Maximize the research funding through the target group's commitment.
 - Engage the target group and ensure the society know how to live heart-friendly.
- (Thor 2013a)

1.1.1 Unilever and Becel

Unilever is one of the world's leading consumer companies and their aim is to ease people's everyday living. Unilever continue to develop new products, improve old and promote better and more efficient ways of living. The Unilever Group comprises a broad range of both global and local brands, and Becel is one of their bigger global brands. (Unilever 2013b)

Unilever launched the Becel brand in 1960 after researchers observed a relationship between heart diseases and high levels of blood cholesterol. The letters B, C and L in *Becel* stands for "Blood Cholesterol Lowering", which widely explains the presentation of their products. Over the years, Becel has developed a variety of products with focus on heart health. Today, it is a well-known international brand, with a market leader position in some markets. (Unilever 2013a)

Becel was introduced on the Swedish market in 1999. In contrast to some of its competitors, the brand has become well known as being a margarine product with low levels of saturated fat and high levels of unsaturated fat. More specifically, Becel contains the fatty acids Omega 3 and Omega 6 that are said to improve heart health (Unilever 2013a). Becel is not market leader on the Swedish market but 25 percent of the Swedish population bought Becel's products during 2012 (Hagman 2013a).

1.1.2 1,6 miljonerklubben

1,6 miljonerklubben was founded in 1988 as a non-profit organization. Today, the organization is one of the biggest NPO's in Sweden, with about 33 000 members. Their focus lies on women's psychological and physical health issues. According to the organization, research on cardiovascular diseases has been male-dominated during the past years. Hence, the organization's core purpose is to reduce women's discrimination in health care and heart research, by putting pressure on authorities, politicians and scientist. 1,6 miljonerklubben aims are to:

- Spread objective information about women's health issues.
- Introduce a female perspective in medical research and medical education.
- Promote better wellbeing and knowledge of preventive health care.

1,6 miljonerklubben works with both individual projects and projects together with other organizations to increase awareness of women's heart health. The organization also promotes a pin, a small high-heeled shoe, which is sold in supermarkets, pharmacies and online. The aim is to raise money for medical research on women's hearts and to spread awareness about this vital topic (1,6 miljonerklubben 2013).

1.1.3 The Mutual Project – Gå för hjärtat

Woman in Red is 1.6 miljonerklubben's campaign to collect money for research on women's heart health. 1,6 miljonerklubben launched the *Woman in Red* campaign in 2005, and the *Gå för hjärtat* project that commenced in April 2012 is part of this campaign (Charles 2013). *Gå för hjärtat* is a collaboration between 1,6 miljonerklubben and Unilever, or more exactly one of its brands, Becel. Together, the alliance developed the mobile application *Gå för hjärtat*, where anyone can raise money to heart research simply by walking.

The *Gå för hjärtat* project engages their members through both online and offline sources. The project includes a fan-page on Facebook, TV-commercials, events and the mobile application already mentioned. Today, *Gå för hjärtat*'s Facebook page has over 9 000 likes (*Gå för hjärtat* 2013) and 20 000 mobile applications were downloaded during 2012 (Thor 2013a). The number of downloads has increased significantly in 2013. From 15th February to 15th April more than 30 000 mobile application were downloaded. The mobile application registers the distance users walk. For every registered kilometer, Becel donates 1 SEK to *Woman in Red*. During the premiere year of 2012, 20 600 men and women walked 280 000 kilometers for women's heart health which resulted in a donation of 280 000 SEK from Becel (Thor 2013a).

The application is free of charge and even though the target group is women, the project engages both men and women in all ages. The application also provides information about the organizations behind the project, a guideline to healthy living and dietary advises. The initial target for year 2013 was to collect 500 000 SEK to heart research. Since consumer engagement have been surprisingly good, Becel raised the donation limit for 2013 to 1000 000 SEK.

2. Problem Discussion

In this chapter the problem of the thesis is discussed, and the purpose of this study is presented as well as the research questions we will use to analyze the Gå för hjärtat project.

The project presented is an example of a cause-related marketing strategy seen from a commercial perspective. The concept of CRM is to use the company's support of a social cause as a communication strategy to achieve marketing objectives (Barone et al. 2000) such as brand sales and brand awareness. Consequently, the effect a collaboration of this sort has on awareness, attitudes, purchase intentions, and profitability becomes an important question for for-profit corporations. Likewise, it is safe to presume that the non-profit organization is hoping to achieve some sort of objectives when engaging in such an alliance, for example an increase in financial support. Positive effects on awareness of and attitudes toward the NPO are also potential outcomes of such mutual projects. As a result, consumer perceptions of such collaborations and what effects they have on the two parties of the alliance are highly relevant when examining this type of CSR practice.

There are a great number of previous studies focusing on the outcomes of engaging in CSR for the corporation, and more recently there has been an increase in research concerning CRM. Strangely enough, there has been little focus on how social alliances affect the NPO or the social issue targeted. What effect the consumers' engagement in the issue in question has on society seems to be a forgotten aspect, which raises some interesting questions. Can collaboration with a non-profit organization not only be a part of brand building but also be a way to battle social matters together? And if so, how effective is this way of battling social issues?

2.1 Purpose

The purpose of this case study is to investigate if mutual projects benefit both parties of the project but also the society as a whole. In other words, can such projects give rise to a triple win situation?

2.2 Research questions

To explore this subject in depth, the study will attempt to answer the following research questions:

Q1: How does a mutual project between a commercial brand and a non-profit organization affect the commercial brand in terms of awareness, attitudes and purchase intentions?

Q2: How does a mutual project between a commercial brand and a non-profit organization affect the non-profit organization in terms of awareness, attitudes and funding?

Q3: What effects does a mutual project have on the social issue in terms of consumers' knowledge of the issue and behavioral change?

3. Limitations and definitions

The study will focus on only one project, Gå för hjärtat, to investigate the effects of a mutual project on the different parties involved. This section of the thesis will include definitions of important terms and the limitations of this study.

3.1 Corporate Social Responsibility

This study will adopt the Swedish National Encyclopedia's definition of corporate social responsibility. CSR means that companies voluntarily integrate social and environmental concerns in their business to contribute to a sustainable development. It means taking responsibility for human rights in the workplace, such as having respect for trade union rights and promoting anti-child labor. Environmental consideration is also important, as well as an ongoing development of products with less environmental impact (Nationalencyklopedin 2013a).

This view of the CSR concept expresses companies' responsibility towards all of its stakeholders, including the society and the environment. Companies are implementing the CSR concept into their business through different *CSR practices*. CSR practices are often divided into three areas: moral/ethical practices, relational practices and discretionary practices. The project studied in this case study is an example of discretionary CSR practices, and we will use Maignan and Ferrel's (2001) definition of discretionary responsibilities: "Discretionary responsibilities reflect society's desire to see businesses participate actively in the betterment of society beyond the minimum standards set by the economic, legal, and ethical responsibilities"(p.459).

3.2 Cause-Related Marketing

Cause-Related Marketing is a CSR practice defined by Barone et al. (2000, p. 248) as "a strategy designed to promote the achievement of marketing objectives (e.g., brand sales) via company support of social causes."

This study will apply this concept to the case of Becel and 1,6 Miljonerklubben's mutual project, in order to examine the relationship between Becel's support of a social cause and awareness, consumer attitudes and purchase intentions.

3.3 Non-Profit Organization

The Swedish National Encyclopedia defines a non-profit organization as "a non-governmental organization with nonprofit goals that belongs to the nonprofit sector" (Nationalencyklopedin 2013b). This broad definition will be applied throughout the thesis, as many of the used references refer to NPO's in the broad sense.

3.4 Limitations of the study

As many other studies, this study has limitations and shortcomings due to the time limit, which should be taken into account when reviewing its results later on. Firstly, the study was conducted in Sweden, which obviously affects its generalizability to other countries. Conclusions drawn from this study may not be applicable in a country with a different culture and other social frameworks.

Secondly, the study only explores *one* case of a mutual project between a commercial organization and a non-profit organization. If the study had included more cases of mutual projects, a comparison between different cases could have been made, and patterns could have been determined, which would have improved the generalizability of the conclusions. Since only one case is studied, only one type of brand and its product range is included in the study. In this case, the brand offers a range of margarine products, and therefore the results of this study may be more applicable to brands offering fast-moving consumer goods than brands offering high involvement products such as personal computers. It is also possible that the results of the study had been entirely different if the two organizations studied had been different in terms of awareness, market share, initial attitudes and so on.

Thirdly, there are subject-related limitations as we are only discussing purchase intentions, attitudes, awareness and behavioral change among consumers. The study does not address the issue of the project's profitability seen from the commercial perspective. As Unilever had not conducted any measurements of increased sales when the study was carried out, we had no basis for making assumptions about profitability.

Lastly, the *Gå för hjärtat* project recently entered its second year and the long-term outcomes of the project are yet to come. It follows that a study conducted in a later phase of the project would perhaps enable a better analysis of the benefits the project generates.

4. Literature Review

In this section of the thesis, preceding literature on CRS, CRM and brand alliances will be summarized to present the most relevant theories for this study.

As many industries are characterized by low margins and intense competition, a company's reputation has become a key to success (Ellen et al. 2006). A company's reputation is in turn a product of the company's associations, and one practice that generates such associations and has been receiving more and more attention is corporate social responsibility (Ellen et al. 2006). Although, preceding research has stated that to simply engage in corporate social responsibility (CSR) is not automatically sufficient to draw positive responses from consumers (Barone et al. 2000; Hamlin and Wilson 2004; Kim et al. 2012). The success of engaging in CSR and the effect of cause-related marketing depends on a plethora of factors, and some of them will be discussed in this study.

Cause-related marketing, or CRM, is not a new marketing practice. The concept had its debut back in 1983 and since then there has been extensive research of its general effects on consumer responses (Nan & Heo 2007). Cause-related marketing is a CSR practice with the purpose of achieving marketing objectives, such as awareness or brand sales, through the support of a social cause (Baron et al. 2000). CRM can be executed so that there is a direct relationship between revenues and the company's support of the cause, for instance when the company donates a specific sum for every product bought (Nan & Heo 2007). It can also be used in a less obvious manner where the support of the social cause is intended to increase purchase intention indirectly (Baron et al. 2000). CRM can be a complex marketing tool and the outcomes are hard to predict since they rely on consumers', sometimes unexpected, associations (Hamlin & Wilson 2004). This should be even more true when CRM is used to achieve marketing objectives in an indirect manner.

As mentioned, the success of *Gå för hjärtat*, as an alliance project affecting not two but three partakers including the society, depends on a range of factors. Consumers' perceptions of the alliance partners' motives, perceived fit, commitment, and consumer engagement are some of them. This study will use previous research on these factors when analyzing the *Gå för hjärtat* project. It is important to remember that the different factors are interactive and should therefore not be considered separate entities. They affect each other and ultimately form consumers' overall evaluation of the CRM campaign and the alliance.

4.1 Perceived Motives

The level of trust consumers have to a firm is an important influence to whether the intended effects of CSR efforts are achieved or whether the efforts backfire. This trust is in turn affected by how consumers perceive a firm's behavior and what motives consumers attribute to this behavior (Ellen et al. 2006). Barone et al. (2000) state that the potential effects of a cause-related marketing campaign are influenced by how consumers perceive the company's motivation to engage in a cause. Their study concludes that *any* competitive advantage due to perceived motives will be beneficial when brands are seen as similar on central product

features, but when trade-offs with price and performance exists the *magnitude* of the advantage becomes important in its ability to affect consumer choice.

Since it is established that consumers' attributions are central factors influencing their responses to CSR efforts, the nature and effect of these attributions become important to understand. Since there are existing studies examining how consumers perceive and respond to CSR practices in general, this knowledge can also be used to, at least partially, understand how consumers perceive cause-related marketing in particular.

If the company's motivation to perform socially responsible activities is perceived as self-serving it can foster negative perceptions of the companies motives (Barone et al. 2010). Thus, the effectiveness of CRM campaigns will vary with consumers' perceptions of the companies' motives.

Ellen et al. (2006) found that attributions are more complex than the previously suggested linear relation between consumer responses and the degree to which consumers perceive the motives to be self-centered or other-centered. Instead of viewing companies' CSR efforts to be either self-centered or other-centered, consumers were found to often attribute companies' efforts as a combination of both. Consumers also made a distinction between *strategic* and *egoistic* self-centered motives and between *value-driven* and *stakeholder-driven* other-centered motives. The study also found that consumers' responses were most positive when both value-driven and strategic motives were attributed to the company.

Hence, self-centered motives are not always considered negative in the consumers' minds. Unsurprisingly, Ellen et al.'s (2006) study showed that egoistic motives, for example when CSR efforts are used to obtain tax write-offs, fostered negative attributions. However, consumers positively acknowledged strategic motives, such as goals to increase sales or the customer base. Likewise, value-driven motives were perceived more positive than stakeholder-driven motives, which suggests that consumers prefer when efforts are driven by corporate values rather than stakeholders requirements. (Ellen et al. 2006)

4.2 Perceived Fit

The importance of fit has been eagerly discussed in the reviewed literature, and although different types of fit are studied the conclusion is the same; the level of fit is an important success factor. This seems to be true whatever the case may be: a brand extension, a brand alliance or a marketing activity.

There are many different ways of looking at this match or, as we will continue to call it, fit. Previous researchers discuss the importance of fit between the social cause and the brand (Rifon et al. 2004; Ellen et al. 2006; Alcaniz et al. 2010), between the cause and the product (Hamlin & Wilson 2004), and between the partners of an alliance (Dickinson & Barker 2007; Kim et al. 2012). The alliance between Becel and 1,6miljonerklubben includes all these dimensions of fit, and one could certainly argue that the success of the *Gå för hjärtat* campaign is highly dependent on the alliance's overall level of fit. As Dickinson and Barker

(2007, p.86) concluded, “selecting a fitted or matching alliance partner is important to maximize the benefits of the alliance and to maximize the spillover effects that both of the brands will receive”.

As mentioned, there are several dimensions of fit that will influence consumers’ evaluations of alliances such as the one presented in this study. Even though the different types of fit are often studied separately it is clear that they are integrated. The level of fit between the social cause and the company naturally affects the level of fit between the company and the NPO since the NPO becomes the mediator between the company and the cause in many social alliances. Therefore, the dimensions of fit may be viewed as interrelated and not independent of each other.

David et al. (2005) suggest that the relative importance of different CSR practices to the consumer will ultimately have an impact on purchase decisions. Practices of bigger importance and relevance to the consumer will be more effective in influencing consumer behavior. Hence, to reap the greatest benefits of a social alliance, the social cause should be relevant to the target consumer group. In other words, fit between the cause and a brand’s target consumers matter. Ellen et al.’s (2006) study also concluded that “high-fit matches between the company's business and the cause led consumers to believe that the company was motivated by a desire to help others in the normal conduct of its business affairs rather than a desire to selfishly use the cause” (p.155) and that a high fit therefore leads to increased purchase intent.

Kim et al (2012) focused on an organizational fit between a company and a non-profit organization and the implications different types of fit have on consumer attributions of the firms’ motives for social alliances. The study found that consumers will attribute the firms’ intention to be more public serving when there is a high level of activity fit or familiarity fit between the firm and the non-profit organization. Activity fit refers to how well the activity the company performs through the alliance match with the firm’s major business. Familiarity is defined as how familiar the firm and the NPO are to consumers, that is, how well known the two organizations are to the target consumers. Put in a more definite way, “familiarity refers to the number of product related experiences accumulated by the consumer” (Dickinson & Barker 2007, p.79). The more product-related experiences a consumer has, the more links tied to the brand are placed in the consumer’s mind. This makes it easier for the consumer to access internal information of the brand and hence makes it more familiar to the consumer. The familiarity fit is high when the company’s familiarity level is coherent with the familiarity level of the non-profit organization (Kim et al. 2012). Hence, the level of fit is high when a high familiarity firm pair up with a high familiarity NPO as well as when a low familiarity firm teams up with a low familiarity NPO. The study states that consumers’ attributions of alliances between firms and NPOs are highly affected by perceived activity and familiarity fit (Kim et al. 2012).

A cause-related marketing campaign is not in any way excluded from the affect of perceived fit and the decisions of what sort of cause to engage in and with what partner will surely affect

the success of the campaign. Thus, common sense makes us believe that the *Gå för hjärtat* campaign should be successful largely because of the benefits derived from a high fit. However, Nan and Heo (2007) state that the impact of fit depends on whether consumers are highly brand conscious or not. Therefore, fit may be less influential when consumers are evaluating fast moving consumer goods (FMCGs). Since Becel's product base consists of FMCGs, this could be an explanation to why the project may not be as successful as expected.

Presumably, the potential success of the *Gå för hjärtat* project will benefit both alliance partners since prior researchers have concluded that such alliances are beneficial to the commercial organization as well as the non-profit organization when the fit is high. As Dickinson and Barker's (2007) study shows, "from a non-profit firm perspective, brand alliances with a commercial organization does generate favorable out-comes provided that the organizations are perceived to be a realistic match so that they have high levels of perceived fit. That is, they may fit in term of their target market, their region of operation, they may fit in terms of their philosophies, or they may fit in terms of their interest in similar causes or issues"(p.86).

4.3 Commitment

The alliance partners' commitment to the alliance is an important factor influencing consumers' evaluation of an alliance. Longer time commitments are more likely to elicit favorable consumer responses than shorter time commitments. Consumers attribute more value-driven motives to companies that commit to a cause a longer period of time, and shorter commitments were seen as attempts to meet stakeholders' expectations rather than acts representing the companies' values (Ellen et al. 2006). As Ellen et al. (2006) concluded, "it appears that consumers do not give credit to companies that engage in CSR because of pressure from customers and other stakeholders" (p.154).

Moreover, consumer attitudes are more positive if a collaboration, or alliance, between two organizations also involves further engagement so that the two partners become more integrated instead of just supporting the same cause (Dickinson & Barker 2007).

4.4 Engagement

Engagement, participation and *interaction* are concepts used in previous research to describe some sort of dynamic contact between consumers and a brand (Nambisan & Baron 2007; Gambetti & Graffigna 2010; Parent et al. 2011). These concepts are rather related and since they have been defined in differing and sometimes contradictory ways in preceding literature (Gambetti & Graffigna 2010), this study will use a more general approach. Engagement, participation and interaction all describe a two-way exchange between consumers and a brand, either by communication or direct action. The exchange can also be seen as including a behavioral activation component, such as co-creation, collaboration, interaction or social sharing (Gambetti & Graffigna 2010), which will be used as the broad definition in this study.

This type of two-way exchange can be experienced offline or, as becoming even more common, in online environments called virtual consumer environments (Nambisan & Baron

2007). In the case of *Gå för hjärtat*, consumers are engaged both offline, through walking and by participating in different events, and online by interacting with the two organizations and other consumers on the campaign's Facebook page. Consumer engagement is seen as a central part of building and maintaining a solid relationship between consumers and the brand. Thus, engaging the consumers has become an important strategic concern for brand managers since intangible assets are central in achieving a competitive edge (Gambetti & Graffigna 2010). Consumers' interactive experiences with the brand generate a series of value enhancing opportunities. Not only can it be a source of precious feedback but it can also spawn positive responses from consumers (Nambisan & Baron 2007; Gambetti & Graffigna 2010). It is even suggested that consumers' participation in social media content can lead to greater results for companies than consumers' willingness to pay premium prices (Parent et al. 2011).

The changing media situation forces companies to use a more complex media mix to have a greater impact on consumers. The integrative use of both old and new media enables a new level of consumer engagement "through interaction, participation, entertainment and innovative creativity" (Gambetti & Graffigna 2010, p. 803). From a manager's perspective, virtual consumer environments (VCEs) are powerful channels to communicate with the brand's most engaged and influential customers. As consumers are becoming more willing to participate in online communities and interact with brands online, companies that successfully engage consumers via social media will benefit from long-term competitive advantages (Parent et al. 2011). Consumer experiences in VCEs, such as a brand's Facebook page, can in today's digital era be as important as their offline experiences in terms of affecting their attitudes towards the brand or the organization (Nambisan & Baron 2007). Thus, consumer interactions in virtual environments are an important source of value for managers. The use of new media has become important even when marketing social issues and in campaigns promoting behavioral change (Hill & Moran 2011).

4.4.1 Consumers – why do they interact?

Nambisan and Baron (2007) identify a range of benefits consumers experience from online communication studies. The model is typically used "to identify the different types of benefits that can be obtained from media usage and to examine how those benefits shape such media-usage behavior" (Nambisan & Baron 2007, p.44). The four types of benefits include *learning benefits*, *social integrative benefits*, *personal integrative benefits* and *hedonic benefits*. This framework will be employed in the study of the engagement aspect of our case, not only in the virtual environment but also when studying the offline experiences that consumers have since the online and offline interactions are closely integrated in this campaign.

Naturally, since VCEs are sources of information about products and services, consumers can experience learning benefits from the interaction. In our case, the campaign's Facebook page provides an opportunity for both organizations to reach consumers with information and for consumers to ask questions about the campaign. Social and personal integrative benefits are suggested as other important reasons why consumers choose to interact. Social integrative benefits are defined as benefits experienced through the strengthening of the ties with relevant

others, and personal integrative benefits as benefits related to the enhancement of the status and confidence of the individual (Nambisan & Baron 2007). Through interactions, consumers can experience a sense of belonging and achieve satisfaction through the ability to influence others. Hedonic benefits are defined as affective benefits related to pleasurable experiences derived from, for example, conversing with others (Nambisan & Baron 2007). Consumers can post comments, share photos, take part of others' comments and pictures on the *Gå för hjärtat* campaign's Facebook page and this interaction with peer consumers and with the organizations hosting the VCE is likely to generate social, personal and hedonic benefits.

4.4.2 The effects of interaction and engagement

Consumers' expectations of the benefits they believe the interaction will generate strongly influence whether they will interact or not (Nambisan and Baron 2007). Consequently, the consumers' expectations are important for brand managers to consider when creating a VCE or when trying to engage consumers in other ways.

Consumers' interactions generate positive or negative feelings that are not only likely to affect their future participation but also their attitudes towards the organization behind the event, VCE or other cause for engagement. Feelings generated through consumers' interactions are translated into attitudes towards the company or organization since the consumers associate the source of the interaction, such as a Facebook page, a mobile application, events and so on, with its host (Nambisan & Baron 2007). Nambisan & Baron's (2007) study of interactions in product-support focused VCEs provides further evidence for this. It is important to remember though, that consumer engagement initiated by organizations still involves interactions between individuals and their respective context. Therefore, the consequences of consumer engagement are sometimes difficult to predict (Gambetti & Graffigna 2010).

A study presented by Parent et al. (2011) suggests that by inciting higher levels of participation, organizations will experience a greater success in business. Consumers' willingness to interact shows that they are prepared to give something beyond just money, more precisely their *time*. This means that consumers take actions, for example by social media interaction, which can lead to substantial benefits for organizations since possible consequences are increased loyalty and lowered costs (Parent et al. 2011).

Research has concluded that interaction lengthens the time consumers put on information processing and helps individuals pay more attention and also retain the information processed (Hill & Moran 2011). Hence, consumers are encouraged to put down the necessary time to process even more complex messages and interaction can therefore assist behavioral change among consumers (Hill & Moran 2011).

4.5 Consumer Attitudes and Purchase Intentions

Preceding literature agrees on the positive effect CSR practices in general, and CRM campaigns in particular, can have on consumer attitudes and purchase intention (Barone et al. 2000; David et al 2005; Dickinson & Barker 2007; Nan & Heo 2007; Wang & Andersson 2011). Consumer attitudes toward companies using CRM as marketing tool are generally positive, and a company's CRM activities are also found to positively influence consumers' willingness to purchase the company's products (Nan & Heo 2007). The relationship between a company's CSR efforts, for instance a CRM campaign, and purchase behavior is described as a stepwise process beginning with its effect on consumer attitudes. "CSR actions can have a positive effect on perceptions of corporate image, which in turn could have an effect on purchase intention, ultimately leading to purchase behavior" (David et al 2005, p.296).

The minimal requirement for a CRM campaign to be successful is the consumers' knowledge of the company's CSR efforts. This is typically a function of public relations but can also be created through marketing campaigns used to publicize the company's CSR practices, which is the case of a CRM campaign (David et al. 2005). Then, when consumers are made aware of the company's CSR efforts, a number of factors influence how consumers perceive the company's efforts and what attitudes they will form toward the company. In the case of an alliance, consumers' attitudes regarding both partners may be affected. Accordingly, how consumers perceive the mutual project *Gå för hjärtat* will indeed affect both Becel and 1,6 miljonerklubben.

As Nan and Heo (2007) suggest, "the difference between pre-exposure and post-exposure attitudes could be attributed to the mere effect of having been shown an ad during the post-exposure time"(p. 65). This is also called the mere exposure effect, and it implicates that attitudinal change can derive from the mere exposure of the CRM message rather than from the impact of the message. Thus, consumers may become more positive toward Becel and 1,6 miljonerklubben simply by being exposed to the *Gå för hjärtat* campaign. Apart from this basic factor, the difference between pre-exposure attitudes and post-exposure attitudes is seemingly generated through a complex mental process including affect transfer between the alliance partners, consumers' perceptions of the alliance partners motives, the level of perceived fit and commitment, and consumers' interaction and engagement when being exposed to the message. As mentioned, these factors are not disconnected and they undeniably affect each other.

Dickinson and Barker (2007) defines brand attitude as "a respondents' overall evaluation of a brand, whether the brand is good or bad". When forming an alliance, both alliance partners can benefit from the transfer of established brand attitudes from the partner brand to their own brand (Dickinson & Barker 2007). Consumer attitudes toward non-profit organizations are generally positive and will, with any luck, be transferred to the sponsoring brand (Nan & Heo 2007). This may be a key motivation for commercial companies to engage in collaborations with non-profit organization, since positive affect transfer ultimately has spillover effects that influence brand image as well as purchase intentions (Dickinson & Barker 2007).

When a company supports a cause because of unselfish motives, or more precisely when consumers perceive the company to be altruistic, consumers' evaluations of the alliance and its partners will be more favorable. As Ellen et al. (2006) concluded, consumers respond more positively to value-driven and strategic motives than to egoistic and stakeholder-driven motives. Hence, consumers' perceptions of the alliance partners motives are likely to have an impact on consumer attitudes. Furthermore, a high perceived fit lead to more positive attitudes and increased purchase intentions (Ellen et al. 2006). Fit has been shown to have a facilitating effect on affect transfer, and a well-fitted alliance will therefore elicit more favorable attitudes and greater spillover effects (Dickinson & Barker 2007; Nan & Heo 2007). Consumer attitudes toward the commercial partner are also more positive if the company commit to the alliance partner "so that they become more integrated not just linked through a specific cause" (Dickinson & Barker 2007, p.77). In addition, consumers' engagement in both offline and online environments will affect their attitudes toward the organizations associated with the interaction, as feelings generated through consumers' interactions are translated into attitudes (Nambisan & Baron 2007).

Even though managers might consider all these factors when creating a CRM campaign, success is not guaranteed. Apart from the evident fact that it is difficult to understand the mental processes that will occur in the target consumers' minds, consumers' perceptions of CSR's importance may vary. As Wang and Andersson (2011) conclude, "the first obstacle for CSR communications may occur when consumers do not perceive any importance of CSR" (p.63). If there is a lack of perceived CSR importance, a CRM campaign might not be successful in generating positive changes between pre-exposure and post-exposure attitudes. A CRM campaign's impact on purchase intentions may also be hampered if consumers have to trade off the company's CRM efforts for lower quality or higher price (Barone et al. 2000).

4.6 Research model

The following model (Figure 1) summarizes the theoretical framework chosen for this study. Pre-exposure attitudes toward the alliance partners and consumers' awareness of the organizations will influence consumers' perceptions of commitment, motives, fit and whether they will engage and interact in the campaign. These factors also influence each other. For instance, the level of perceived fit will affect how consumers perceive the alliance partners motives. If the fit is high, consumers are more likely to attribute more favorable motives to the organizations. Furthermore, the level of commitment affects what motives consumers' will attribute to the alliance partners.

Consumer's overall evaluation of the alliance will ultimately lead to spillover effects on awareness, attitudes and purchase intentions. Finally, consumers' engagement in the campaign will possibly lead to a behavioral change among consumers, which will be impacted by their evaluation of the alliance.

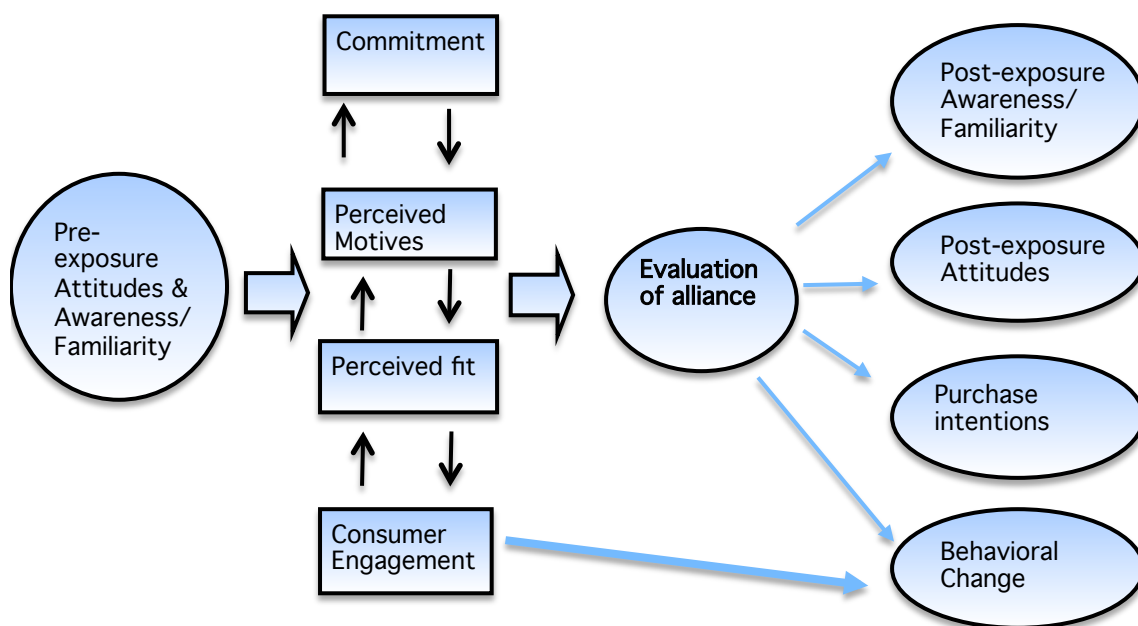


Figure 1: Research model

5. Research Method

This chapter presents and justifies the methods used in the study, which are three qualitative interviews and one quantitative survey. The credibility of the collected material will also be discussed in this section.

5.1 Choice of method

There are two types of research methods, qualitative and quantitative. Quantitative method is when the researchers systematically collect empirical and quantitative data, summarize it in statistical form, and analyze the results (Nationalencyklopedin, 2013d). This method is essential when researching large populations. Qualitative method usually involves smaller populations and the researchers themselves are involved in the data gathering (Nationalencyklopedin, 2013c). This method typically generates in a deeper understanding of the chosen topic.

A combination of qualitative and quantitative methods aims to provide such a comprehensive analysis of the research topic as possible. Since this study analyses a project from both an organizational perspective and a societal perspective, both qualitative and quantitative methods are used. To capture the organizational perspective, we conducted qualitative interviews with representatives of the two organizations as well as with an employee at the PR agency responsible for the *Gå för hjärtat* project's communication. Quantitative data was collected through an online survey aimed at consumers. The results of the empirical data gathering and the analysis of the data are presented separately.

5.2 Choice of case

The idea to study mutual projects came from a dialogue with Hillevi Thor, employee at the PR agency involved in the *Gå för hjärtat* project. A good insight of the topic was obtained, which made us interested in exploring mutual projects and their impact on society further. According to Thor, this type of mutual projects has become more common and the trend is pointing upward. As CSR is a relevant topic, this new way of implementing the concept is exciting to study further. After getting more involved in the research topic, we chose to explore only one case of a mutual project between a commercial organization and a non-profit organization.

Since Thor could provide us with some basic information and project figures from the *Gå för hjärtat* project, as well as contact details to employees at Becel and 1,6 miljonerklubben, we chose to study *Gå för hjärtat*. Furthermore, the *Gå för hjärtat* project has a high level of fit, based on theories from previous literature. Thus, a study of this project would be an extension of preceding research. As the project also engages consumers, the social effects of the project would be relatively easy to examine. This was an important criterion when choosing case, as we wanted to study mutual projects' potential ability to battle social issues.

5.3 Quantitative data

5.3.1 Online Survey

The purpose of the online survey was to investigate consumers' attitudes toward the two organizations, purchase intentions and behavioral changes. We created the survey in a web-based survey tool, and all survey answers were collected online. To receive as many fully completed survey answers as possible, we chose to formulate a short but comprehensive survey with 19 questions (Appendix C), of which two were open for voluntary comments.

The questions differed somewhat in structure, most of them were multiple-choice questions apart from the two open question. Some questions enabled participants to choose several answer alternatives, and some questions included space for the participants' own reflections. Depending on how the respondent answered, some questions were also removed. For example, if participants answered *no* to a question about whether the campaign had made them more health aware, they did not have to answer the following question asking *In what way?* As mentioned, two questions were open and voluntary, as we wanted the respondents' own thoughts expressed in their own words. 82 percent of the participants answered the question: *What do you think about non-profit organizations working with consumer companies in this way?* and 42 percent answered the question: *What do you think about companies engaging in social issues?* (Appendix B).

To collect survey answers from the target group, we posted the survey on *Gå för hjärtat*'s Facebook page. By posting the survey on the Facebook page, we directly reached many potential survey participants from the right target group. At the time we posted the survey, April 19th 2013, the Facebook page had over 9000 likes. To ensure that the survey was visible for consumers, we asked Thor to post the survey as administrator of the Facebook page. The survey was also displayed with a small announcement of the research purpose of the survey. Due to the time limit, the online survey was open for six days. By April 24th 2013, we had received 288 survey answers, and 186 of these were fully completed.

We filtered all answers, except the question regarding how consumers became aware of the campaign, so that men were not included. Since there were only 6 completed surveys by male participants, the number of male participants was too small to draw any conclusions from. Furthermore, the alliance between Becel and 1,6 miljonerklubben is funding research on women's heart diseases and the primary goal of the campaign is to improve women's heart health. As the target group of the campaign is *women*, it makes sense to only include the answers from female participants. Hence, the results are based on 180 survey answers.

5.3.2 Project figures received from Wenderfalck and Unilever

In consideration of the time limit, we wanted to get as much empirical data as possible. Therefore, we asked all three organizations if they would consider sharing internal information and important data about them and the *Gå för Hjärtat* project. None of the organizations had conducted any measurements of awareness, change in attitudes or sales after the campaign was launched. However, Wenderfalck and Unilever shared some general project information and figures that were useful for the study analysis.

5.4 Qualitative data

The purpose of gathering qualitative data was to further analyze the parties involved in the project. The PR agency Wenderfalck, 1,6 miljonerklubben and Becel are the three main characters and interviews with one representative at each organization were conducted. Hillevi Thor, employee at Wenderfalck, Alexandra Charles, founder of 1,6 miljonerklubben and Martin Hagman, Nordic brand manager at Unilever were interviewed. All interviews are available in audio files.

The interviewees are highly involved in the project and were able to give us important information on the organizations motives, expectations and thoughts of the project. We conducted a 90 minutes long interview over Skype with Thor at Wenderfalck. The interview gave us an interesting perspective of the project as the PR agency has a mediating role between the company and the NPO. In addition, Thor explained the development of the *Gå för Hjärtat* project, and gave us other examples of mutual projects to compare with.

Both Unilever and 1,6 miljonerklubben are principal actors in this study, and to answer our research questions, we conducted telephone interviews with each organization. Prior to the interviews, we composed a query template (Appendix A) used to guide the conversations to give us valuable and relevant information. This resulted in a 40 minutes long interview with Martin Hagman, conducted on April 25th 2013, and a 30 minutes long interview with Alexandra Charles, conducted on May 10th 2013.

5.5 Credibility

This study is based on only one case, which certainly affects its generalizability. As mentioned earlier, conclusions drawn in this study cannot be seen as general. They should rather be seen as conclusions made for an individual case. Nevertheless, this study's findings can be used as an indicator of how consumers may respond to a mutual project, and also encourage further research on the matter.

In addition, the actual execution of this study leads to a discussion of credibility issues. First, the results are also based on 180 fully completed survey answers, and we are aware that this is not a sufficient number to draw conclusions for a whole society. Secondly, the online survey was published on *Gå för hjärtat*'s Facebook page. Therefore, it is possible that the participants of the survey largely consisted of consumers that are particularly engaged in the campaign. Accordingly, the answers collected from these consumers may not give an accurate picture of all consumers engaging in the campaign.

Thirdly, we only conducted interviews with one person at each organization. The analysis would have been richer if interviews with employees at different levels of the organizations had been conducted. Furthermore, representatives from companies and organizations are likely to show off the better side of their organization, and the interviews may therefore be somewhat biased. However, the interviews conducted in this studied were aimed at presenting respective organization's view of the collaboration and this is therefore not a substantial credibility issue.

6. Results

Empirical data collected from quantitative and qualitative research will be presented in this section. Quantitative data includes data collected from the online survey, as well as project figures from 2012 and the past few months. Qualitative data covers three interviews with representatives from Becel, 1,6 miljonerklubben and PR-agency Wenderfalck.

6.1 Quantitative data

6.1.1 Online survey

As mentioned, the survey answers were filtered and consequently it is important to keep in mind that the results are only representing women.

6.1.1.1 How consumers' became aware of the campaign

The results collected from the question regarding *how the participants became aware of the campaign* are not filtered. Thus, both female and male participants are represented and 186 participants answered the question. This enables an analysis of how awareness of the *Gå för hjärtat* campaign spread. Men are an important part of the word-of-mouth communication that could contribute to an increased awareness within the target group.

The results of this question demonstrate the importance of both offline and online sources of information. 53 percent of the participants became aware of the campaign through online medias. The campaigns Facebook page were presented as the primary source and accounted for 34 percent, 16 percent stated 1,6 miljonerklubben's home page as their primary source and only 3 percent got knowledge of the campaign through Unilever and Becel's product page.

Offline information sources include other marketing activities, such as TV commercials, and word-of-mouth communication between friends, family and colleagues. 28 percent of the participants became aware of the campaign through other marketing activities and 18 percent through word-of-mouth (Figure 2).

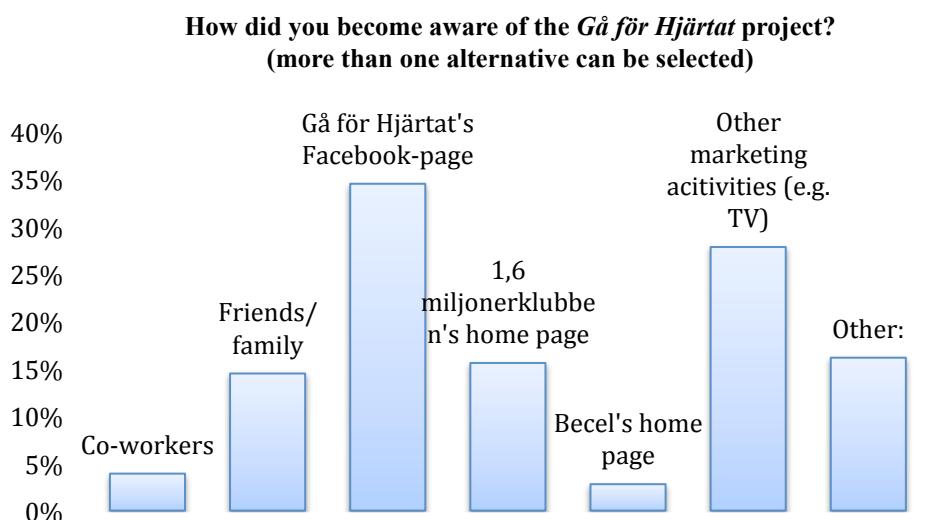


Figure 2: How consumers became aware of the project

6.1.1.2 Consumers' motives for engagement

The question regarding consumers' motives to engage in the campaign was constructed so that the survey participants were to choose the *primary* reason to engagement. Hence, only one alternative could be chosen. The prime motive to get involved in the campaign was to help fund the research on women's heart health. In addition to the 53 percent who stated this as their main reason, 39 percent of the participants engaged with the main purpose of increasing their exercise level. 1 percent stated that they participated primarily because of social motives and 7 percent stated other reasons to engage in the campaign. Personal motives for engagement were for instance; "Poor heart health in my family", "Heart disease in my family" or "I have cardiac arrhythmia" (translations from Swedish).

6.1.1.3 Behavioral change

When looking at the target group's behavioral change regarding exercise and health awareness, the results were positive. 72 percent stated that their engagement in the campaign had resulted in increased exercise. 51 percent said that they had started to walk "a little bit more" and 21 percent declared that they had started to walk "a lot more" after engaging in the campaign (Figure 3). More than 70 percent of the participants walked 4 days per week or more, and the majority (61 percent) of the participants walked 3 to 5 kilometers per walk. 20 percent walked further than 5 kilometers.

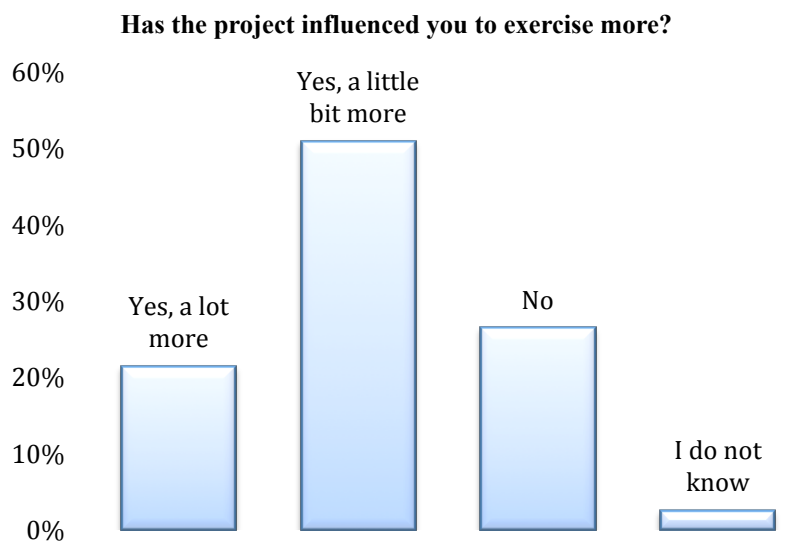


Figure 3: The campaign's influence on consumer's exercise level

Regarding increased health awareness, 57 percent of participants stated that the *Gå för hjärtat campaign* had influenced them to be more health aware. Among the women who had become more health aware by the campaign, the majority (80 percent) stated that they had increased their exercise, 39 percent had changed their diet and 22 percent stated that they had undergone a cardiac examination due to the campaign.

The survey also included a question concerning *if* and *how* the participants register their walks, and the results showed that 80 percent had registered at least one walk to raise money to 1,6 miljonerklubben. 69 percent used the mobile application to register walks and 11

percent used the campaign’s Facebook page (Figure 4). Among the participants who had registered walks, 45 percent saw registering walks as a social activity, primarily between family and friends. Only 2 percent stated it as a social activity among coworkers.



6.1.1.4 Awareness

As we wanted to examine if the *Gå för hjärtat* campaign helps to increase awareness of cardiac diseases among women, the survey contained questions about awareness. The results showed that 39 percent of the women participating in the survey agreed that the *Gå för hjärtat* campaign had contributed to increase their knowledge of cardiac diseases among women.

In addition, 53 percent of the participants agreed that the campaign had increased their awareness of 1,6 miljonerklubben and what they do as an organization (Figure 5), and 32 percent of the participants agreed that the campaign had increased their awareness of the Becel brand and its products (Figure 6).

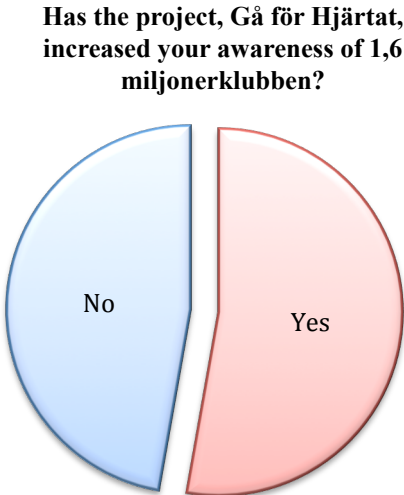


Figure 5: Awareness of 1,6 miljonerklubben

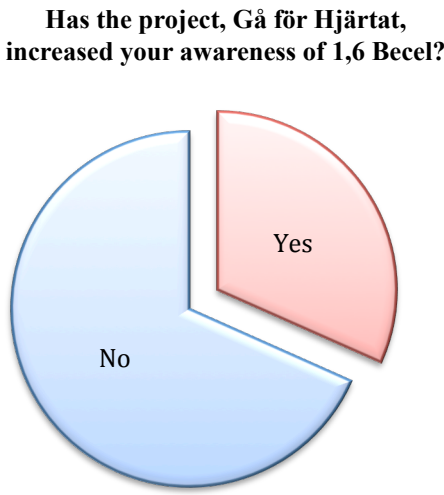


Figure 6: Awareness of Becel

6.1.1.5 Attitudinal change

Survey questions regarding participants' attitudes toward 1,6 miljonerklubben and Becel displayed noteworthy results. 53 percent of the participants agreed that their attitude towards 1,6 miljonerklubben had become more positive since they became aware of the campaign. 43 percent stated that their attitude were unaffected. Looking at Becel, 34 percent of the participants agreed that their attitude towards the company had been positively changed by the campaign. 54 percent were unaffected and 11 percent had experienced a negative attitudinal change.

The survey also included two questions regarding consumers' general attitudes towards companies engaging in social causes and alliances between non-profit organizations and commercial entities. When asked an open question on how they perceive companies engaging in social causes, only 42 percent of the participants answered. In contrast, when asked whether they think alliances between non-profit organizations and profit-driven companies, the answering frequency was significantly higher and 82 percent of the participants shared their thoughts on the matter. Consumers' answers on both questions were predominantly positive.

Quotes from the survey participants' answers on the question "What do you think of commercial companies engaging in social causes?" (Translations from Swedish)

"It is very important! Companies are almost always only financially interested. People need greater insight into what is good"

" I think it is fantastic, I do not really think it is true. Feels like it is too good to be true"

"It is great with all this support to various diseases. I have cancer myself, which means that I have to exercise and think about my diet. The *Gå för hjärtat* campaign pushes me even more, as it helps me to help others."

Quotes from the survey participants' answers on the question "What do you think of alliances between non-profit organizations and companies?" (Translations from Swedish)

"I think it is great that organizations can collaborate over a social issue, despite different economic interests between the organizations "

"Cooperation is great if the results are positive"

"I think this way of raising money to further research is great. For various reasons, I am not a consumer of Becel's products, but I can overlook this since they donate money for research."

6.1.1.6 Purchase intention

Regarding consumers' purchase intentions, 14 percent of the survey participants stated that they always or more often than not buy Becel's products. 36 percent stated that they buy Becel's products occasionally and 51 percent of the participants were not Becel's customers at all. The result shows that 84 percent of the participants buying Becel's products specified the content of *Omega 3 and 6* as the main purchase motivation. 5 percent bought Becel's products due to *price* and another 5 percent stated *taste* to be the main reason. 34 percent of the survey participants who consumed Becel's products also stated that their consumption had increased due to the campaign (Figure 7).

Do you consume more of Becel's products since you became aware of the "Gå för hjärtat" campaign?

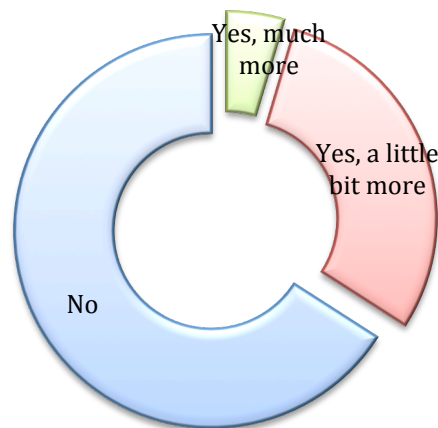


Figure 7: Consumption of Becel's products

6.1.2 Project figures

The following data was received from the *Gå för hjärtat* project's financial report of 2012 (Thor, 2013a):

- Number of downloaded mobile applications ~ 20 000
- Number of registered walks ~ 65 000
- Total distance walked ~ 250 000 km
- Raised money ~ 250 000 SEK
- Average distance of walk/day ~ 900 km

Unilever's Nordic brand manager, Martin Hagman, provided project figures from 2013. The following figures account for the period between 15th of February 2013 and 15th of April 2013 (Hagman, 2013a):

- Number of downloaded mobile applications > 30 000
- Number of registered walks > 80 000
- Number of visits in the mobile application > 350 000
- Walk in kilometer > 400 000 km
- Raised money > 400 000 SEK
- Around 25 % of the Swedish population bought Becel's products during 2012.

6.2 Qualitative data

6.2.1 Hillevi Thor – Wenderfalck

Hillevi Thor is responsible for the Gå för hjärtat project at the PR agency Wenderfalck. As responsible for the public relation aspect of the project, her thoughts about the project and its development are meaningful for our study. PR agencies are typically responsible for the communication of companies' CSR efforts. Furthermore, Gå för hjärtat is mainly communicated through public relation tools such as social media, blogs, newspapers and events. The following text is an extract of an approximately 90 minutes long interview (Thor 2013b). The extract is also a translation since the interview was conducted in Swedish. Consequently, all citations are translations.

Thor has noticed a growing trend of companies engaging in CSR projects with connection to their core businesses. As companies are starting to use their CSR efforts in their communication, it has become even more important for CSR efforts to be relevant to its brands and target consumers. As Thor says, “What we use in our communication should be clearly linked to the brand [...] we need to find a relevant social issue, a good activation model, and link this to the target group through the external communication”. Mutual projects are becoming more common, and companies who have tried the concept have usually been very satisfied. However, Thor stresses the importance of not only finding the right partner, but also the right project since “companies do not want to be Santa Claus giving away free stuff any longer”.

The campaign and its development

Wenderfalck became involved in the project in 2011 when Becel's PR activities for the following year were being planned. A contact with 1,6 miljonerklubben had been established a few years earlier when collaboration between Becel and 1,6 miljonerklubben was brought up for discussion. *Gå för hjärtat* was launched the 16th of April 2012 as a mutual project to raise money to heart research and spread information about women's heart health. The project has now entered its second year.

Becel wanted to support heart research and communicate nutrition's part of heart health, while 1,6 miljonerklubben wanted to collect more funding, and consequently they shared a common goal. In the initial process of developing the project, the big challenge was how to construct a campaign that would engage and activate consumers. Moreover, the ambition was to engage consumers in the heart health issue positively instead of using intimidation. Creating interaction among consumers and connecting people would hopefully achieve this, and Wenderfalck came up with the idea of the mobile application together with the advertising agency also involved in the project.

Expectations and outcomes

Since Becel wishes to target women aged 45 or older with the *Gå för hjärtat* campaign, the project idea had to be constructed with this in mind. Many of the target consumers exercise through walking, and it is also something that most people are able to do. Hence, the mobile application was based upon the idea of activating consumers through *walks*. Furthermore, the use of social media and smartphones has increased within the target group. Hence, the mobile application and *Gå för hjärtat*'s Facebook page was thought to be efficient in reaching them. They also made it possible to register walks directly on the Facebook page to reach target consumers who do not own a smartphone. Furthermore, the mobile application is rather complex, and some user may experience problems with registering walks due to bad reception.

As a PR agency, Wenderfalck works mainly with communicating the project to bloggers and magazines. Most of the publicity derives from mobile application tips in magazines and blogs, but Wenderfalck is also trying to find local cases and stories to use in the communication. As Thor explains, "People who walk due to personal reasons are another part of our [the campaign's] communication"

The *Gå för hjärtat* campaign does not involve any product-focused communication, and no sales promotions have been used. Thor justifies this choice of strategy as an attempt to "avoid skepticism among consumers so that the project could live up to its potential without being undesirably affected by any negative attitudes towards Becel's products". Before launching the *Gå för hjärtat* campaign, there were concerns whether the campaign would revive the debate surrounding Becel's products. Becel has previously struggled with some negative comments about the content of Omega 3 and 6 in its products on social media and health advising web pages. Hence, this was another reason to moderate the brand's visibility in the campaign.

Becel wanted valuable exposure to the target audience but also to engage in a social issue. The campaign's commercial objectives were to increase sales and generate an attitudinal change among consumers. Moreover, it was hoped that the campaign would encourage consumers to exercise more and engage in the heart health issue. The number of consumer's engaging in the project is still increasing, and as Thor concludes, "*Gå för hjärtat* has been a successful collaboration from Becel's perspective". The Becel brand has definitely strengthened from the project but in what way is less certain since there have not been any measurements conducted so far.

6.2.2 Martin Hagman - Nordic Brand Manager at Unilever

An in-depth interview with Martin Hagman, brand manager of Becel, was conducted to gain a greater understanding of the commercial organizations motives to engage in the Gå för hjärtat project. The following text is an extract of a 40 minutes long interview (Hagman 2013b). Furthermore, it is important to keep in mind that the extract is a translation from Swedish, and therefore the citations are also translations.

Unilever is a global corporation and Becel is one of its largest global brands. Becel is one of few brands under the Unilever corporate umbrella with presence in so many markets. As such, it is strategically an important brand for Unilever. The *Gå för hjärtat* project is a significant part of the overall marketing plan and Hagman accentuates that the campaign is this year's major marketing activation. There is also an underlying marketing campaign running, with other more product-focused marketing activities.

Becel's motives

Hagman states that building strong brands are important for Unilever and there is a solid belief that strong brands can be built by engaging in projects such as *Gå för hjärtat*. Becel's products are based on research to include nutrients that have been shown to be heart-healthy, and so it strives to position itself as a brand with better heart health as core value. Hence, the *Gå för hjärtat* project is part of Unilever's CSR efforts as well as a strategic move to position Becel as a brand with focus on heart health.

Hagman emphasizes that heart diseases is an important social problem, and that Becel wishes to raise the issue of heart health with this campaign. Corporate social responsibility is a central matter for the corporation, and Unilever continuously work with CSR projects concerning both environmental and social issues. In 2010, Unilever established the *Unilever Sustainable Living Plan*, in order to achieve profitability in a sustainable manner. The *Unilever Sustainable Living Plan* is an important part of the organization and a top management concern. Briefly, the plan constitutes of Unilever's global target to double its revenues and halve its carbon dioxide emissions by 2020. As Hagman himself puts it, "profitability in a sustainable way is important for Unilever and it is routed in Unilever DNA to work with these issues".

This is not the first time Becel engages in mutual projects, the brand has for instance been collaborating with World Heart Federation. Although, it might be the first time Becel engages in a project of this particular form.

Since 1,6 miljonerklubben works with issues that lies at the heart of Becel's values, an alliance with 1,6 miljonerklubben is seen as a good match. Becel can support the social cause of better heart health through 1,6 miljonerklubben while the research carried out by the organization is important for the development of Becel's products since they are based on current research findings.

“The fit is central, but research is also a very important part of the alliance. We want to push the heart research forward. If heart research develops, our products will too”.

Project expectations and future plans

Hagman states that it is difficult to measure short-term benefits of a project of this sort. Becel’s primary objective was to enhance the brand by engaging in the project, and the outcomes are expected to show in the long term. Becel has not conducted any measurements of attitudes or awareness since they launched the project, although they strongly believe in this type of campaign and hopes for a win-win situation.

According to their own calculations, Becel has a market share of approximately 25 percent on the Swedish market. Hagman was not surprised when presented with figures from the online survey saying that 50 percent of the participants did not buy Becel’s products. Since they are not market leaders, the figures were not unanticipated but rather encouraging. The number of consumers that have engaged in the project is also reassuring for Becel, and the intention is to continue the *Gå för hjärtat* project. In what way is yet to decide and potential improvements, such as how to engage more consumers, are continuously discussed.

6.2.3 Alexandra Charles –1,6 miljonerklubben

An in-depth interview with Alexandra Charles, founder of 1,6 miljonerklubben, was conducted to gain a greater understanding of the non-profit organization motives to engage in the project. The following text is an extract of a 30 minutes long interview (Charles 2013). As with the two other interviews, it is important to keep in mind that the extract is a translation from Swedish.

1,6 miljonerklubben is a non-profit organization focusing on women’s health. The concept of *health* includes many different aspects, and the organization works with both psychological and physical social issues, for instance equality in the labor market and research on women’s heart health.

As researchers and professors requested more knowledge about the female heart, 1,6 miljonerklubben started the *Woman in Red* campaign to direct attention to women’s cardiovascular diseases. The *Woman in Red* campaign was launched in 2005 when the organization created an event at the international women’s day, 8th of March. The campaign focuses on women’s heart health and the aim is to raise money to further research as well as spread information and raise awareness of women’s heart diseases. 1,6 miljonerklubben is well known for their support of women’s health, and Charles accentuates their most important task; to spread objective information.

1,6 miljonerklubben raises money by accepting donations as well as by selling the *Woman in Red* pin. The pin is a small and red high-heel shoe, sold in supermarkets, in pharmacies and online. The collaboration with Becel consists of the *Gå för hjärtat* project, and Charles highlights that the project merely one part of the *Woman in Red* campaign. Last year, 1,6

miljonerklubben raised a total of 950 000 SEK, excluding donations from commercial companies.

1,6 miljonerklubben's motives

1,6 miljonerklubben has a positive attitude toward collaborations with commercial sponsors. As Charles explain; "We need help, we join forces with partners and sponsors to implement what we want. But it is important to note that our partners do not control us, we control ourselves." 1,6 miljonerklubben collaborates with a range of other sponsors, but this kind of project has never been implemented before.

1,6 miljonerklubben consider Becel a suitable partner since their products contain heart-friendly substances. When asked whether 1,6 miljonerklubben pondered over any risks when forming a partnership with Becel, Charles clarified: "All you do in you life is a risk. You are always taking a risk when collaborating with a commercial partner". However, before entering the collaboration, 1,6 miljonerklubben enlisted the help of medical experts to clarify that Becel's products are not harmful to consumers as there had been some discussions in media about the products.

Project expectations and future plans

As mentioned, the project's aim is to raise money to further research and spread information about women's heart health to the society. The *Gå för hjärtat* application has raised more money in the last three months than what it did last year, and there has also been a small increase in sales of the pin. Moreover, awareness of 1,6 miljonerklubben and the *Woman in Red* campaign has increased, although Charles believes the *Woman in Red* TV-commercials has contributed to the increase in awareness.

Charles also points out a third aspect; the health effect. *Gå för hjärtat* encourage people to exercise more, and Charles describes the campaign as a fun way to raise money. "It is free and everybody can do it; young as old, women as men. I think it is a very pleasurable way to raise money". So far this year, people have raised 500 000 SEK to further research through the mobile application, which represents 500 000 walked kilometers. Since the results has been surprisingly good, Becel has increased the donation limit and the aim is to collect 1 000 000 SEK until the end of this year. Charles emphasizes the social effects; "It turns out that the project has been successful in encouraging people to exercise more. This is a social effect that is really pleasant, and we are happy that there are people who want to raise money by walking."

7. Analysis

In this section we analyze the collected empirical material in a relation to the literature and theories presented earlier.

7.1 The project's effect on the alliance partners

To analyze the success of a mutual project of this sort, the two alliance partners' expectations of payoffs are important to recognize. For example, an absence of increased sales does not necessarily equal an unsuccessful project if the primary aim is to generate an attitudinal change among consumers. Although maximizing shareholder value is said to be the ultimate goal of any commercial corporation, short-term objectives may not be focused on profitability. Project valuations are complex, and it may be difficult to derive the financial outcomes of a project like *Gå för hjärtat* as potential spillover effects and benefits may come over the long term.

The interviews conducted with representatives at Unilever and 1,6 miljonerklubben provided important information about the two alliance partners' expectations of the project. Unilever's commercial aims are to strengthen the Becel brand through increased awareness, positive consumer attitudes and enhanced purchase intentions, as well as stimulate product development by supporting heart research. Furthermore, CSR is an important part of Unilever business plan. On the other side of the partnership, 1,6 miljonerklubben joined the project to secure important funding as well as improve women's heart health by spreading information and encouraging people to exercise.

Previous research on CSR, CRM and brand alliances have found that the success of such activities depends on various factors, for example the level of consumer engagement and consumers' perceptions of motives, fit, and commitment (Ellen et al. 2006; Dickinson & Barker 2007; Kim et al. 2012). The analysis of the *Gå för hjärtat* project will include these theories to further discuss the potential causes to the project's outcomes.

7.1.1 Perceived motives

As mentioned, Becel's motives to engage in the *Gå för hjärtat* project are building a strong brand and position Becel with heart health as core value. Furthermore, Becel wishes to support heart research to ultimately be able to improve Becel's products. Hence, Becel's motives could be seen as both *strategic* and *value-driven*. Ellen et al. (2006) concluded that strategic and value-driven motives elicit the most favorable consumer responses.

Consequently, if Becel has been successful in communicating their motives to the target audience, consumers' perception of Becel's motives should be positive. The results from our survey showed that 34 percent of participants had more positive attitudes toward Becel after they became aware of the campaign. In comparison, 53 percent of the participants claimed a more positive attitude towards 1,6 miljonerklubben. This indicates that consumers are more skeptical towards the commercial alliance partner. Even if Becel's motives are strategic and value-driven, consumers might not perceive them as such, which indicates that *perception* is the key. It is not Becel's actual motives that matter but consumers' perceptions of them. 11

percent of the participants stated that their attitudes toward Becel had changed negatively, which could be explained by some consumers' negative perceptions of Becel's motives.

Becel's communicative strategy is to keep a low profile, and as Thor explains, this is to "avoid skepticism among consumer so that the project could live up to its potential without being undesirably affected by any negative attitudes toward Becel's products". Perhaps, this choice of strategy has been beneficial since it may have generated more positive attitudes among consumers. As Becel has not intensely promoted the brand and its product in the *Gå för hjärtat* campaign, the audience may perceive Becel's motives to be value-driven rather than stakeholder-driven. As mentioned, this likely generates more preferable consumer responses (Ellen et al. 2006) but the lack of visibility of the brand could also be the reason to why 54 percent of the survey participants stated an unchanged attitude toward Becel.

Additionally, the low profile could partly explain why Becel experienced a smaller increase in awareness than 1,6 miljonerklubben. 32 percent of the survey participants stated that the campaign had resulted in an increased awareness of Becel. In comparison, 53 percent of the survey participants stated that the campaign had increased their awareness of 1,6 miljonerklubben. However, it is possible that differences in pre-exposure awareness could be the reason to why 1,6 miljonerklubben experienced a greater increase in awareness.

Consumers are probably less skeptical toward non-profit organizations since they have no profitability objectives. 1,6 miljonerklubben's aims are altruistic, and consumers are likely to perceive them as such. Altruistic motives, or selfless motives, are expected to generate more favorable consumer attitudes. 1,6 miljonerklubben engage in the *Gå för hjärtat* project to raise money to heart research as well as get valuable exposure and spread information about heart diseases. These motives could be described as primarily *value-driven*. As mentioned, value-driven motives generate positive consumer responses according to Ellen et al.'s (2006) study. The results from the online survey support this notion, as 53 percent of the participants agreed that their attitude towards 1,6 miljonerklubben had become more positive since they became aware of the campaign.

7.1.2 Perceived fit

Previous studies have also concluded the importance of fit when finding a suitable partner to form an alliance with, as well as when choosing a cause to support. The overall fit of an alliance where two organizations support a cause is affected by more than one type of fit. Consumers' perceptions of the *Gå för hjärtat* project are for instance influenced by the fit between the two organizations, between respective organization and the cause, and between the cause and Becel's products.

Unilever wishes to position Becel as a brand with better heart health as core value, and 1,6 miljonerklubben focuses on women's health. Hence, supporting heart research and promoting heart health matches well with Becel's positioning and 1,6 miljonerklubben's image, and the fit between the social cause and the organizations can be considered high. Since diet in general, and the intake of fatty acids in particular, has an impact on heart health, the fit

between the cause and Becel's products could also be seen as high. According to Hagman, Becel's products are based on research to include nutrients that have been shown to be heart healthy. Hagman also stated that Becel wishes to support heart research, as development on the research front will benefit the development of Becel's products. Moreover, the campaign is a way for Becel to promote nutrition's part of heart health.

Naturally, the fit between the partners of an alliance is influencing consumers' evaluations of the alliance. When the fit is high, consumers are likely to perceive the commercial partner to be more public serving. The alliance between Becel and 1,6 miljonerklubben could be seen as a good fit since 1,6 miljonerklubben works with a social issue that matches Becel's core values. In addition to this general evaluation of organizational fit, Kim et al. (2012) emphasizes the importance of activity fit and familiarity fit. The level of activity fit refers to how well the activity the company performs through the alliance match with the company's core business. Since Becel offers margarine products that are positioned to be heart healthy, and the support of heart research will benefit the development of Becel's products, the activity fit is high. However, the survey results indicates that the familiarity fit was not as high as the activity fit. 53 percent said their awareness of 1,6 miljonerklubben had increased after being exposed to the *Gå för hjärtat* campaign. At the same time, only 32 percent claimed a higher awareness of Becel. This implies that consumers had a higher awareness of Becel than of 1,6 miljonerklubben before the project commenced. Hence, it is possible that 1,6 miljonerklubben has been the more beneficial partner in terms of increased awareness.

One could argue that a good fit with the alliance partner is not as important from 1,6 miljonerklubben perspective. Their aim is to raise money to different causes concerning women's health, and donations from commercial partners are important sources of income. As Charles concluded, 1,6 miljonerklubben need help from sponsoring companies to support the causes they find important. However, there are risks when forming an alliance with a commercial entity. Especially when the alliance involves a marketing campaign where the non-profit organization's brand is exposed together with a commercial brand. If the commercial partner has a questionable reputation or performs activities that are counterproductive to the cause supported by the NPO, an alliance could be damaging to the NPO's brand. Consumers might think that the non-profit organization should choose sponsoring partners after certain principles. Moreover, consumers might have a negative attitude towards the commercial partner, which in turn affects their attitudes toward the alliance and ultimately the NPO. This could be the reason to why 4 percent of the survey participants stated that their attitudes had been affected negatively by the campaign. However, 53 percent of the participants stated a more positive attitude towards 1,6 miljonerklubben, which shows that the project has affected 1,6miljonerklubben's image far more positively than negatively.

David et al. (2005) discussed the importance of CSR relevance to target consumers, and concluded that CSR practices with bigger importance and relevance to consumers are more effective in influencing consumer behavior. The success of the *Gå för hjärtat* campaign from Becel's perspective is thus dependent on the match between the cause and Becel's target

consumers. Since Becel wishes to target middle-aged women with this campaign, one could argue that the success of the campaign depends on whether the campaign is engaging this consumer group or not. As 1,6 miljonerklubben directs the Woman in Red campaign toward women in general, and women at risk for cardiovascular diseases in particular, the two alliance partner share a common target group. Women in their middle age are at risk for cardiovascular diseases and the fit between Becel's target group and the cause is therefore high. In addition, the survey participants expressed an importance of CSR practices and positive attitudes toward companies that engage in CSR. Many survey participants also expressed a personal relevance to the social cause, for instance occurrence of heart diseases in the family. Thus, the importance and relevance of the cause seems to be high to the target group, which should elicit favorable consumer responses and increase purchase intentions according to David et al.'s (2005) theory. However, Nan and Heo (2007) believes that the impact of fit depends on whether consumers are brand conscious when it comes to the brand in question. As Becel offers margarine products, consumers may be less brand conscious and the impact of fit could possibly be less than for a brand offering high-involvement products.

The different levels of fit can be considered relatively high, and therefore the overall fit of the alliance between Becel and 1,6 miljonerklubben should elicit beneficial spillover effects on both attitudes and purchase intentions according to previous research. Furthermore, the number of survey participants who buy Becel's products also supports this. According to Becel's own calculations, Becel has a market share of 25 percent on the Swedish market. In comparison, 49 percent of the survey participants stated that they buy Becel's products at least occasionally. In addition, 34 percent of the survey participants who consume Becel's products had increased their consumption due to the campaign. This supports the notion that a high level of fit increases purchase intentions.

7.1.3 Commitment

The *Gå för hjärtat* project entered its second year in April 2013 and the project will continue at least until the end of year 2013. Hagman also presents *Gå för hjärtat* as a long-term project that will probably continue even longer. When comparing figures from 2012 and from the few months that have passed in 2013, the long-term commitment has proven valuable. During the two-month period between 15th of February and 15th of April this year, the number of downloads of *Gå för hjärtat*'s mobile application and registered walks exceeded the total amount of downloads and registered walks from the projects first year. Undoubtedly, the increase in consumer engagement is largely a consequence of an increased awareness of the project. However, it could, to some extent, be explained by using theories regarding commitment.

According to preceding research, high levels of commitment have a positive impact on attitudes. Ellen et al. (2006) conclude that longer time commitment generates more favorable responses from consumers since they perceive the company's motives to be more value-driven. Moreover, Dickinson & Barker's (2007) study shows that commitment has a positive effect on consumer attitudes. Thus, Becel's long-term engagement with 1,6 miljonerklubben probably has an effect on consumers perceptions of Becel's motives and therefore also on

their attitudes regarding Becel. 34 percent of survey participants declared a more positive attitude toward Becel after they became aware of the campaign, which supports this proposition. Unquestionably, the improvement of attitudes can be derived from many factors, but commitment is likely to be one of them.

7.1.4 Engagement

Consumer engagement is seen as central when building a solid relationship to consumers, and previous research has established that consumer engagement have an impact on consumer attitudes. The *Gå för hjärtat* campaign engages target consumers through both offline and online experiences. By encouraging consumers to walk to support heart research, the campaign leads to frequent and continuous engagement. 95 percent of the survey participants walk at least two days a week, and the majority stated that they walk more than 3 days a week. 80 percent also stated that they had registered walks on *Gå för hjärtat*'s Facebook page or through the mobile application. This implies that the level of offline consumer engagement is high and therefore should have a positive impact on consumer attitudes toward the two organizations behind the campaign. Important to remember is that the online survey was posted through a link on the campaigns Facebook page, and thus, one could argue that the survey participants consists of more engaged consumers.

80 percent of survey participants claimed that they had increased their exercise level since they became involved in the campaign, which further indicates high levels of engagement. This supports Gambetti and Graffigna's (2010) claim that an integrative media mix have a greater impact on consumer engagement. As Thor mentioned, an important aim of the campaign was to engage consumers in a positive manner rather than through intimidation. This positive approach to engage consumers has proven to be successful. Another success factor could be the easiness of participating in the campaign. There is no cost for consumers to engage and the use of smartphones makes registrations of walks effortless.

As mentioned earlier, the campaign engages consumers via online medias. The importance of online medias is evident when looking at how consumers became aware of the campaign, as 53 percent of survey participants stated that they became familiar with *Gå för hjärtat* through online medias. 28 percent stated other advertising as the source, and 18 percent became aware of the campaign through word-of-mouth communication. Viral spread through social media and social interaction seems to be very effective in creating awareness of a campaign like this.

As previous research have discussed, consumer interaction in VCEs can be as important as offline experiences when it comes to affecting consumer attitudes. *Gå för hjärtat*'s Facebook page enables consumers to interact with the organizations behind the campaign as well as with peer consumers. For instance, consumers can share their thoughts about the campaign, share information about their walks, and comment on other posts. Nambisan and Baron (2007) concluded that engagement generates benefits for consumers that are affecting their attitudes toward the source of the interaction. These benefits were divided into four types, and consumers engaging in the *Gå för hjärtat* campaign could experience all of these benefits. *Gå för hjärtat*'s Facebook page and mobile application are sources of information, and

consumers can experience learning benefits as they gather desired information about the project, the social issue and the two organizations. Consumers' online and offline interactions also generate social benefits as they socialize and compete with relevant others. 45 percent of the survey participants stated that registering walks had become a social activity among friends, family and colleagues, which shows that consumers experienced such social benefits. By socializing and competing with others, consumers may experience personal benefits as well. The engagement in the campaign leads to interactions with others, so that the consumer experiences a sense of belongingness, an enhanced status and the power to influence others. Furthermore, exercise and socialization are likely to generate positive affective, or hedonic, benefits.

The major reasons to why consumers engaged in the campaign were to raise money to heart research (53 percent) and to exercise (39 percent). The positive feelings that arise when performing these activities could, according to Nambisan & Baron (2007), be associated with the organizations behind the campaign. Thor stated that they wanted to find a way to engage consumers in a positive manner when they developed the campaign. This could possibly be another success factor for the project, since consumers' positive interaction experiences can turn into positive attitudes toward Becel and 1,6 miljonerklubben. As previously mentioned, 34 percent of the survey participants claimed that their attitudes toward Becel had become more positive. Similarly, 54 percent of the survey participants had developed more positive attitudes toward 1,6 miljonerklubben.

As consumers' engagement in the campaign is frequent and runs over a longer period of time, the interaction likely influences awareness and attitudes positively since it lengthens the time consumers put on information processing. A longer processing time helps consumers to pay attention and retain the processed information (Hill & Moran, 2011). Accordingly, consumers' engagement in the campaign results in a lot of brand exposure for the two organizations as well as a higher ability to process complex information. Consumers' engagement should be beneficial in terms of awareness and attitudes, which is supported by the survey results previously mentioned. However, the high level of engagement should also be facilitating when it comes to educate consumers about women's heart diseases. Yet, our study found that merely 39 percent of consumers had experienced an increased knowledge of heart diseases among women, which shows that the impact on consumers' knowledge was significantly lower than the impact on consumers' behavior.

7.1.5 Awareness, Attitudes and Purchase intentions

Awareness is necessary to reach other marketing objectives such as improved attitudes and increased purchase intentions. Naturally, without awareness there cannot be any attitude changes or purchase intentions, and increased awareness may therefore have a great impact on sales and profitability. Thus, the campaign's impact on awareness of Becel and 1,6 miljonerklubben is an important part of analyzing the campaign's effect on the alliance partners. As mentioned, 32 percent of the survey participants stated that their awareness of Becel had increased due to the campaign. In comparison, 53 percent of the survey participants had experienced an increased awareness of 1,6 miljonerklubben. Thus, the campaign was

more successful in increasing awareness of the non-profit organization than of the commercial organization. However, the lower visibility level of the Becel brand in the campaign, and perhaps also a higher initial awareness of Becel, could explain this difference.

Gå för hjärtat has been a successful project for Becel in terms of attitudes and purchase intentions. 34 percent of the survey participants expressed a more positive attitude toward Becel due to the campaign. The campaign seems to have increased purchase intentions as well, since the proportion of survey participants who buy Becel's products exceeds Becel's general market share. 34 percent of the survey participants who buy Becel's products also stated that their consumption had increased due to the campaign. As the campaign's effect on sales is not known, the project's profitability is hard to analyze. However, as brand attitudes has been positively affected and purchase intentions seems to have been slightly improved, one could presume that profitability will improve in the long term if the trend continues.

Unquestionably, the *Gå för hjärtat* project has achieved 1,6 miljonerklubben's aim to raise money to heart research. To this date, Becel has donated more than 650 000 SEK to 1,6 miljonerklubben. Approximately 400 000 SEK was raised from 15th of February to 15th of April this year, causing Becel to raise the yearly donation limit from 500 000 SEK to one million SEK. 1,6 miljonerklubben has also noticed an increase in sales of the *Woman in Red* pin, which is likely an effect of the increased awareness generated from the *Gå för hjärtat* project. As mentioned, 1,6 miljonerklubben's aim to increase awareness of the organization has also been proven successful. Furthermore, 39 percent of the survey participants stated that the campaign had increased their knowledge of cardiac diseases among women. Although the campaign has had a positive effect on consumers' awareness of the social issue, one could argue that the numbers could have been even better. Increase awareness of cardiac diseases among women was one of 1,6miljonerklubbens primary motives to engage in the campaign, and as discussed, the survey participants may represent the campaign's most engaged consumers.

7.2 Behavioral change

One aim of this study was to examine *Gå för hjärtat*'s effect on the social issue, or more specifically, its effect on heart diseases among women. Our online survey shows that the project has had a significant impact on behavioral change among consumers who have engaged in the campaign. 51 percent had started to walk much more and 21 percent were walking a little bit more. 57 percent of the survey participants stated that the *Gå för hjärtat* campaign had made them more health aware. Of these 57 percent, 80 percent had increased their exercise level because of the campaign, 39 percent had changed their diet, and 22 percent had undergone a cardiac examination due to the campaign. However, the campaign's impact on consumers' knowledge of cardiovascular diseases among women was not as great. Nevertheless, 39 percent had experienced an increase in knowledge.

Whether these changes will be long lasting or not is hard to predict. Certainly, long-term projects are more beneficial for consumers' health as the increased exercise level might be maintained a longer period and the behavioral change might become more permanent.

However, even shorter periods of healthier behavior could be valuable for our health since temporary health improvements are better than none. Many of the survey participants were younger than the campaign's prime target group. That younger women engage in the campaign and experience an increase in exercise level is undeniably preventive against cardiovascular diseases and may result in fewer women being affected by them in the future, especially if the behavioral change is long-term.

Why the project has been so successful in influencing consumers' behaviors is probably a function of consumers' overall evaluations of the alliance and the level of consumer engagement. A high level of fit, commitment and positive perceptions of the alliance partners motives are affecting consumers' evaluation of and attitudes towards the alliance and the campaign (Ellen et al. 2006; Dickinson & Barker 2007). Consequently, consumers' evaluation of the *Gå för hjärtat* campaign has likely influenced their behavior. As mentioned, consumers were predominantly positive towards projects of this sort, where commercial organizations form an alliance with a non-profit organization. Since attitudes towards Becel and 1,6 miljonerklubben have improved, it is safe to presume that consumers responded favorably to this particular project as well. Since consumers' attitudes towards the project are positive, the probability of them engaging in the campaign should also be increased.

Furthermore, a high level of consumer engagement seems to be another success factor when it comes to influence behavioral change. As consumers engage in the campaign frequently and for a long period of time, consumers have more time for information processing. This does not only have positive effects on marketing objectives, but also on behavioral change (Hill & Moran 2011). The more time for information processing, the more time to learn a new behavior. Thus, consumers should be more likely to change their behavior for the better when a campaign targeting a social issue runs for a longer period of time. Presumably, the change in behavior also becomes more lasting when the campaign eventually ends.

The campaign engages consumers both online and offline, in a very uncomplicated manner. The use of social media likely facilitated the impact of the *Gå för hjärtat* campaign, as an integrative use of different media enables a new level of consumer engagement (Gambetti & Graffigna 2010). By being available on Facebook, the campaign enables consumers to interact with the organizations behind the campaign and other consumers when it suits them. Thus, interaction is easy and effortless. As most people are able to walk, the choice of offline interaction activity has doubtlessly contributed to the high level of consumer engagement. In addition, engagement in the campaign has become a social activity for many. 45 percent of the survey participants stated that registering walks is a social activity among friends, family or coworkers.

8. Conclusions and Future Research

This section will summarize our analysis in order to answer our research questions and determine whether the Gå för hjärtat project generated a triple win situation for the brand, the non-profit organization and the society as a whole. Our conclusions will also result in recommendations to the alliance partners involved and to other organizations wishing to engage in mutual projects, as well as suggestions for future research.

Previous research on cause-related marketing and brand alliances has concluded that a successful alliance between a commercial organization and a non-profit organization involves a good fit and consumer engagement. This study explored an alliance where these two components were present and the success of the Gå för hjärtat campaign would therefore support previous findings. Preceding studies concerning alliances have mainly focused on the outcomes affecting the commercial alliance partner, such as consumer attitudes toward the company and purchase intentions. Only few researches have analyzed the effects on the non-profit organization, and the effects on the actual social issue seems to have been forgotten.

How does a mutual project between a commercial brand and a non-profit organization affect the commercial brand in terms of awareness, attitudes and purchase intentions?

Firstly, the study shows that consumers' attitudes toward companies engaging in CSR practices are positive. Some of the survey participants even expressed an increased purchase intention in the open answer questions. Secondly, consumers displayed positive attitudes regarding alliances between non-profit organizations and commercial entities. Hence, these results support previous research and indicate that the *Gå för hjärtat* project elicited favorable consumer responses toward Becel.

When examining how the *Gå för hjärtat* project affected the Becel brand in terms of marketing objectives such as awareness, attitudes and purchase intentions, the project proved to be successful. The results of the online survey showed more than one third of the survey participants had experienced an increased awareness of Becel after being exposed to the campaign. Furthermore, consumer attitudes toward Becel have become more positive due to the campaign. Purchase intentions were also higher among consumers engaging in the *Gå för hjärtat* campaign than in general. Accordingly, the CRM campaign was successful from Becel's perspective in terms of these aspects.

How does a mutual project between a commercial brand and a non-profit organization affect the non-profit organization in terms of awareness, attitudes and funding?

This study found that the alliance was slightly more beneficial for the non-profit partner. The *Gå för hjärtat* project increased awareness of 1,6 miljonerklubben for the majority of the survey participants. The project was also effective in enhancing consumer attitudes toward the non-profit organization. More than half of the survey participants experienced a more positive attitude toward 1,6 miljonerklubben after being exposed to the campaign. Even though there are risks when exposing a NPO brand together with a commercial brand, our study found that

attitude changes were far more positive than negative. As mentioned, consumers also expressed predominantly positive attitudes toward alliances between NPOs and companies. So far, 1,6 miljonerklubben's collaboration with Becel has resulted in more than 650 000 SEK to further research on women's cardiovascular diseases. The target for 2013 was reached already in April, and Becel raised the donation limit to one million SEK.

What effects does a mutual project have on the social issue in terms of consumers' knowledge of the issue and behavioral change?

This study clearly shows that the *Gå för hjärtat* project has had several positive effects on consumer behavior, and thus it has also been effective in battling the social issue targeted. More than 80 percent of the consumers who participated in the study had increased their exercise level after becoming aware of the campaign and its cause. In addition, the majority stated that the campaign had influenced them to become healthier in other areas. Many had changed their diet to the better and some had undergone heart examinations. It is still too early to determine whether these behavioral changes are long-term as the project just entered its second year. However, the number of people engaging in the campaign has gradually increased since the campaign was launched, which indicates that the positive effects on consumers' health will continue at least for a while.

The effect on consumers' knowledge about women's heart diseases was not as pronounced as the effect on behavioral change. Only a third of the consumers participating in the study had gained more knowledge of the issue due to the campaign. Hence, the campaign has not been as successful as expected in educating consumers about the issue. This is probably a consequence of the lack of information about women's heart diseases on the project's Facebook page and in the mobile application, as these are the primary sources of direct interaction between engaged consumers and the two organizations.

Has there been a triple win situation and what are the success factors of a mutual project?

The *Gå för hjärtat* project has proven to be successful seen from both a commercial perspective and from the non-profit organization's point of view. Additionally, the project has had a positive effect on consumer behavior. Therefore, the answer to whether the project created a *triple win situation* is a qualified *yes!*

The most prominent success factors for a mutual project seem to be the overall *fit* of the alliance and *consumer engagement*. Perceived fit influences consumers' perceptions of the alliance partners' motives, their attitudes toward the alliance partners and purchase intentions. Consumer engagement was facilitated by the use of easily accessible online media, as well as an engagement activity that is rather uncomplicated to perform. This resulted in a high level of consumer engagement, which had positive effects on both consumers' evaluation of the alliance and behavioral change. Thus, accessibility as well as an integrative use of online and offline consumer experiences seem to be essential for generating considerable consumer engagement.

8.1 Recommendations to Gå för hjärtat's alliance partners

The campaign's Facebook page could be used to increase awareness of and knowledge about women's heart diseases. One of 1,6 miljonerklubben's primary aims is to educate people about this social issue. However, only 39 percent of the survey participants stated that the campaign had increased their knowledge about heart diseases. Social media has become a powerful tool to reach out to target groups, and *Gå för hjärtat*'s Facebook page and mobile application are not exceptions. These could be used to give users more information about women's heart diseases rather than just redirect them to 1,6 miljonerklubben's home page to get this information. If the application and the Facebook page would offer short and easily accessible information on cardiovascular diseases, the increase in knowledge would probably be higher. The mobile application also offers dietary recommendations to users. Our recommendation is to offer this information on the Facebook page as well, and remind consumers of the dietary advices through notifications or status updates on the *Gå för hjärtat*'s Facebook page.

Becel's communicative strategy was to keep a low profile, which has also been successful. However, there were few skeptical comments from survey participants and, as previous research has concluded, strategic motives generate positive consumer responses. Thus, Becel could increase the visibility of the brand to reap greater benefits from the alliance. Naturally, this should be done with caution but as the project continues Becel's long commitment will likely reduce skepticism among consumers.

Finally, a long-term engagement by consumers will generate the greatest benefits for both organizations and for the consumers themselves. An important question is therefore how consumer engagement is maintained at a high level. Consumers experience a range of benefits from their engagement and if these are satisfying, the engagement is likely to continue. Promoting consumer interactions on the Facebook page and keeping the competition component should have a positive impact on the duration of consumers' engagement. Our recommendation is to find ways to develop these components so that consumers can experience even greater personal and social benefits through their engagement. For instance, the plan of using personal stories in the communication is likely to be successful according to previous research findings. Further improvements of the campaign should follow this example, and focus on consumers' interaction experiences and what benefits they obtain from these experiences.

8.2 General recommendations

This study supports the notion that CRM campaigns are effective marketing tools for both commercial and non-profit organizations. It is likely that alliances with non-profit organizations and CRM campaigns will become the new way of breaking through the clutter and attract loyal customers. However, companies that want to reap benefits from their CSR activities in this manner must carefully consider some key factors.

As previously mentioned, the most important success factors of a mutual project seem to be the overall fit and consumer engagement. Thus, a company wishing to engage in a cause by

collaborating with a non-profit organization should put down great effort in finding a cause and an alliance partner that matches, or *fit*, the company's business. If the company wants to position and promote a brand through support of a cause, a good fit between the brand's products and the cause is also central. Furthermore, finding an alliance partner with the same grade of awareness among consumers could boost the positive effects of the alliance.

By engaging consumers in a positive manner, they are more likely to continue their engagement. Certainly, long-term consumer engagement is highly beneficial for the alliance partners and should therefore be a primary aim. Our recommendation is to engage consumers in an uncomplicated manner with focus on their interaction experiences. Consumers should experience significant benefits through the interaction. Consumers' interaction with the campaign and the organizations behind it should be fun, social and effortless.

8.3 Future Research

This study supports previous research finding regarding brand alliances and CRM campaigns. Furthermore, the study offers interesting findings on how collaborations between commercial and non-profit organizations can battle a social issue more directly and achieving marketing objectives at the same time. Nevertheless, our conclusions are drawn from an analysis of only one case, and as discussed, this affects the generalizability of the conclusions. Further research on mutual projects is necessary to explore the effect of such collaborations in depth.

First, a study involving a more extensive consumer research would contribute to the understanding of the effects mutual project have on awareness, attitudes and purchase intentions. In addition, our online survey was conducted on consumers that were already involved in the *Gå för hjärtat* project. A survey turned to consumers who have not engaged in the project would provide important information on why consumers choose to not engage and what could be done to change this.

Secondly, to improve the generalizability of the findings of this study, other cases of mutual projects should be examined. Studies of mutual projects in other business areas should be conducted. The commercial partner of the *Gå för hjärtat* project offers FMCGs, and a similar study conducted on an alliance where the company offers high-involvement products would advance the research on mutual projects.

Lastly, research on how mutual projects affect profitability, rather than just individual marketing objectives, would result in further understanding of how this type of projects affect the commercial partner.

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Appendix A: Interview guide

- **Berätta lite kort om er organisation och kampanjen.** Förklara gärna sambandet mellan organisationen och projektet "Gå för hjärtat" lite mer ingående. Varför valde ni att utveckla ett sådant projekt? Vilka motiv fanns?
- **Hur ser ni på samarbetet mellan de medverkande organisationerna?** Är det här första gången ni gör ett sådant här projekt? Hur ser ni på "matchningen" mellan organisationerna?
- **Vad hoppades ni få ut av projektet när "Gå för hjärtat" lanserades?** Vad var den huvudsakliga orsaken till att ni formade samarbetet? T.ex. pengar till forskning, ökad kännedom om organisationen, ökad kännedom om kvinnors hjärt- och kärlsjukdomar, attitydförändringar, beteendeförändringar, försäljning osv.
- **Hur tror ni att människor/konsumenter ser på er organisation?** Har det gjorts några tidigare attitydmätningar? Vad är ni mest kända för?
- **Ser ni några risker med ett sådant här samarbete?** Diskuterade ni eventuella nackdelar med att samarbeta med den andra organisationen innan ni valde att gå med i projektet? I sådana fall, vilka?
- **Har ni sett en ökad kännedom om vad ni står för sedan "Gå för hjärtat" lanserades?** Finns det några mätningar? Hur många medlemmar har ni, har ni blivit fler? (1,6 miljonerklubben) Vad är er marknadsandel?(Becel)
- **Vad har kampanjen betytt för forskningen kring kvinnors hjärt- och kärlsjukdomar?** Hur mycket pengar har hittills gått till mer forskning sedan kampanjen lanserades? Har det bidragit till positiva resultat inom forskningen? Kan man se någon utveckling?

Appendix B: Quotations from the online survey

What is the main reason to why you engaged in the campaign?

No.	Answer
1	<i>Må bra , hålla vikten, röra på sig,bl.a</i>
2	<i>Intresse</i>
3	<i>Sporrad att gå och samtidigt bidra med pengar utan att det kostar något</i>
4	<i>Både mor å far dog med hjärtfel. Känns viktigt att störra engagemang, men också när jag liks promenerar.</i>
5	<i>Dåliga hjärtan i familjen</i>
6	<i>Nätverk</i>
7	<i>Hjärtsjukdomar i släkten.</i>
8	<i>Ute med mina hundar varje dag o kan bidra till ett behjärtansvärt projekt</i>
9	<i>Eftersom jag älskar att vara ute och gå tänkte jag att man kunde göra en god gärning samtidigt!</i>
10	<i>Att tjäna in km för min grupp</i>
11	<i>För min egen hälsa och för min mor har hjärt- o kärleksjukdom. Forskning är viktigt!</i>
12	<i>Jag har själv hjärtflimmer.</i>
13	<i>Hjälpa att samla in pengar till forskning om hjärtfel</i>
14	<i>För att kunna kombinera "Att röra på dig mer" och "Att samla in pengar"</i>

What are your thoughts about organizations engaging in social causes?

No.	Answer
1	<i>Kanon!</i>
2	<i>Positivt, fler borde göra det.</i>
3	<i>Det är bra</i>
4	<i>Extremt bra och positivt</i>
5	<i>Det är jättebra!!</i>
6	<i>Positivt inställd. Visar att de bryr sig</i>
7	<i>Positivt såklart! :)</i>
8	<i>Jag tycker att det är fantastiskt, tror nästan inte det är sant. Känns nästan för bra för att vara sant.</i>
9	<i>Väcker förtroende för företaget och deras produkter.</i>
10	<i>Bra</i>
11	<i>Mycket viktiga! Annars är företag nästan alltid bara ekonomiskt intresserade. Människor behöver större insikt i, vad som är bra.</i>
12	<i>Det är helt OK. Samhällsfrågor är mycket viktiga.</i>
13	<i>Väldigt positivt. Det behövs privata engagemang för att forskningen ska kunna fortsätta</i>
14	<i>Mycket positivt spelar in en större roll</i>
15	<i>Mycket positivt.</i>
16	<i>Positivt när det sker för en god sak som när det gäller hälsa.</i>
17	<i>Ger en större lust att använda/köpa deras produkter/tjänster</i>
18	<i>Ok</i>

19	<i>Bra!</i>
20	<i>mycket positivt. Dessutom ser man dem mer, tittat lite extra på dem, kanske kollar upp dem lite mer, vilket för företaget ger pr.</i>
21	<i>Kanon!</i>
22	<i>Jättebra med allt stöd till olika sjukdomar, har själv cancer vilket gör att jag måste både röra på mig och tänka på kosten så det här med att gå för <3 puffar mig ännu mer, då att kunna hjälpa andra. :)</i>
23	<i>Det är mycket positivt.</i>
24	<i>Bra att de vill avvara lite pengar.</i>
25	<i>Mkt positivt!</i>
26	<i>Bra</i>
27	<i>Ja det är bra om de har samhällsnyttiga intressen som inte är politiska, inte försäljningsinriktade med egna vinstintressen utan att engagemanget är äkta för att gynna mänskligheten till att få inblick och vetskap i olika frågor.</i>
28	<i>Jättebra</i>
29	<i>Mycket positivt!</i>
30	<i>Positivt</i>
31	<i>Är mycket positivt! Eftersom det behövs pengar till forskning etc och dessa inte finns skattemedel till!</i>
32	<i>Bra med engagemang, speciellt i miljöfrågor</i>
33	<i>Tycker att det är bra för att det blir mer synligt, och det blir då viktigare att engagera sig som privat person</i>
34	<i>Bra</i>
35	<i>Bra</i>
36	<i>Det är mycket positivt och främjar ett sunt leverne för anställda</i>
37	<i>Att det är jättebra och mitt förtroende ökar för dem. Vi alla behövs för att kunna skapa ett friskare samhälle! Och vet jag att ett företag stödjer det jag stödjer väljer jag deras produkter.</i>
38	<i>Bra, om fler kan bidra</i>
39	<i>Mycket positivt</i>
40	<i>Bra</i>
41	<i>Det är bra, att en del av vinsten kan gå tex. till forskning.</i>
42	<i>Tummen upp</i>
43	<i>Det borde finnas fler</i>
44	<i>Det beror förstås på hur och vad de engagerar sig i. Om det gör nytta och bidrar till en positiv effekt i samhället tycker jag att det är bra att företagen engagerar sig.</i>
45	<i>Oerhört positivt</i>
46	<i>Bra, ansvarsfullt</i>
47	<i>Mycket positivt.</i>
48	<i>Bra! För mig blir produkter från företag med ett samhällsengagemang mer intressanta.</i>
49	<i>Positivt och viktigt. Likställer forskningspengar med att plantera träd.</i>
50	<i>Positivt</i>
51	<i>Väldigt positivt</i>
52	<i>Det tycker jag är bra då får priset på deras varor gärna vara lite högre.</i>

53	<i>Det är väldigt bra</i>
54	<i>Mycket bra att dom vill vara med och stötta andra</i>
55	<i>Det är jättebra att fler får möjligheten att lära sig mer om hur verkligheten ser ut.</i>
56	<i>Bra</i>
57	<i>Det är kanonbra!</i>
58	<i>Mycket bra, har oftast större genomslag</i>
59	<i>Jättebra!</i>
60	<i>Det känns väldigt bra att visa att företaget också har ett hjärta.</i>
61	<i>Positivt. Är själv hjärtsjuk och äter olika typer av hjärtmedicin.</i>
62	<i>Bra</i>
63	<i>Alltid bra med företag som engagerar sig</i>
64	<i>Väldigt bra!!</i>
65	<i>Vet inte</i>
66	<i>Mycket positivt</i>
67	<i>Bra, god samhällssyn</i>
68	<i>Positivt</i>
69	<i>Bra att företagen inspirerar sina anställda.</i>
70	<i>Det tycker jag är jätte viktigt!</i>
71	<i>Mycket positivt</i>
72	<i>Bra och engagerande!</i>
73	<i>positivt</i>
74	<i>Väldigt bra, skulle vara fler!</i>
75	<i>Så länge det är seriöst är det ok</i>

What are your thoughts about collaborations between non-profit organizations and commercial companies?

No.	Answer
1	<i>Helt ok</i>
2	<i>Appen funkar urdåligt. Går ej att spara. Synd på en så bra sak.</i>
3	<i>Man behöver inte göra reklam för ett konsumentföretag. Jag har för mig att Hjärt- och Lungfonden har tagit avstånd från att Becel skall vara så bra för hjärtat. Jag köper aldrig Becel.</i>
4	<i>Mycket bra.</i>
5	<i>Bra</i>
6	<i>Har ingen åsikt om detta</i>
7	<i>Väldigt bra, då båda företagen kan få ut mycket av detta samarbete. Bra för konsumenterna också</i>
8	<i>OK</i>
9	<i>Vet ej</i>
10	<i>?</i>
11	<i>Ingen åsikt. Kan de få hjälp utav företag med pengar och det går till ett bra ändamål så ser jag inget fel i det så länge företaget inte marknadsför krigs och varor som är skadliga.</i>
12	<i>När det är till ett gott ändamål stör det mig inte alls</i>
13	<i>Positivt!:)</i>
14	<i>Helt OK, bra sätt att få in pengar. Det är ju inte bevisat att Becel är hälsovådligt än.</i>

15	<i>Vet ej</i>
16	<i>Bra</i>
17	<i>Bra</i>
18	<i>Jag tycker att det blir ett win-win senarie och vi konsumenter tjänar mest på det. Framför allt om du är kvinna eftersom vården från ett kvinnoperspektiv verkar vara lite eftersatt.</i>
19	<i>BRA!</i>
20	<i>Okay</i>
21	<i>Vet ej</i>
22	<i>Det finns ett reklamvärde förstås till konsumentföretag.</i>
23	<i>Helt OK. Ändamålet helgar medlen</i>
24	<i>Det är bra</i>
25	<i>Kan inte se nackdelar, så länge konsumentföretagen inte missbrukar samarbetet.</i>
26	<i>Bra</i>
27	<i>Helt OK!</i>
28	<i>Tycker det i vissa fall är bra. Det beror på hur de samarbetar.</i>
29	<i>Bra</i>
30	<i>Jag tycker det är bra och hoppas verkligen att det skänks pengar och att det går till forskning!</i>
31	<i>Helt ok, speciellt med tanke på målet! Men jag har ändå en grundinställning och uppmanar också i mitt jobb att använda sitt kontaktnät..på bästa möjliga sätt när det behövs.</i>
32	<i>Jättebra. Någon måste dra igång. Häftigt initiativ från 1,6. Bravo!</i>
33	<i>OK</i>
34	<i>Bra</i>
35	<i>Helt OK om man verkligen tror på det man gör.</i>
36	<i>Jag tycker det är bra så länge man kommer någon vart i arbetet för att främja det man vill i detta fall kvinnohjärtat.</i>
37	<i>Bra</i>
38	<i>Positivt, tror inte de bidragit med lika mycket pengar utan denna kampanj.</i>
39	<i>Bra.</i>
40	<i>Win-Win!! Alltid ok!!</i>
41	<i>kanon!</i>
42	<i>Bra när konsumentföretaget kan förmås att avstå lite av sin vinst till ett behjärtansvärt ;) ändamål, men men jag känner mig ändå lite kliven - svårt med gränsdragningen. När det gäller att få fram pengar till livsviktig forskning så kanske ändamålet helgar medlen.</i>
43	<i>Helt OK för mig när det görs på detta sätt. Retar mig dock på tex "Köp K' Special och skänk pengar till Bröstcancerforskningen." Många människor luras till att köpa en produkt, utan minsta tanke på hur mycket eller snarare lite pengar som går till forskningen. Detta är däremot ett sunt sätt att få folk att bli mer insatta i hjärtsjukdomar hos kvinnor och få människor som inte promenerar ändå att ut röra på sig. Har en del kollegor som själva inte har råd att skänka en hundring till en insamling. Det är bra för deras självkänsla att kunna gå för att skänka pengar och har den där hundringen kvar till ett besök på badhuset med barnen, Det enda kruxet för min del är att jag inte kommer ihåg att sätta igång appen på alla hundrundor jag går!</i>

44	<i>Helt ok för min del när det inte är ett måste med och ingen aktiv övertalning eller krav på produkten</i>
45	<i>Ok</i>
46	<i>Bra!</i>
47	<i>Bra</i>
48	<i>Bra sätt att få pengar t forskning</i>
49	<i>absolut jättebra, pengarna måste ju som i detta fallet komma någon stans ifrån. Är ändamålet bra/gott så ger det ju skjuts åt båda.....</i>
50	<i>I det här fallet: mycket bra!</i>
51	<i>Inte såbra</i>
52	<i>inget.</i>
53	<i>det är väl bra</i>
54	<i>Det är bra.</i>
55	<i>Ett bra sätt att få in pengar till viktig forskning t.e.x.</i>
56	<i>Jag tycker att det är underbart!</i>
57	<i>Om det leder till något positivt, så OK</i>
58	<i>Bra sak.Men alla tjänar ju pengar i slutändan.Ingen jobbar gratis,eller hur.</i>
59	<i>Bra då det gagnar org:n syfte.</i>
60	<i>Bra</i>
61	<i>Det är ett bra sätt att nå ut till människor som annars inte orkar ta del av vad som gynnar individen.</i>
62	<i>Så länge pengarna går till ngt bra så tycker jag att ändamålen helgar medlen.</i>
63	<i>Så länge man väljer ett konsumentföretag med bra etik och inte låter dem diktera hur pengarna ska användas ser jag inga problem med det. Det kan dock finnas en liten risk att man ger företag en maktposition över sig eller att lojalitet mot företaget kan ställa till det. Det kan tex bli en knepig situation om pengarna som företaget skänkt används till forskning som visar på att företagets produkter är skadliga.</i>
64	<i>Bra</i>
65	<i>Mycket bra!</i>
66	<i>Ok när syftet är så viktigt !</i>
67	<i>Låter bra</i>
68	<i>Bra</i>
69	<i>Bara det gynnar människan och hälsan och är positivt så positivt</i>
70	<i>Bra så länge pengarna går till forskning om det som vi tror.</i>
71	<i>Positiv</i>
72	<i>om det är för en god sak så är det ok</i>
73	<i>Har inget svar</i>
74	<i>Är bra</i>
75	<i>Bra om det går till välgörenhet</i>
76	<i>Tycket det är bra att det går att samarbeta över en gemensam fråga, trots olika ekonomiska intressen.</i>
77	<i>Jag äter inte sådana produkter själv men gick med enbart för att bidra med pengar, tveksamt om man ska göra det om man inte står för produkten. Får nog tänka lite... Undrar om Becel ställer några krav?</i>
78	<i>Det kan vara bra, men det beror på vad det är för företag.</i>

79	<i>Positivt</i>
80	<i>Tror att det hjälper till att öka kunskapen om vikten att leva ett sunt och hälsosamt liv.</i>
81	<i>Att det är en bra kampanj, men att det inte (förhoppningsvis) behöver vara så varje gång, för då kan man börja misstänka att företaget gömmer en hemlig agenda och försöker rena sitt rykte eller fasad via hjälporganisationen. Tragiskt att man tänker så men man är upplärd att dagens företag gör allt för vinst.</i>
82	<i>Varför inte om det nytta</i>
83	<i>Det bryr jag mig inte om</i>
84	<i>OK</i>
85	<i>Bra</i>
86	<i>Helt OK, stör mig inte alls.</i>
87	<i>Vet ej.</i>
88	<i>Ingen kommentar</i>
89	<i>Jag tycker att det är bra att de samarbetar om konsumentföretaget bidrar med sponsring</i>
90	<i>Bra när det har en välgörande ändamål</i>
91	<i>jag tycker att tanken med denna app är otroligt bra! När jag såg reklamen på TV:n för den laddade jag ner den direkt för att kunna vara med och göra skillnad geneom att bara ladda ner appen. Jag går oftast flera mil i veckan så tänkte att det här skulle vara jättebra. Dock så fungerar appen otroligt dåligt för mig. Den fastnar då inga kommandon fungerar och har loggat ut mig utan att låta mig logga in igen. Detta har lett till att endast ca 3km har kunnat registrerats även fast jag har gått betydligt mcyket mer vilket jag tycker är synd. Tack för mig!</i>
92	<i>Kanon bra! Tänk att kunna promenera för min skull, men samtidigt samla in pengar!</i>
93	<i>Ett bra sätt att sprida kunskap</i>
94	<i>Bra</i>
95	<i>Bra</i>
96	<i>Så länge de inte inte förändrar sin agenda tycker jag att det är positivt.</i>
97	<i>Bra</i>
98	<i>ok</i>
99	<i>Fantastiskt</i>
100	<i>Ok</i>
101	<i>Lite skumt med tanke på att Becels produkter inte alls är bra för hälsan!!</i>
102	<i>Bra</i>
103	<i>Ok</i>
104	<i>Det är enbart positivt, om det innebär att mer pengar kan samlas in för ett gott syfte som gynnar samhället och särskilt kvinnor.</i>
105	<i>Helt ok om det är för ett gott syfte.</i>
106	<i>Helt ok om det är för en "god sak" och ett enklare/billigare sätt sätt att nå sin målgrupp.</i>
107	<i>Det är bra.</i>
108	<i>Både bra och dåligt. Det beror på företagets moral och marknadsföring.</i>

109	<i>Jättebra</i>
110	<i>OK</i>
111	<i>Det är bra, om det är för en god sak som ökar allmänhetens medvetande.</i>
112	<i>Ett bra sätt att engagera andra</i>
113	<i>Det är bra att kunna samarbeta ifall det leder till något positivt.</i>
114	<i>Bra</i>
115	<i>Går det till bra ändamål så är det positivt</i>
116	<i>Det är väl perfekt!</i>
117	<i>Utmärkt!</i>
118	<i>Helt ok, orsaken, målet och resultatet viktigast</i>
119	<i>Delvis bra!</i>
120	<i>Dåligt</i>
121	<i>Ok om för en god sak!</i>
122	<i>Ok</i>
123	<i>Toppen!</i>
124	<i>Vet ej</i>
125	<i>Ingen åsikt.</i>
126	<i>Tycker att sätta att samla in pengar till forskning är toppen. Jag använder inte Becel av olika anledningar men kan bortse från det när de skänker pengar till forskningen.</i>
127	<i>Bra</i>
128	<i>Det är väll bra</i>
129	<i>Utmärkt! Ett bra sätt att få in pengar.</i>
130	<i>Det är bra.</i>
131	<i>Bra</i>
132	<i>Ingen åsikt</i>
133	<i>Ok</i>
134	<i>Det är bra</i>
135	<i>Vi behöver alla hjälpas åt.</i>
136	<i>Vet ej</i>
137	<i>Mycket positivt</i>
138	<i>Jättebra.</i>
139	<i>Varför inte? För att nå ut till en bredare grupp</i>
140	<i>Ett bra sätt att hjälpa till att få ut ett bra budskap som gäller så många.</i>
141	<i>Allt som gynnar forskning för hälsa och välmående är bra.</i>
142	<i>Helt ok när det går till ett bra syfte!</i>
143	<i>positivt</i>
144	<i>Bra!</i>
145	<i>Det är ju ett lätt sätt att skänka pengar.</i>
146	<i>Bra</i>
147	<i>Positivt då det gagnar forskning.</i>
148	<i>Oftast bra marknadsföring för båda parter, "win-win"</i>

Appendix C: Tables

Statistics	Total	
	Percent	Number
No answer	16%	45
Uncompleted	20%	57
Completed	65%	186
Total	100%	288

How did you become aware of the Gå för hjärtat project? (More than one alternative can be selected)	Total	
	Percent	Number
Colleagues	4%	7
Friends / family	14%	26
Fan-page on Facebook	34%	62
1,6 miljonerklubben's homepage	16%	28
Becel's homepage	3%	5
Other commercials (E.g. TV)	28%	50
Other:	16%	29
Total	115%	207

What is the main reason to why you engaged in the project?	Total	
	Percent	Number
To collect money	53%	94
Exercise more	39%	69
To socialize	1%	2
Other	7%	12
Total	100%	177

Have you increased your exercise level after getting involved in the campaign?	Total	
	Percent	Number
Yes, I lot more	21%	38
Yes, a little bit more	51%	91
No	26%	47
I do not know	2%	4
Total	100%	180

	Total	
How many days/week do you walk?	Percent	Number
1 day/ week	2%	3
2-3 days / week	24%	44
4-6 days / week	37%	66
Everyday	34%	62
Other:	3%	5
Total	100%	180

	Total	
How far do you walk in average / walk?	Percent	Number
0-2 km	19%	35
3-5 km	61%	109
6-8 km	16%	29
More than 8 km	4%	7
Total	100%	180

	Total	
Have you registered your walk to raise money to 1,6 miljonerklubben?	Percent	Number
Yes, through Facebook's fan-page	11%	19
Yes, through the mobile application	69%	124
No, I have not registered my walks.	21%	37
Total	100%	180

	Total	
Has it become a social activity for you to register your walks for the <i>Gå för hjärtat</i> project? (More than one alternative can be selected)	Percent	Number
Yes, among my friends	22%	31
Yes, among my colleagues	2%	3
Yes, in my family	27%	38
No	55%	79
Total	106%	151

	Total	
Do you think more about your health after you became aware of the campaign?	Percent	Number
Yes	57%	103
No	43%	77
Total	100%	180

	Total	
How did the campaign affect you? (More than one alternative can be selected)	Percent	Number
Changed diet	39%	40
Increased exercise	81%	83
It made me check my heart health	22%	23
Other:	7%	7
Total	149%	153

	Total	
Have you received more knowledge of women's cardiovascular disease after you became aware of the campaign?	Percent	Number
Yes	39%	71
No	61%	109
Total	100%	180

	Total	
Did you receive a higher awareness of 1.6 miljonerklubben and what they do due to the campaign?	Percent	Number
Yes	53%	95
No	47%	85
Total	100%	180

	Total	
Is your attitude toward 1,6miljonerklubben more positive after you became aware of the campaign?	Percent	Number
Strongly agree	31%	56
Agree	22%	40
Unchanged	43%	78
Do not agree	1%	1
Strongly disagree	3%	5
Total	100%	180

	Total	
Did you receive a higher awareness of Becel and its products due to the campaign?	Percent	Number
Yes	32%	57
No	68%	123
Total	100%	180

	Total	
Is your attitude toward Becel more positive after you became aware of the campaign?	Percent	Number
Strongly agree	16%	29
Agree	18%	33
Unchanged	54%	98
Do not agree	3%	5
Strongly disagree	8%	15
Total	100%	180

	Total	
Do you buy Becel's products?	Percent	Number
Yes, always	7%	12
Yes, often	7%	12
Yes, sometimes	36%	64
No	51%	92
Total	100%	180

	Total	
What is the primary reason to why you consume Becel's products?	Percent	Number
Taste	5%	4
The content of Omega 3 and Omega 6	84%	74
Price	5%	4
Other:	7%	6
Total	100%	88

Do you consume Becel's products more after you became aware of the <i>Gå för hjärtat</i> campaign?	Total	
	Percent	Number
Yes, much more	4.5%	4
Yes, a little bit more	29.5%	26
No	66%	58
Total	100%	88