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Small Purchases Make A Big Difference

A quantitative study of how brand-cause fit affects brand loyalty within the FMCG industry

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Abstract

The high competition in the FMCG market today has led to an increased focus on retaining customers and adding value beyond the core business interest. Consequently, most brands engage in cause-related activities to drive brand loyalty. However, the FMCG industry is characterized by low customer involvement, which could argue why cause-related activities do not affect customer behavior. Furthermore, both phenomena of brand loyalty and brand activism are complex and there is a lack of consensus in previous research regarding the direct effects of the relationship, particularly within an FMCG context. Therefore, this study aimed to investigate how brand-cause fit influences brand loyalty within the FMCG industry. The results showed that customer attitudes, social norms, and perceived behavioral control are three indirect effects that significantly impact the relationship between brand-cause fit and brand loyalty. Academically, the findings of this study contribute to previous research by identifying the three indirect effects. Managerially, the findings contribute to an understanding of the complexity of building brand loyalty through cause-related activities in an FMCG context.

Key Words: FMCG, Brand Loyalty, Brand-Cause Fit, Brand Activism, Repurchase Intentions

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1. Introduction

This first chapter introduces the background for the study, followed by the problematization and the purpose of the research. Afterward, the aimed contributions of the research will be presented and discussed. Lastly, the chapter outlines the thesis structure for the reader.

1.1 Background

In today's society, there is a vast abundance of different choices for the same type of product, in particular when looking into the fast-moving consumer goods (FMCG) industry (Botha, Creaven & Mandy, 2020). The FMCG industry is led by some of the world's largest companies including PepsiCo, Unilever, Nestlé, and Procter & Gamble, supplying everyday goods to households around the world (Investopedia, 2022b). Further, the industry accounts for more than half of all consumer spending (Investopedia, 2022b), and the five largest FMCG companies have net sales of over 50 billion dollars (Statista, 2022). Importantly, there is high competition for market share and companies focus on building strong brands to attract customers to stand out from the competition (McKinsey, 2018).

The success of a brand is highly dependent on the ability to build brand loyalty amongst current customers (Mellens, Dekimpe & Steenkamp 1996). Brand loyalty is when a customer chooses one brand over another with continuity over a long period, despite competitive influences (Adha & Utami, 2021; Nyadzayo, Matanda & Rajaguru, 2018). According to previous research, a dominant indicator of brand loyalty within the FMCG market is repeated customer satisfaction, which is shown through intentional behavior to repurchase (Adha & Utami, 2021; Leahy, 2011). Hence, this indicates that repurchase intentions determine if the customer will engage in a loyal relationship with the brand or not (Lemon & Verhoef, 2016). Customer repurchase intentions are particularly important in the FMCG industry, where the business model is built on high-volume sales and low-profit margins (Dupre & Gruen, 2004; Menidjel, Benhabib & Bilgihan, 2017). In other words, FMCG companies are highly dependent on their products having a short shelf life and becoming part of customers' daily routines.

Joghee & Pillai (2013) describe that FMCG products have low customer involvement, meaning that the purchase decision does not require a lot of thought or time. However, the authors explain how marketers within the FMCG industry can benefit from brand building and gain customer loyalty by adding valuable characteristics to the brand. Furthermore, research within the FMCG market has found that both cognitive and emotional connections to a brand affect brand loyalty, however, research is limited to these low-involvement goods (Kumar Mishra, Kesharwani & Das, 2016; Leahy, 2011). For example, Mahmood and Haider (2020) describe how future research is required to assess the major motivational factors of brand loyalty within the FMCG industry. Particularly suggesting factors that are found to affect customer behavior in previous studies such as price, quality, and product availability, however, yet unexamined in an FMCG context (Mahmood & Haider, 2020).

Several researchers show that one of the most effective ways of building brand loyalty is by promoting a social or political cause beyond the core business interest (Farache et al., 2008; Vredenburg et al. 2020; Shetty, Venkataramaiah & Anand, 2019). Using a social or political cause as a marketing strategy has been proven to shape stakeholders' understanding of a brand's true values, which in turn will predict their behavior towards the brand in the future (Korschun, 2021). In particular, customers within the FMCG market are showing a higher willingness to pay for everyday goods that add emotional value (MicKinsey, 2018; Edelman, 2019; van Gils & Horton, 2019). This value-driven approach to improving the social and political issues of the world is called brand activism (Kotler & Sarkar, 2017).

Brand activism has emerged from the concept of Cause-Related Marketing (CRM) (Kotler & Sarkar, 2017). CRM originates from Corporate Social Responsibility (CSR), which refers to all organizational activities with engagement in social causes (Bigné-Alcañiz, et al., 2012). In contrast to CRM and CSR which focus on societal obligations, brand activism is value-driven and usually has a stronger effect on customer behavior (Manfredi-Sánchez, 2019). Many companies strive to position themselves as brand activists, as it may strengthen their competitive advantage in a crowded marketplace (Kotler & Sarkar, 2017; Vredenburg et al., 2020).

Black Lives Matter (BLM), Me Too, and the LGBTQ movement are examples of some of the social cause movements that have gained attention in recent years, where brands have taken a stance. For example, Starbucks which is an FMCG brand has taken a political stance in its marketing campaign “Every Name’s a Story #whatsyourname”, to advocate the transgender movement (Starbucks, 2022). A core value for the transgender movement is a name change, which aligns with the core concept for Starbucks of naming each cup (Starbucks, 2022). Hence, it represents a successful example where the cause is compatible with the brand (4sales, 2022). However, brand activism may also backfire and create undesired consequences.

An example of an FMCG brand that created a controversial campaign against toxic masculinity is Gillette (Mirzaei et al., 2022). The response from customers was widespread, however, the message was overwhelmingly negative with customers threatening to never purchase the products again (Forbes, 2022). Despite the risk of using cause-related marketing, it is one of the most commonly used marketing strategies today (Mirzaei et al., 2022). Previous research shows that customers believe that brands have the power to contribute to societal change and are more loyal to brands that have a purpose beyond the core business interest (van Gils & Horton, 2019). To succeed with brand activism, customers must find the social cause compatible with the brand, which Bigné-Alcañiz, et al. (2012) describe as the brand-cause fit.

Brand-cause fit is the most common determinant of the customer response to a brand's cause-related activities (Bigné-Alcañiz, et al., 2012). It studies the customer perception of the compatibility between the brand and the associated cause. The likelihood of a positive customer response such as intention to repurchase may be strengthened if the brand-cause fit is perceived as high (Bigné-Alcañiz, et al., 2012). In contrast, when the fit is perceived as low, customers are more likely to boycott brands as they don't hold their promises or align with personal beliefs (marketingsociety, 2021; Bhagwat et al., 2020; Edelman, 2019; Shetty, Venkataramaiah & Anand, 2019). Consequently, brand activism has the potential to build strong customer relationships when it succeeds with a strong brand-cause fit (Bhattacharya and Sen, 2004).

1.2 *Research Gap*

In regards to the complexity of brand activism and its effects on brand loyalty, there are several facets in need of further exploration. In particular, focusing on the customers' perceived brand-cause fit and studying the indirect effects on customer brand loyalty. Specifically, in the FMCG industry where previous research argues for the importance of building brand loyalty through returning customers (Adha & Utami, 2021; Dupre & Gruen, 2004; Leahy, 2011).

One widely studied phenomenon on how to build brand loyalty is by engaging in brand activism (Farache et al., 2008; Vredenburg et al. 2020; Shetty, Venkataramaiah & Anand, 2019). In this previous research, the customer perception of the brand activism has been of interest, especially the perceived compatibility between the brand and the social cause (Alhouti, Johnson and Holloway, 2016; Bigné-Alcañiz, et al., 2012). It is highlighted that customers believe that brands can impact societal change (van Gils & Horton, 2019) and hence, prefer that the cause aligns with personal beliefs (Vredenburg et al., 2020). Nevertheless, if not done correctly, it can result in backlash and potential boycotting of a company (Bhagwat et al., 2020; EdShetty, Venkataramaiah & Anand, 2019). Due to this, building successful brand activism is complex and can be viewed as a challenge.

In particular, successful brand activism within the FMCG industry is difficult to achieve due to the high competition of similar products and the low customer involvement (Joghee & Pillai, 2013). Specifically, customers use FMCG products in their daily routines and do not spend a lot of thought throughout the purchasing process. Still, brand activism has been shown to be one of the most effective ways to build brand loyalty within the FMCG industry (Menidjel, Benhabib & Bilgihan, 2017). Nevertheless, existing studies on how brand activism and brand loyalty within an FMCG context are limited (Mahmood & Haider, 2020; Menidjel, Benhabib & Bilgihan, 2017; Rivera, Bigné & Curras-Perez, 2019).

Furthermore, researchers highlight various gaps when studying the relationship between brand activism and brand loyalty in other contexts (Adha & Utami, 2021; Manfredi-Sánchez, 2019; Nyadzayo, Matanda & Rajaguru, 2018). Some research focuses specifically on the customer

perception of brand activism while pointing to the lack of research focusing on repurchase intentions (Joo, Miller & Fink, 2019; Vredenburg et al., 2020). Others find a large influence on customers' consumption patterns, however, identify that brand loyalty as a consequence of cause-related marketing is largely unexplored (Khawaja and Mostapha, 2021; Manfredi-Sánchez, 2019). Lastly, it is shown by several researchers that brand activism stimulates consumer reactions when well communicated (Farache et al., 2008; Khawaja and Mostapha, 2021; Rivera, Bigné & Curras-Perez, 2019). Thus, there is a complexity in the direct relationship between brand activism and brand loyalty.

Finally, previous research studying the relationship between brand activism and brand loyalty has various findings. To begin with, a positive correlation between cause-related activities and customer purchase intentions is found in some research (Howie et al., 2018; Nickerson and Goby, 2016). Other research indicates that cause-related activities highly affect customer attitudes (Howie et al., 2018), meanwhile, some show no significant correlation (Ahmed et al., 2019; Lu et al., 2020). Additionally, it is argued that the research is scarce on the effects within an FMCG context (Rivera, Bigné & Curras-Perez, 2019). With this lack of consensus in previous research, it is evident that the effects of brand activism are multifaceted. By only looking at the direct effects, the indirect effects are overlooked. Thus, this research will study the indirect effects of brand activism on brand loyalty within the FMCG industry, specifically looking at perceived brand-cause fit and repurchase intention factors.

1.3 Research Purpose

By examining the relationship between perceived brand-cause fit and brand loyalty, this study aims to provide an understanding of the indirect effects of having a high perceived brand-cause fit, to drive repurchase intentions amongst customers within the FMCG industry. Further, the indirect effects are studied by using the theory of planned behavior by Ajzen (1985), as a framework to build the research model with mediating effects. By using a quantitative method approach, this research will provide an increased understanding of the relationship between constructs, meanwhile, it will elicit differences among the mediating effects. Eventually, since

existing literature points to a lack of consensus and hence, a research gap on how brand activism affects brand loyalty, the following research question is formulated:

RQ1: How does brand-cause fit influence brand loyalty within the FMCG industry?

Given the research question, this study will offer new perspectives and contribute to previous research in several ways. First, since the customer perception of the fit between a brand and a cause is influenced by several factors and that repurchase intention also includes several motivational factors, this study will contribute to previous literature (Adha & Utami, 2021; Manfredi-Sánchez, 2019; Nyadzayo, Matanda & Rajaguru, 2018), by examining the mediating effects. Second, an original conceptual framework is presented to model the perceived brand-cause fits' impact on the customer repurchase intention. The framework is based on the well-known theory of planned behavior (TPB), which studies customer behavioral effects. This study will observe and distinguish the indirect effect of perceived brand-cause fit on brand loyalty through; (1) customer attitudes, (2) social norms, and (3) behavioral control. Finally, this study aims to contribute to further knowledge on how perceived brand-cause fit can influence brand loyalty among customers within the FMCG industry. Additionally, providing managerial contributions to help practitioners improve their understanding of brand activism as well as the potential perceived risks.

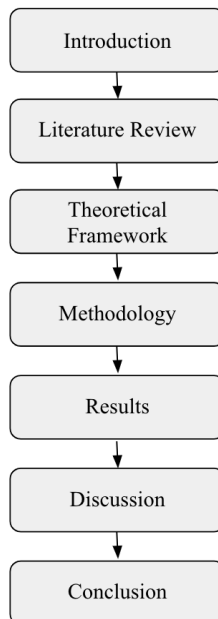


Figure 1. Outline of the Thesis.

2. Literature Review

In this section we review the literature within the research fields of FMCG, brand loyalty and brand activism. This chapter aims to provide an overview of the existing literature of the concepts. Lastly, it aims create an understanding of how the FMCG industry relates to brand loyalty and the role of brand-cause fit.

2.1 Characteristics of the FMCG Industry

Across the world, a large portion of monthly household budgets is allocated to fast-moving consumer goods (FMCG) (Investopedia, 2022b). Kotler and Armstrong (2011) define FMCG as low-value goods that are frequently sold by retailers. Rishi (2013) and, Joghee and Pillai (2013) refer to products that are regularly bought and are characterized by low customer involvement. These products are usually purchased frequently on a smaller scale and can for example include detergents, milk products, toiletries, beverages, and over-the-counter drugs such as aspirin (Rishi, 2013). Due to the nature of FMCG products, these brands become part of customers' daily routines (Investopedia, 2022b). This, in turn, makes the decision-making process when purchasing short, with little thought behind the choices (Joghee & Pillai, 2013).

“Fast-moving” indicates a short shelf life, either due to high customer demand or because of the low product durability (Investopedia, 2022b; Leahy, 2011). Due to this, the business model of FMCG is built on high-volume sales and low-profit margins, which increases competition between brands (Investopedia, 2022b; Mohan and Sequeira, 2016; Rishi, 2013). Some of the most well-known FMCG companies have hundreds of product brands within their portfolio. These create an infinite amount of choices, which can make the customers' decision-making overwhelming. Consequently, brands face the challenge of retaining existing customers, while attracting new ones (Botha, Creaven & Mandy, 2020).

During the last decades, there has been an increased research focus on branding within the FMCG industry (Botha, Creaven & Mandy, 2020; Celen, Erdogan, & Taymaz, 2005; Nijssen, 1999). With the wide range of supply in the market, research has found that brands are struggling

to stand out from the competition (MicKinsey, 2018). Thus, several researchers point to the importance of brand loyalty within FMCG to retain customers and secure high volume sales through repeated purchases (Kumar & Advini, 2005; Punniyamoorthy & Prasanna Mohan Raj, 2007).

2.2 Brand Loyalty

Brand loyalty is a phenomenon within the field of marketing that researchers and practitioners use to describe customer commitment (Oliver, 1999; Punniyamoorthy & Prasanna Mohan Raj, 2007). The concept of brand loyalty was first developed in the 1950s (McConnell, 1968) when several researchers looked beyond the behavioral aspects of a brand and recognized the importance of the attitudinal aspects (Maheshwari, Lodorfos & Jacobsen, 2014). Today, multiple researchers define brand loyalty as the customer commitment to consistently repurchase a specific brand despite competitive influences (Adha & Utami, 2021; Dick & Basu, 2014; Moalla & Bisschoff, 2012; Melnyk, Van Osselaer & Bijmolt, 2009; Nyadzayo, Matanda & Rajaguru, 2018; Watson F. et al, 2015). Further, it has become a way for customers to express their general satisfaction with a brand's performance (Bloemer & Kasper, 1995). Arens, Weigold, and Arens (2011) confirm this by defining brand loyalty as the “customer decision, expressed through the intention or behavior, to continuously purchase from a brand” (Arens, Weigold & Arens, 2011, p. 645).

A company's success depends largely on its ability to build brand loyalty since loyal customers have several benefits (Nyadzayo, Matanda & Rajaguru, 2018). For example, FMCG brands that have high customer loyalty do not need to invest in advertising, to the same extent as those that lack loyal customers (Chaudhuri & Holbrook, 2001). This is because brand loyalty lowers marketing costs around six times by retaining customers compared to the cost of attracting new customers (Mellens, Dekimpe & Steenkamp, 1996). Lastly, major competitive advantages include reduced price sensitivity amongst customers, positive word-of-mouth (Dick & Basu, 2014; Mishra, 2017; Han et. al, 2018), and increased profitability due to high volume sales (Chaudhuri & Holbrook, 2001).

Further, the main aspect behind brand loyalty is brand satisfaction, which has a strong connection to customer relationship commitment (Bloemer & Kasper, 1995; Mishra, 2017). This continuous relationship commitment is reflected through customer repurchase intentions (Adha & Utami, 2021). Thus, to build brand loyalty there has to be a systematic tendency to repurchase the brand and the action of purchase has to have occurred at least twice (Adha & Utami, 2021; Mellens, Dekimpe & Steenkamp, 1996). In addition, customer experiences that result in positive customer attitudes towards a brand may build long-term brand loyalty (Adha & Utami, 2021; Bloemer & Kasper, 1995). Henceforth, customer brand loyalty is realized in future purchase intentions and regular repurchases over time (Adha & Utami, 2021).

Further, to build brand loyalty the customer must have a positive perception of the brand after a purchase has been made. This is because the likelihood of having returning customers increases with repeated customer satisfaction (Siebert, et al., 2020). Repeated customer satisfaction is shown in previous research to be experienced in cycles (Siebert, et al., 2020). Each cycle provides a different experience that the customer bases their future behavior on. After purchase, the customer evaluates the overall experience of the brand and determines whether or not to engage in a loyal relationship. In other words, the customer determines if they have the intention to extend the relationship through future repurchases after a purchase has been made (Lemon & Verhoef, 2016). Hence, to drive brand loyalty several marketers use different strategies to attract customers, for example by engaging in social and political issues (Bhagwat et al., 2020; Kotler & Sarkar, 2017; Vredenburg et al, 2020).

2.3 Brand Activism

In today's competitive marketplace, customers look deeper than price and quality for FMCG brands that deliver values beyond the core business. Namely, customers are committing to brands that set expectations to improve the social and political issues of the world (Korschun, 2021). Consequently, FMCG brands are expected by several stakeholders to engage in brand activism (Bhagwat et al., 2020; Mirzaei, Wilkie & Sikuki, 2022; Manfredi-Sánchez, 2019). Brand activism has naturally developed from the concepts of Cause-Related Marketing (CRM) and Corporate Social Responsibility (CSR) (Kotler & Sarkar, 2017). CRM has its origins in CSR,

where organizations engage in various social causes such as social activism and corporate philanthropy (Bigné-Alcañiz, et al., 2012).

The CRM strategy can be distinguished as mutually beneficial cooperation between a company and a nonprofit organization, to promote the company's growth and the non-profit organization's cause (Bigné-Alcañiz, et al., 2012). Both CRM and CSR can be identified as corporate-driven and market-driven with the goal to generate financial profits (Bigné-Alcañiz, et al., 2012; Kotler & Sarkar, 2018). In contrast, brand activism has emerged as a concept for companies that care about the future of society and the planet with the primary goal to create fairness for all, instead of financial growth (Kotler & Sarkar, 2018).

The concept of brand activism has various definitions. However, several previous researchers agree that it is a value-driven approach that companies use to improve the social and political issues of the world (Kotler & Sarkar, 2017; Vredenburg et al, 2020). In other words, brands engage in brand activism because of their internal values rather than financial profit or self-interest (Kotler & Sarkar, 2017). For example, FMCG companies that take a stand for social or environmental issues that align with their core values and vision of the company practice brand activism (Shetty, Venkataramaiah & Anand, 2019). It is considered to be a form of marketing strategy that brands use to communicate values beyond the core purpose of the business (Manfredi-Sánchez, 2019; Vredenburg et al., 2020). The primary reason behind the growth of brand activism is the pressure put on brands by customers who expect brands to take a stance (Korschun, 2021).

By adapting and creating essential values for the customer, FMCG brands can use brand activism as a strategy to differentiate themselves from the market competitors and in turn gain loyalty among customers (Mirzaei, Wilkie & Sikuki, 2022; Manfredi-Sánchez, 2019). Shetty, Venkataramaiah, and Anand (2019) describe that customers have a positive attitude and increased purchase intention if the brand is actively communicating ethical issues. It is often viewed by customers as courageous and admirable (Korschun, 2021), however, if brand activism is perceived as a tool to achieve profit, it may result in a boycott. To prevent a boycott and limit potential negative outcomes of brand activism, FMCG companies need to carefully analyze their

customer values and behaviors before advertising the cause (Shetty, Venkataramaiah & Anand, 2019).

There are two important angles to consider when building brand activism. First, it is the customer view, having an outside-in perspective on values and beliefs (Vredenburg et al., 2020). Second, Korschun (2021) highlights the importance of also evaluating the heart and soul of the brand when choosing to promote a cause. Once a brand chooses to promote a cause it is important to show commitment by acting within organizational boundaries (Korschun, 2021). Therefore, the compatibility between the cause and the brand values is important to building a successful strategy (Korschun, 2021).

2.3.1 *Brand-cause fit*

Traditionally several marketing strategies make associations between the product and different objects perceived as positive by the public (Nan & Heo, 2007). For example, sponsorships at sporting events or celebrity endorsements that are well-received by the public (Nan & Heo 2007). Similarly, when engaging in brand activism, the social cause or non-profit organization associated with the product is usually positively received by customers. The critical issue for all these organizational strategies has been the perceived compatibility or “fit” between the social cause and the brand it is associated with (Aaker & Keller 1990; Nan & Heo 2007).

Brand-cause fit can be defined as the customers' perceived compatibility between a social cause and a specific brand (Bigné-Alcañiz, et al., 2012). The brand-cause fit relationship can further be divided into two categories, functional fit and image-based fit (Bigné-Alcañiz, et al. 2012; Chéron, Kohlbacher, & Kusuma, 2012). Functional fit is the perceived compatibility between the business functions and the cause being supported by the brand (Bigné-Alcañiz et al., 2012). On the contrary, the image-based fit is the compatibility customers perceive between the cause and the business vision, mission, and core values (Bigné-Alcañiz, et al., 2012).

Previous studies show that the incorporation of social causes in marketing can have a positive impact on the customer brand image, brand attitude, and purchase intention (Bigné-Alcañiz et al., 2012). To determine the customer responses to the business cause-related activities, the

brand-cause fit is one of the most broadly researched topics (Bigné-Alcañiz et al., 2012). In other words, the brand-cause fit has been shown to demonstrate the customer perception of the compatibility between the specific cause and brand being studied (Bigné-Alcañiz, 2012). Furthermore, the difference in customer perception between high and low brand-cause fit can strengthen behavioral responses to the brand in the form of purchase intention.

Moreover, the degree of brand-cause fit can be an indicator of customer behavioral response to the social causes in the brand activities (Bigné-Alcañiz et al, 2012). A brand with a high brand-cause fit can strengthen customers' identification by offering a social stance to differentiate themselves from other individuals (Bigné-Alcañiz et al, 2012; Bhattacharya and Sen, 2003). Accordingly, cause-related activities have the potential to build strong customer relationships. In the situation where brands satisfy customer self-definition needs through brand activism, customers are likely to favor the brand (Bhattacharya and Sen, 2003). Some researchers show that a high brand-cause fit has positive effects on customer attitudes (Cui et al., 2003; Chéron, Kohlbacher, & Kusuma, 2012). However, previous research suggests that the influence of perceived brand-cause fit on customer behavior is complex and several factors are yet to be explored (Barone, Norman & Miyazaki, 2007; Galan Ladero, Galera Casquet & Singh, 2015).

3. Theoretical Framework

This chapter presents a comprehensive overview of the Theory of Planned Behavior as a theoretical framework for this study. Thereafter, the development of each hypothesis is outlined based on the previous literature and theory. Finally the conceptual framework is presented to give an overview of the model used for the study.

3.1 Theory of Planned Behavior

An important theoretical construct when studying predicted customer behavior such as repurchase intention is the Theory of Planned Behavior (TPB), developed by Ajzen (1987). The TPB framework outlines an individual's intention to perform a specific behavior and is a well-known theory in marketing and communication (Ajzen, 1987; Ferdous, 2010). The socio-psychological theory is often used to explain an intended customer behavior such as purchasing a product (Ajzen, 1985).

The TPB is an extension of the originally constructed theory of reasoned action (TRA), which instead focuses on explaining the correlation between individual behavior, attitude, and actual actions (Ajzen 1987; Ajzen, 1991). The extended theory of TPB was developed to focus on expressing an individual's intention to behave in a certain manner instead of the actual act (Ajzen, 1991). The intentions are studied because the individual perception most linked to the physical actions is the intention to engage in a certain behavior (Ajzen, 1987). Hence, it results in a higher possibility to predict an individual's behavior such as repurchasing a certain product. To predict an individual's intention, the TPB determines the motivational factors that impact the intention in behavior (Ajzen, 1987; Ferdous, 2010).

The theory outlines three conceptually independent determinants which capture the motivational factors of an individual's intention to behave in a certain manner (Ajzen, 1987). The first determinant of TPB is the *attitude*, referring to customers' favorable versus unfavorable perception of the behavior being questioned. The attitude a customer has towards a certain intention is determined in an evaluation process of the potential result from performing the

specific behavior (Ajzen, 1987). The evaluation process will be predicted based on previous experiences and overall perception of the brand.

The following determinant is the *social norm*, which refers to the degree to which the individual perceives social pressure in their surroundings to perform a specific behavior (Ajzen, 1987). This dimension focuses on the approval of the behavior from the individual's social environment, which is dependent on the traditional behavior such as norms within a group. These social norms are part of a wider cultural context and are accepted as the standard behavior in the social circle (Ajzen, 1991). The social norms are often a reflection of the moral domains within the group (Ajzen, 1987).

Lastly, the third determinant is *perceived behavioral control*. It indicates that customers' perceived behavioral control is affected by previous experiences, opportunities, and resources (Ajzen, 1987). In particular, behavioral control reflects past experiences as well as the anticipated consequences and hurdles. Additionally, it is predicted that customers with several past experiences of purchasing a specific product or brand will tend to repurchase it in the future (Giantari et al., 2013).

Furthermore, if customers have a positive experience, they are more likely to show confidence in behavioral control (Giantari et al., 2013). Ahmed et al. (2021) explain how the perceived behavioral control can be exemplified as the individual's awareness of personal purchasing power for more expensive products such as organic foods compared to non-organic foods. In addition, Korschun (2021) describes that customers are today valuing what a brand stands for over price and quality and the values a brand promotes through brand activism, is a benchmark for what recurring customers are expecting. In summation, the three conceptually different independent determinants of intention are assumed to mediate the effects of various factors which impact a certain behavior (Ajzen, 1987). Collectively these determinants of the TPB display the customers' actual intention to perform a certain behavior (Ajzen, 1987; Ferdous, 2010).

3.2 Development of Hypotheses

3.2.1 *Customer Attitude*

The first determinant of intention behavior is as previously mentioned, customer attitude, referring to customers' positive or negative perception of a specific behavior (Ajzen, 1987). A customer's attitude towards a certain intention is based on previous experience and perceptions of a brand (Ajzen, 1987). Further, the customers' intention to repurchase a brand is an indicator of brand loyalty (Adha & Utami, 2021; Dick & Basu, 2014; Moolla & Bisschoff, 2012; Melnyk, Van Osselaer & Bijmolt, 2009; Nyadzayo, Matanda & Rajaguru, 2018; Watson F. et al, 2015). Hence, the potential repurchase intention is dependent on the customers' overall experience with the brand (Ajzen, 1987; Lemon & Verhoef, 2016). Therefore, brands need to understand the customers' attitudes towards the brand to build effective brand loyalty (Adha & Utami, 2021; Mitchell & Olson, 1981). In particular, it is important when looking into the FMCG industry (Dupre & Gruen, 2004). Primarily due to the high-volume sales and low-profit margins which increases the importance of retaining customers (Investopedia, 2022b; Mohan & Sequeira, 2016; Rishi, 2013).

Further, since it is found that positive customer attitudes can lead to increased brand loyalty (Adha & Utami, 2021) and brand loyalty is crucial for any FMCG brands success (Nyadzayo, Matanda & Rajaguru, 2018), it is of interest to study what influences brand loyalty within the FMCG industry. Previous research shows that customers with a positive attitude toward the brand tend to be more loyal if the brand is actively taking a stand and communicating social issues (Vredenburg et al. 2020; Shetty, Venkataramaiah & Anand, 2019). For successful brand activism, the advocated social cause must be perceived as compatible with the brand by customers (Korschun, 2021). Particularly, in the FMCG industry where emotional connections to the brand are found to affect brand loyalty (Leahy, 2011). Using brand-cause fit can therefore be an essential strategy for FMCG brands to increase repurchase intention and brand loyalty. Consequently, brands need to carefully analyze their customer values and behaviors before communicating a social cause (Shetty, Venkataramaiah & Anand, 2019).

A way to increase the customer perception of the brand's social cause is to support a cause that aligns with the business's core values (Bhattacharya and Sen, 2004; Shetty, Venkataramaiah & Anand, 2019). Further, to build positive customer attitudes towards the brand the company must show commitment by acting within organizational boundaries as well (Korschun, 2021). Hence, this shows the increased importance of aligning the cause to the brand's core values.

In conclusion, customer attitudes are influenced by the perceived brand-cause fit which can determine the customer's repurchase intention. Moreover, since customer attitudes are measured through customers' previous experiences and impressions of a brand (Adha & Utami, 2021), they have an essential role in the relationship between brand-cause fit and brand loyalty. Therefore, it is of interest to further examine the indirect effect of brand-cause fit and customer behavior (Barone, Norman & Miyazaki, 2007; Galan Ladero, Galera Casquet & Singh, 2015). Consequently, this study will examine attitude as the indirect effect between brand-cause fit and brand loyalty by using the following hypothesis:

H1: Customer attitudes positively mediate the relationship between the perceived brand-cause fit and brand loyalty within the FMCG industry.

3.2.2 Social Norms

The following determinant of intentional behavior is, as previously described, the social norm, which focuses on the social environment and accepted behavior within a group (Ajzen, 1987). This can determine whether or not an individual is likely to act in a specific manner. Hence, after purchasing a product from a specific brand the repurchase intentions are affected by the social norms in the customer's environment (Ajzen, 1987). Repeated purchases indicate that customers are loyal to the brand and identify with individuals who also use the brand (Adha & Utami, 2021; Hoeffler & Keller, 2002; Muniz & O'Guinn, 2001). This is particularly important in the FMCG industry because of the need to retain customers and drive high volume sales (Investopedia, 2022b; Mohan & Sequeira, 2016; Rishi, 2013).

Furthermore, an effective way to build brand loyalty is through cause-related activities (Adha & Utami, 2021; Manfredi-Sánchez, 2019; Nyadzayo, Matanda & Rajaguru, 2018). Research shows

that brands that advocate a purpose beyond the core business are often positively perceived by the public (Aaker & Keller, 1990; Nan & Heo, 2007). Further, it is found by several researchers that social surroundings such as a positive perception of the public can affect customer behavior (Ajzen, 1987; Galan Ladero, Galera Casquet & Singh, 2015). However, the cause being supported must be perceived as compatible with the brand (Korschun, 2021).

Multiple studies highlight that the perceived brand-cause fit affects the customer's behavioral response to cause-related activities (Bigné-Alcañiz et al, 2012; Bhattacharya and Sen, 2003). In other words, the perceived brand-cause fit can influence the customer's decision to repurchase (Bigné-Alcañiz et al., 2012). However, previous research overlooks the indirect effects when studying the relationship between brand-cause fit and brand loyalty (Howie et al., 2018, Lu et al., 2020; Nickerson & Goby, 2016). Hence, it is of interest to study how social norms mediate the relationship between brand-cause fit and brand loyalty. This paper will therefore study social norms as the indirect effect of the relationship, by the following hypothesis:

H2: Social norms positively mediate the relationship between the perceived brand-cause fit and brand loyalty within the FMCG industry.

3.2.3 Perceived Behavioral Control

A customer's previous experiences, opportunities, and resources define their perceived behavioral control, which is the last determinant of intentional behavior (Ajzen, 1987). As previously described, it reflects the anticipated ease or difficulty of repeating a behavior based on past experiences. Furthermore, the perceived behavioral control determines an individual's intentions to behave in a certain manner such as repurchasing products (Ajzen, 1987). It is shown that customers today choose FMCG brands that deliver values beyond the core business (Korschun, 2021). Hence, it is predicted that a customer's purchase intentions are higher if the brand communicates brand activism (Shetty, Venkataramaiah & Anand, 2019).

Brand activism is a way to build customer loyalty (Mirzaei, Wilkie & Sikuki, 2022; Manfredi-Sánchez, 2019), which is especially important in the FMCG industry. After a customer has purchased from a brand at least twice, the future purchase intentions determine whether the

customer is loyal to the brand or not (Adha & Utami, 2021). Furthermore, these intentions can be influenced by the customers' perceived behavioral control from previous experiences (Ajzen, 1987). The perceived behavioral control can vary and therefore result in an individual having different perceptions based on the latest interaction (Ajzen, 1987). However, as customers frequently purchase FMCG products (Kotler & Armstrong, 2011), they tend to build strong behavioral control for brands they are loyal towards. Henceforth, frequent purchasing of FMCG can lead to customers' being more certain of their purchasing power for a specific brand and therefore, intend to repurchase more often (Ahmed et al., 2021). Thus, for brands within FMCG, it is especially important to continuously deliver the customer expectations.

Further, customers today tend to purchase products based on other criteria than quality and price, such as brand activism (Korschun, 2021). Thus, the values a brand promotes through brand activism are a benchmark for what customers are expecting the brand to deliver (Korschun, 2021). Moreover, a positive customer experience tends to impact the confidence in behavioral control to repurchase (Giantari et al., 2013). For a brand to be successfully perceived by customers when promoting a social or political cause, it must align with the brand's core values (Bhattacharya and Sen, 2003; Korschun, 2021; Shetty, Venkataramaiah & Anand, 2019). Additionally, if the customer perceives a high brand-cause fit, their intention to repurchase increases (Bigné-Alcañiz, et al., 2012). However, looking at previous research the indirect effects of brand cause fit and brand loyalty are overlooked (Ahmed et al., 2019; Howie et al., 2018; Lu et al., 2020; Nickerson & Goby, 2016).

To summarize, the perceived behavioral control affects a customer's intention to repurchase and is determined by past experiences of ease in regards to personal resources and accessibility. Furthermore, the customers perceived behavioral control affects the relationship between the customers' perceived brand-cause fit and future brand loyalty. Therefore, this study will examine the perceived behavioral control as an indirect effect between brand-cause fit and brand loyalty by the following hypothesis:

H3: Perceived behavioral control positively mediates the relationship between the perceived brand-cause fit and brand loyalty within the FMCG industry.

3.2.4 Summary of the Hypotheses

Table 1. Summary of the Hypotheses.

H1	Customer attitudes positively mediate the relationship between the perceived brand-cause fit and brand loyalty within the FMCG industry.
H2	Social norms positively mediate the relationship between the perceived brand-cause fit and brand loyalty within the FMCG industry.
H3	Perceived behavioral control positively mediates the relationship between the perceived brand-cause fit and brand loyalty within the FMCG industry.

3.3 Conceptual Framework

This conceptual framework outlines the research model for this study, where brand-cause fit is the independent variable and brand loyalty is examined as the dependent variable. In between are the mediating effects; customer attitudes, customer social norms, and perceived behavioral control, which influence the relationship. All hypotheses are based on the theoretical framework theory of planned behavior (TPB) entailing that attitudes, social norms, and behavioral control affect intentions to repurchase. Furthermore, these factors are affected by the customers' perceived brand-cause fit and hence, mediate the relationship of repurchase intentions.

As previously mentioned, it is predicted that high brand-cause fit affects the mediating factors positively and that this in turn affects the customers' repurchase intentions (Bigné-Alcañiz et al, 2012; Bhattacharya and Sen, 2003). Therefore, based on the previous research it is expected that brand-cause fit influences the repurchase intentions of customers, which represents the relationship between brand activism and brand loyalty. Consequently, the framework will be used to answer the given research question (RQ1). Lastly, the conceptual framework is based on the theoretical background and will be used in the analysis of the empirical data.

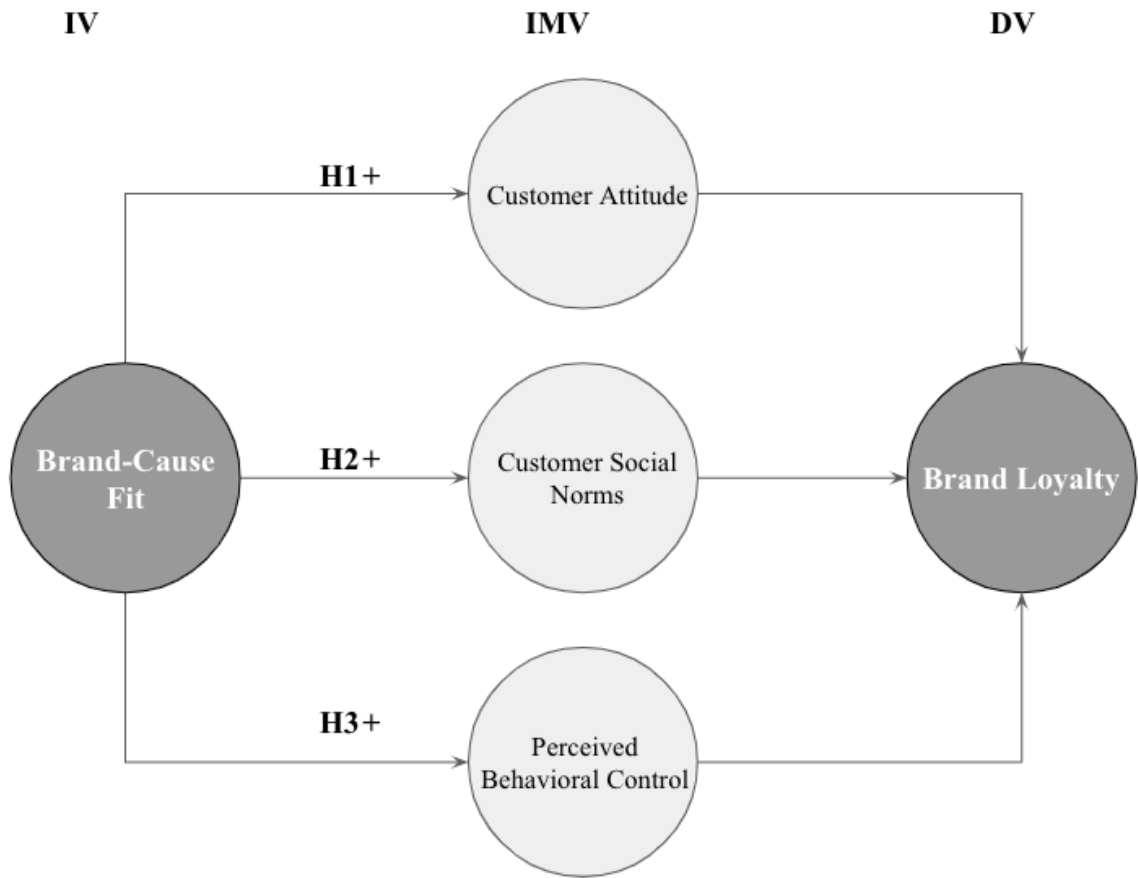


Figure 2. Conceptual Framework.

4. Methodology

In this chapter, the methodological aspects of this research will be presented and discussed. The chapter starts with the underlying philosophical research assumptions and approach, followed by a discussion of the chosen sample selection and data collection process. Furthermore, an overview of the chosen research design is presented. Lastly, the scales and measurements are explained, whereas the quality criteria and descriptive statistics are highlighted to evaluate the research.

4.1 Research Philosophy

All research studies have philosophical considerations, which mainly concern the matters of ontology and epistemology (Bryman & Bell, 2011; Easterby-Smith et al., 2018). The main reason why the understanding of philosophical issues is important in research is to clarify, identify and critically recognize the most suitable research design (Easterby-Smith et al., 2018). In essence, ontology is about the nature of existence and reality, while epistemology is the understanding of theory and knowledge which helps researchers to identify beliefs and opinions when examining the nature of the world (Bryman & Bell, 2011; Easterby-Smith et al., 2018).

By determining the ontological and epistemological approach, researchers develop a methodological approach including a set of techniques to examine a particular situation (Easterby-Smith et al., 2018). To begin with, the ontological approach for this study can be referred to as classical realism. In short, this means that the objects being studied exist regardless of our discovery (Hunt & Hansen, 2011). In regards to our study, we believe that brand-cause fit, brand loyalty, and brands amongst other phenomena subsist whether or not they are being studied. However, for science to progress, it is claimed that observations are needed with direct correspondence to the phenomena.

Further, this study will use a positivism epistemology, which can be defined as the nature of knowledge that only can be acquired through observations and senses (Bryman & Bell, 2011). In other words, we assume that the facts gathered from our research method will be the only

legitimate knowledge. Additionally, it is of importance that the research is objective and based on scientific statements, in contrast to normative statements which instead are opinion-based and do not adhere to the scientific principle of this study (Bryman & Bell, 2011).

Moreover, the research process is built on the principle of deductivism, where the purpose is to generate hypotheses that can be tested by collecting evidence and hence, confirm existing theories (Burns & Burns, 2008). This also requires the concept being studied to be measurable and clearly defined (Easterby-Smith et al., 2018). Further, the explanations gathered from the empirical data demonstrate deductive causality where generalizations from the observations are made using statistical probability (Easterby-Smith et al., 2018). To clearly define the concept of the study for the collection of empirical evidence, the specific definitions are presented in the operationalization of concepts in (Table 2).

The epistemological approach of this study includes several realistic concerns that are important to acknowledge. First, we acknowledge critical realism, which includes the errors and limitations of cognitive and perceptual processes used to test the hypotheses and evaluate the truth (Hunt & Hansen, 2011). Hence, we acknowledge these risks throughout the research process to minimize the consequences, however, we never assume that these risks are eliminated. Lastly, fallibilist realism is taken into account; we acknowledge that we can never for certain confirm the truth as we research to improve our understanding of the world (Hunt & Hansen, 2011).

4.2 Research Strategy

When using quantitative methods, there are two ways of collecting data, primary and secondary data. The primary sources involve data obtained by the researchers during the project, while secondary sources are taken from previous research (Bryman & Bell, 2011). To analyze how brand-cause fit influences brand loyalty within the FMCG industry, this research used both secondary and primary data. In this study, the secondary data was gathered through previous research which built a solid foundation for the literature review and theoretical framework. Further, the secondary data enabled us to find a research gap and construct appropriate hypotheses. Moreover, the primary data was gathered through a web-based survey. The primary

data allowed for a higher level of control over the sample structure and the information from each respondent (Burns & Burns, 2008). Lastly, compared to the secondary data, primary data is in general more confident as the collected data matches the purpose of the research (Burns & Burns, 2008).

4.2.1 *Deductive Research Approach*

In the context of research theory, researchers particularly distinguish two types of approaches, the inductive and the deductive approach (Bryman & Bell, 2011; Burns & Burns, 2008). Previous research explains that the nature of positivism tends to develop a deductive approach to confirm existing theories (Burns & Burns, 2008; O'Reilley, 2009). As the layout of this study is theory-driven and the approach was in line with the philosophical research assumptions of positivism, a deductive approach has been considered appropriate for this study.

Further, as the literature review showed, the brand-cause fit concerning brand loyalty was a subject that has been studied in several contexts before. However, the indirect effects of how brand-cause fit influences brand loyalty is a more novel subject. Consequently, it was appropriate to apply a deductive approach where the existing research in the area was tested in the novel context of brand-cause fit. Henceforth, a deductive approach allows researchers to test previous theories from new perspectives (Burns & Burns, 2008), in contrast to the inductive approach, which aims to develop theory and generalizable conclusions built on previous observations (Bryman & Bell, 2011).

The process of the deduction started with the theory and revision of the theory, whereby hypotheses, data collection, and findings were intermediate steps in the process (Bryman & Bell, 2011; O'Reilley, 2009). The deductive strategy was further built on a top-down process, which started with more general information about what was known (Burns & Burns, 2008). Thereafter, an examination of the existing theory was done to gather detailed information regarding what was missing for hypothesis development. This was done to concretize the data collection for hypothesis testing that was subject to the empirical review, which in turn was used to conclude the findings (Bryman & Bell, 2011; Burns & Burns, 2008; Malhotra, 2010).

When looking at the deductive approach, both an exploratory and conclusive approach can be used (Bryman & Bell, 2011; Malhotra, 2010). The exploratory research explores various insights to understand a particular problem. In contrast, the more conclusive approach is rather focusing on how to investigate relationships in the hypothesis testing (Malhotra, 2010). Since we are examining the indirect effects between brand-cause fit and brand loyalty, this research can be seen as more conclusive rather than exploratory research. In addition, the conclusive approach can further be divided into causal and descriptive research (Malhotra, 2010). Since the previous research on the indirect effect on brand-cause fit is scarce, it was more essential to start investigating if any relationship existed between the independent and dependent factors, rather than examining their causality of them. Due to this, we found the descriptive research approach suitable for this thesis.

The descriptive approach has several important contributions to the results. First, it can be used as a guiding tool for future causal research within the field. Further, as the direction of any confirmed connection can be exclusively deduced from the theory and not from the result, it has important implications for the findings. Hence, although the descriptive research is related and part of the conclusive research, nothing can, from a philosophical perspective, be seen as proven (Malhotra, 2010). Despite this, Malhotra (2010) highlights that the result of descriptive research can be useful for managers as it is conclusive enough for managerial decision-making.

4.2.2 Quantitative Research

Considering the purpose of this study and the chosen descriptive and deductive research approach, a quantitative research design was applicable (Bryman & Bell, 2011; Burns & Burns, 2008; Malhotra, 2010). The reason behind this is further based on our ontological and epistemological stance. Quantitative research can be defined as a way to quantify data, which usually applies to some form of statistical analysis (Malhotra, 2010). In other words, it enables the theoretical contributions to be measurable, and apply either controlled experimentation or observations that present findings that represent laws and principles (Burns & Burns, 2008). In this study, it can be shown by how the research was conducted. First, we formulated the theoretical contribution which later was the basis for the hypothesis development. Thereafter, the observations were collected and further evaluated concerning the hypothesis.

According to Burns & Burns (2008), quantitative market research focuses on examining customer behavior and their attitudes. As this study aims to examine how the perceived brand-cause fit influences brand loyalty amongst FMCG brands, this approach is considered appropriate. However, as quantitative research aims to test various relationships, it is essential to note that the causes behind the relationships are possible to evaluate (Bryman & Bell, 2008). Consequently, it means that the study can test the potential relationship between brand-cause fit and brand loyalty, but not the reason behind it.

To enable the hypothesis to be tested, quantitative data was needed. In this study, the literature review and theoretical framework consist of previous research and secondary data. Hence, our empirical data consist of primary data collected through a web-based survey. Surveys and interviews are the most common method when collecting quantitative research (Burns & Burns, 2008). Furthermore, collecting primary data generally requires more effort compared to secondary data, however, it can guarantee that the data to a greater extent matches the purpose of the study (Easterby-Smith et al., 2018).

4.2.3 Web-based Survey

For this study, a web-based survey was used to collect primary data. This allows for a generalization of the findings due to the large sample size and the construct of the study compared to a qualitative study using personal interviews (Easterby-Smith et al., 2018). Additionally, there are several advantages to a web-based survey. According to Bryman and Bell (2011), web-based surveys offer low-cost, fast-response, attractive formats, mixed administration, unrestricted geographical locations, minimize unanswered questions, and lastly, better data accuracy. This was particularly advantageous for this study, due to the limitation of resources and time, safety regulations, and convenience.

This study used Google Forms to create the questionnaire which is one of the most well-known platforms for survey creation (Google Forms, 2022). Additionally, this helped us design the survey with filter questions to assure only eligible respondents. This approach allowed for convenience and credibility that may increase the response rate. In particular, since the internet plays a major role in the everyday life of most people, web-based surveys are found to be the

least time-consuming today (Easterby-Smith et al., 2018). In addition, the advantage of time consumption is evident when considering the automatically stored results which facilitate the responses for future statistical processing. Moreover, this reduces the risk of transcription errors which often occur when entering the data results manually (Easterby-Smith et al., 2018).

The survey was sent out on several social media platforms, such as Facebook, LinkedIn, and WhatsApp. All participants were given a link to access the survey at any time from anywhere. Even though this was convenient for most respondents, it is worth mentioning that some of the population are automatically excluded. Compared to postal surveys, the web-based survey is restricted to online participants leaving out a part of the population who are not active online (Bryman & Bell, 2011). Furthermore, Bryman and Bell (2011) clearly state that web-based surveys primarily abide from one disadvantage compared to personal interviews, namely, that the respondent can never be fully identified by the researcher. However, this can also be an advantage as social desirability effects are less likely to affect the responses (Bryman & Bell, 2011). However, to limit the concerns of privacy, Google Forms was chosen as a survey tool due to its responsible handling of data (Google, 2022), and explicit information on the treatment of the data was provided at the beginning of the questionnaire.

4.3 Research Design

The purpose of this study is to examine how the perceived brand-cause fit influences brand loyalty amongst FMCG brands. To answer this research question, it is important to provide valuable insights by properly designing the survey (Burns & Burns, 2008). Therefore, it is important to choose an adequate case to represent the FMCG industry that respondents understand and can evaluate. Additionally, it is important to define and measure variables based on previous literature.

4.3.1 Choice of Brands - Colgate

The choice of brand and product category to represent the FMCG industry was made for several reasons. First, the product category of toothpaste has been present in the market for numerous decades and consumers easily understand the product (Ramesh Kumar & Advani, 2005).

Additionally, the widespread familiarity with the category ensures that the respondents can evaluate their brand loyalty based on personal experience and opinion. For example, the toothpaste category has high sales, and consumers frequently have the opportunity to purchase different brands from various price points (Ramesh Kumar & Advani, 2005). Additionally, the dimensions researched may be generalizable for several other categories of fast-moving consumer goods (Ramesh Kumar & Advani, 2005).

Furthermore, Colgate was selected as the case brand for this study. This was due to the fact that it is a brand that is widely known amongst the population because of its long-term presence in the market (Ramesh Kumar & Advani, 2005). Additionally, Colgate has shown great engagement in brand activism. Colgate has during the past five years, built a strategy to actively promote sustainability, particularly by engaging in water conservation (Colgate, 2022). A campaign with the slogan "Every drop counts", has been promoted to minimize water waste and spread information on how to save water (Colgate, 2022). For example, advocating how much water you can save by turning off your faucet when brushing your teeth (Colgate, 2022). Lastly, Colgate is a common brand used in previous research when studying brand loyalty within the FMCG industry (Ramesh Kumar & Advani, 2005; Kanodia, 2020).

4.3.2 Survey structure

The survey in this study has a structured design, meaning that all respondents have received the same set and order of questions to enable comparable results (Burns & Burns, 2008; Malhotra, 2010). Further, this standardization of questions is a requirement to find patterns in the results, however, it may lead to simplification of the respondents' opinions (Burns & Burns, 2008). Thus, it is practically impossible to formulate questions that are equally interpreted by all respondents (Burns & Burns, 2008). Another aspect that was important to take into account, was that the respondents participating in the survey originate from different countries with various native languages. To minimize the risk of misinterpretations, the survey was conducted in English, which is a language the majority generally have a good knowledge of. Lastly, to further limit that risk, subject scales were used that have been tested in previous studies (Hasan, 2021; Liobikiene, Mandravickaite & Bernatoniene, 2016).

The survey followed a three-part structure including an introduction, questionnaire, and ending (Burns & Burns, 2008). To guarantee replicability, the survey is attached to the thesis as an appendix. The first part of the survey introduction contains general information about the aim of the study, the researchers' background, ethical considerations, and terms of privacy. Instructions for answering the questionnaire follow this.

Second, the questionnaire starts with presenting questions about the respondent's age, gender, nationality, and familiarity. The criteria to fulfill the survey is that the respondent has purchased from the brand at least twice and is within the age group of 18 and above. If these criteria do not match, the survey automatically ends after this section. Additionally, these questions provide an overview of the demographics, gender, and age of the sample.

The second part of the questionnaire gives an overview of the necessary background information and examples of the concepts and the brand being studied. For example, it defines brand activism, the brand Colgate and how they use brand activism in their marketing strategy. This is provided to ensure that all participants have a similar idea of the concepts to be able to answer the questions properly and minimize information asymmetry amongst the respondents. The following sections were divided into five subsections focusing on one variable at a time. This structure aimed to limit interruptions and allow the participants to focus on the key aspects of the questions. Lastly, the survey ended with a thank you note to all respondents for their participation. This questionnaire did not reward any respondents for participating and hence, the decision was made to not include any control questions. Instead, we daily checked the updates of the questionnaire to ensure that the number of respondents was well distributed throughout the day and a reasonable amount.

4.3.3 Variables and measurements

The variables in this study were measured using several items because of their complexity. These variables can therefore be described as latent variables, as they are not directly observable and need a manifest variable assigned as an indicator to test if it exists (Investopedia, 2022a; Hair et al., 2017). For example, the abstract concepts of brand loyalty and brand-cause fit cannot be studied using a single question. Therefore, to ensure the quality of the measurement several items

were gathered to represent each concept. To gather these items, previous research studying the same concept is used to ensure quality. For example, one of the items used to reflect brand-cause fit is; “the combination of [brand] and [cause] is compatible”. Further, the concepts derived from previous studies' measurement scales are operationalized in Table 2 below together with the definition of each variable.

Table 2. Operationalization of concepts.

Variable	Supporting Reference	Definition	Number of items	Example item
Dependent Variable				
<i>Brand Loyalty</i>	Adha & Utami (2021)	Brand loyalty is when a customer chooses one brand over another with continuity over a long period, despite competitive influences	3	The next time I need to buy [product/service category], I will do it with [brand]
Independent Variable				
<i>Brand-Cause Fit</i>	Bigné-Alcañiz, et al. (2012)	Brand-cause fit can be defined as the customers' perceived compatibility between a social cause and a specific brand	3	The combination of [brand] and [cause] is compatible
Mediating Variables				
<i>Customer Attitudes</i>	Ajzen (1987)	A customers' favorable versus unfavorable perception of the behavior being questioned	4	I would describe my attitude towards [brand] as favourable
<i>Social Norms</i>	Ajzen (1987)	The degree to which the individual perceives social pressure in their surroundings to perform the behavior	3	My family or friends purchase from [brand]
<i>Perceived Behavioral Control</i>	Ajzen (1987)	Reflects the customers anticipated ease or difficulty of repeating a behavior based on past experiences	3	Whether or not I buy [brand] regularly is completely up to me

Table 2 shows that the dependent variable of *brand loyalty* is defined from previous research by Adha & Utami (2021). In the literature review, their definition of brand loyalty is further described and conceptualized as the customer's intention to repurchase. Therefore, the items chosen to represent the scale of measurements for brand loyalty, study whether or not the customer has the intention to repurchase. Furthermore, the measure for the independent variable *brand-cause fit* refers to Bigné-Alcañiz, et al. (2012) definition, which is described as the customer's perceived compatibility between social cause and a specific brand. It is the most common determinant of the customer response to a brand's cause-related activities (Bigné-Alcañiz et al., 2012), and is therefore considered a suitable measurement.

Lastly, the mediating variables; *customer attitudes*, *social norms*, and *perceived behavioral control* are taken from the TPB and defined by Ajzen (1987). Customer attitudes are defined as one's favorable versus unfavorable perception of the behavior being questioned. Additionally, social norms are defined as the degree to which the individual perceives social pressure in their surroundings to perform the behavior. Lastly, behavioral control reflects the customers' anticipated ease or difficulty of repeating a behavior based on past experiences.

The measurement scales for the different mediating variables were chosen based on several factors. To begin with, the concepts were defined using the theory of planned behavior (TPB) by Ajzen (1987). Second, measurement scales of each concept were chosen based on previous studies which use the TPB. For example, previous studies from Hasan (2021) and Liobikiene, Mandravickaite, and Bernatoniene (2016) use similar items to represent social norms. Lastly, the number of items for each concept was assessed both to ensure quality with enough items (Malhotra, 2010) and limit response fatigue by using less than five items for each concept (Bryman & Bell, 2011).

Lastly, to measure these latent variables a seven-point Likert scale is used throughout the questionnaire. The Likert Scale is an appropriate type of measurement for this study since it is used to answer a set of statements (Burns & Burns, 2008). The subjects are chosen from ordered categories of 1. Strongly Disagree with 7. Strongly Agree (Burns & Burns, 2008). The score for each subject is calculated based on the numerical values of the answers to each statement and summed up in a total score (Burns & Burns, 2008). The scoring of each scale will be in the same direction so that a high score indicates agreement for each of the independent variables and can easily be analyzed in relation to each other.

4.4 *Sampling*

The sampling approach for this study is a nonprobability sampling strategy since the participants in the research will not be selected randomly (Burns & Burns, 2008). In particular, this study will be executed with a web-based convenience sampling, which means that the participants will be selected based on if they are available on the platform the survey will be posted on. Furthermore,

this sampling strategy will be used as it is considered the most efficient, both in terms of time and costs. However, since participants in the survey will not be chosen randomly, there will arise some limitations with the result as it cannot be generalized to the whole population. In addition, the risk for bias through sampling error can be increased (Boyle & Schmierbach, 2015). To reach the largest possible target group, the surveys will be sent out through various social media platforms. Further, to ensure that relevant participants will be selected for the survey, two control questions will be used to unlock the questionnaire. These will be the date of birth and at least two previous purchases with the brand being studied.

4.4.1 *Sample Size*

The sample size of this study was determined before the questionnaire was conducted. To calculate the minimum sample size, this study followed the Hair et al. (2017) recommendation using the program G*Power. Based on the desired effect size, significance, power and other necessary settings¹, the minimum sample size was calculated to 132. However, to further increase the quality of the study a larger sample size was desired. Malhotra (2010) suggests that a study with a similar amount of variables and items have a minimum sample size of 300. Therefore, the targeted sample size for this study is between 132 and 300 participants. Once the questionnaire was sent out the minimum number of respondents was reached in less than one day. The questionnaire was left open for another couple of days to maximize the data collection and reach the desired larger sample size. The questionnaire was closed once we reached 211 respondents after a total of eight days.

4.4.2 *Sample distribution*

The demographics of the respondents was from multiple countries, however, the overall distribution was skewed. There were no direct problems accounted for on the way such as fake responses. However, some respondents did not meet the requirements of the study and were therefore removed from the final data. In total, there were 211 respondents who participated in the survey, whereas 91,5% of them were usable for the analysis resulting in 193 eligible

¹ **G*Power settings & input parameters:** Test Family: t tests; Statistical test: Linear multiple regression: Fixed model, single regression coefficient; Type of power analysis: A priori: Compute required sample size - given α , power and effect size; Input parameters: Tail(s): Two; Effect size f^2 : 0.1; α err prob: 0.05; Power (1- β err prob): 0.95; Number of predictors: 6

responses. These usable responses were received from 12 various countries, whereas the majority were Swedish. The others came from the United Kingdom, Denmark, Switzerland, Germany, Romania, Vietnam, Österrike, South Korea, the United States, France, and Spain. Furthermore, the gender distribution had the following result: Female 147, Male 61, and Non-Binary 3. Lastly, everyone participating in the survey had an age of 18 or above. Most of the participants were between 18-35 (39,6 %), 35,4% were 46 or above, 20,3% were between 26-35 and the least 4,7% were between 36-45 years old (see Table 3).

4.5 Data Collection and Preparation

During the data collection process, no direct issues were encountered and the responses were gathered successively over a period of eight days. In addition, since the survey did not reward the respondents for participating in the survey, there were no problems with fake responses or spam. Furthermore, this was controlled by looking at the randomization of the responses, the demographics, and the period for when answers were collected. Apart from this, the answers were analyzed so that no response had the same answer for all questions. Finally, in preparation for the analysis, all answers were coded to numeric definitions for each description, in alignment with the recommendations from Hair et al. (2017).

4.6 Data Analysis

The data analysis of this study included the summarized data with descriptive and inferential statistics. The analysis started with evaluating the measurements. Since the latent construct was measured with scales, it was essential to ensure reliability and validity. Even though the measurements had been tested for the quality criteria in earlier studies, it was necessary to test in this study as they were applied to a new case that had not been used in other studies. Furthermore, multiple regression analysis was conducted to evaluate the relationship between brand-cause fit and brand loyalty as well as include the mediating variables. In this analysis, it was important to evaluate multicollinearity to identify if each variable measures a different variance. This was measured by looking at the value of the Variance Inflation Factor (VIF) with 5.0 as a maximum indicator for concern. Lastly, the multiple regression analysis will determine the correlation between variables and conclude our findings.

4.6.1 *Structural Equation Modeling*

To analyze the data for this study, the Structural Equation Model (SEM) was used. It is a model that combines both factor analysis and regression analysis, to examine the relationship between measured observed and latent variables (Burns & Burns, 2008). Hence, it facilitates the option to test both the measurement model and the hypothesized relationships at the same time (Malhotra, 2010). The structural equation model is constructed of two parts consisting of the outer measurement model and the inner structural model (Malhotra, 2010).

The measurement model is used to measure if the scale of items for each construct is representative and reflective of each other (Hair et al., 2017). In other words, it measures the correspondence between items to confirm that they measure the same construct. In addition, the reflective model indicates that the items are interchangeable. Further, the structural model measures the types and directions of the relationships between the constructs (Malhotra, 2010). Lastly, the overall structural equation modeling will allow for multiple independent regression equations to assess the significance of the relationships and hence, test the given hypotheses (Malhotra, 2010).

4.6.2 *Structural Equation Modeling Approach*

There are two types of approaches to structural equation modeling (SEM); covariance-based SEM (CB-SEM) and partial least squares SEM (PLS-SEM) (Hair et al., 2017). In this study, PLS-SEM will be applied as PLS-SEM allows for an estimation of complex cause-effect relationships between the constructs of interest (Hair et al., 2017). Additionally, it maximizes the variance explained, rather than focusing on minimizing the divergence between covariance matrices as CB-SEM does (Hair et al., 2017).

There are several reasons why PLS-SEM was chosen for this study. To begin with, the data in this study did only fulfill the underlying assumptions of the PLS-SEM approach. In contrast to the CB-SEM approach, the PLS-SEM did not assume normal distributions (Hair et al., 2017). This was because it did not fulfill the dataset, as it was rather skewed. Furthermore, the PLS-SEM approach has been recognized for requiring smaller sample sizes compared to CB-SEM (Hair et al., 2017), which was considered important due to the limited time and

resources. Lastly, the PLS-SEM in general tends to have higher statistical power than the CB-SEM approach (Hair et al., 2017), which increases the likelihood of finding true positives. When these reasons are fulfilled, the PLS-SEM approach is a better alternative when it comes to theory testing.

To define the difference between the observed correlation and the implied model SRMR can be used as a correlation matrix. SRMR allows for the assessment of the average discrepancy between the observed and expected correlations to provide a critical threshold for the model fit. To avoid model misspecification, it is recommended by SmartPLS to apply a threshold of a value less than 0.10. Hence, this study will use similar criteria for model fit (Smartpls, 2022).

Finally, SEM requires a dataset at the interval measurement or higher level (Hair et al., 2017). However, in this study, the participants answered the questions in the survey on a seven-point Likert scale, which applies to an ordinal scale. Even though the interval requires at least an interval level, Hair et al. (2017) explain that treating the measurements as they were ratio measurements is a common phenomenon when using SEM. However, the authors empathize with the importance of using answer category descriptions, for example, “Strongly disagree”, so the participants get a symmetric overview with equal distance between the answer alternatives. This recommendation was followed for this study.

4.7 Research Quality Criteria

Regardless of which methods are chosen for a study, the fact remains that it is essential to stay critical and reflective (Bryman & Bell, 2011). To ensure the overall quality when evaluating business research, both validity and reliability are prominent criteria that are crucial to test (Burns & Burns, 2008). Meanwhile, replicability is addressed through various descriptions throughout the study, the reliability and validity have their sections to clarify more in-depth.

4.7.1 Reliability

Reliability is primarily concerned with issues regarding the consistency of a measure of a concept (Bryman & Bell, 2011). Reliability has three meanings, however, this study will focus

on internal reliability. Internal reliability refers to multiple-item measures where each question is summed up to an overall score that represents the variable being studied (Bryman & Bell, 2011). Therefore, internal reliability is applicable to this study. Further, it raises the concern that each concept may lack coherence and not relate to each other (Bryman & Bell, 2011). A lack of coherence indicates that the items may study something undesired. Even though the measurement scales have been used in previous studies, the contexts have been various and a reformulation with connection to Colgate was made. Hence, these changes may have affected the reliability.

To measure the reliability of the measurement scales, Cronbach's alpha (α) has been used. Cronbach's alpha is a commonly used test of internal reliability (Bryman & Bell, 2011). The test uses all possible split-half reliability coefficients to calculate the average. Once computed the alpha coefficient will vary from 1 to 0, where 1 is a perfect score. Typically acceptable internal reliability is around 0.8-0.6 (Bryman & Bell, 2011). Additionally, Hair et al. (2017) recommend complementing the Cronbach's alpha (α) with the composite reliability (CR) as Cronbach's alpha usually underestimates the internal reliability. Instead, composite reliability is said to tend to overestimate the internal reliability, and hence, a combination is recommended to even the upper and lower bound (Hair et al., 2017). Therefore, to evaluate the internal reliability, this study will follow these recommendations and apply a threshold of at least 0.7 for Cronbach's alpha and at least 0.6 for the composite reliability.

4.7.2 *Validity*

Meanwhile, reliability has a focus on the measurements' accuracy and stability, validity examines the integrity of the research findings (Bryman & Bell, 2011). The concept of validity refers to the degree to which the measure measures what it is intended to assess (Bryman & Bell, 2011). When examining the PLS-SEM approach, which was used for this study, there are two suggested variants of validity (Hair et al., 2017). The first measurement is the convergent validity, which is the extent that which the measure can positively correlate with alternative questions within the same construct. Further, the questions can individually be used as alternative approaches to measuring the same construct (Hair et al., 2017). However, the questions need to converge or share a high portion of variance (Hair et al., 2017). According to Hair et al. (2017), this can be

assessed by evaluating two different measures. Firstly, the standard outer loading on a construct, which indicates associated indicators have a lot in common, should be 0.6 or higher. Secondly, the critical threshold used an average variance explained (AVE) of a minimum of 0.5 for all the constructs in this study. This can be explained as at least half of them explain the construct (Hair et al., 2017).

The second measurement suggested for the PLS-SEM is the discriminant validity. This is the extent to which a construct is distinct from the other constructs (Bryman & Bell, 2011; Hair et al., 2017). Hence, establishing discriminant validity means that the construct is unique and captures phenomena not presented by the other constructs (Hair et al., 2017). One criterion to assess the discriminant validity is using the Fornell-Larcker criterion, which compares the root of the average variance explained (AVE) with the correlation of the latent (Hair et al., 2017). Further, the heterotrait-monotrait (HTMT) ratio of correlation, which was used for this study, examines the ratio between between-trait and within-trait correlations (Henseler, Ringle & Sarstedt, 2015). In the context of this study, the suggested HTMT of less than 0.9 is used (Hair et al., 2017). Apart from the measurement validity, it is also essential to look at the external and internal validity. Whilst external validity investigates the extent to which the results of the study can be generalized, the internal validity refers to the integrity of the findings and the degree to which the examined relationships can be attributed to the independent variables rather than the factors (Bryman & Bell, 2011; Burns & Burns, 2008).

5. Results

In this section, the results from the PLS-SEM analysis will be presented. First, the descriptive statistics for the variable will be presented. Following this, the empirical results and hypothesis testing will be analyzed.

5.1 Descriptive Statistics

The sample size used in this study shows that 211 responses were collected through the web-based survey. However, after omitting the invalid answers that did not meet the criteria for the study, a total of 193 respondents were used for the data analysis. As previously mentioned in chapter 3.4.2 and shown in Table 2, a majority with 69,7% of the participants were females, 28,9% were males and 1,4% were non-binary. The largest age group was between 18-25 (39,6 %), followed by 35,4% being 46 or above, 20,3% between 26-35 and the smallest age group of 4,7% was between 36-45 years old. In terms of residence, there were a total of 12 countries represented among the respondents usable for the analysis. However, a majority of the respondents were Swedish, followed by the United Kingdom, Denmark, Switzerland, Germany, Romania, Vietnam, Austria, South Korea, United States, France, and Spain.

Table 3. Demographic Characteristics of the Respondents.

Demographic Characteristics	Number of Respondents	%
Gender		
<i>Women</i>	147	69,7
<i>Men</i>	61	28,9
<i>Non-Binary</i>	3	1,4
Age Group		
<i>18-25</i>	83	39,6
<i>26-35</i>	43	20,3
<i>36-45</i>	10	4,7
<i>46 or above</i>	75	35,4
Residence		
<i>Sweden</i>	178	84,4
<i>United Kingdom</i>	18	8,5
<i>Denmark</i>	4	1,9
<i>Switzerland</i>	3	1,4
<i>Germany</i>	2	0,9
<i>Romania</i>	1	0,4
<i>Vietnam</i>	1	0,4
<i>Austria</i>	1	0,4
<i>South Korea</i>	1	0,4
<i>United States</i>	1	0,4
<i>France</i>	1	0,4
<i>Spain</i>	1	0,4

5.2 Measurement Model

To run the PLS-SEM algorithm for this study, the SmartPLS 3.3.9 with default settings² was used. The first run included all constructs with associated questions. The results from the first run showed that one of the items; “BC4: *Whether or not I regularly buy Colgate is completely up to me?*” had an outer loading of 0.579, which was below the preset threshold of 0.6 (see Figure 3). Additionally, the item; “BCF3: *The values that come to mind when I think about Colgate fit with the values shown by Water Conservation Non-Profit Organizations*”, had a relatively low outer loading of 0.669, however, it was above the critical threshold of 0.6. Therefore, all three items of the construct Brand-Cause Fit were kept for the final run.

Further, no other unsatisfactory results were found in the first run. Therefore, to solve the unreliable measurement model, item BC4 was omitted. Since the behavioral control construct was assigned four items, removing one item did not affect the measurability of the construct. Thus, the construct was kept using three items in the final model and no other changes were made. Detailed results are found in Table 6.

The final measurement model showed that reliability and validity were acceptable according to the quality criteria. Looking at the reliability, the constructs all showed a Composite Reliability (CR) above the critical threshold of 0.6 and the Cronbach Alpha for all constructs was acceptable with a score above 0.7. Furthermore, the validity of all constructs showed Average Variance Extracted (AVE) scores higher than the minimum threshold of 0.5. Additionally, all items had factor loadings higher than 0.6. Furthermore, the model showed discriminatory validity as the HTMT of all correlated variables was less than the critical threshold of 0.9. The HTMT values of each of the correlated constructs are presented below in Table 4.

² Weighting Scheme: Factor; Maximum Iterations: 300; Stop Criterion: 10^{-7}

Table 4. The HTMT of the Correlations Between the Constructs.

	Brand Loyalty	Brand-Cause Fit	Customer Attitude	Social Norms	Perceived Behavioral Control
Brand Loyalty					
Brand-Cause Fit	0.381				
Customer Attitude	0.851	0.577			
Social Norms	0.675	0.391	0.664		
Perceived Behavioral Control	0.630	0.532	0.658	0.562	

5.3 Structural Model

To assess the structural model, the recommended steps for PLS-SEM by Hair et al. (2017) were used, presented in Table 6. To begin with, there was only a matter of collinearity between the mediating variables since the independent and dependent variables were singular. To test the multi-collinearity between the mediating variables the Variance Inflation Factor (VIF) was assessed (Hair et al., 2017). The recommended threshold for VIF was preset at 5 and the results did not indicate any results above this score. Therefore, no multicollinearity problem was discovered, and hence, no measures were needed to merge or eliminate constructs (Hair et al., 2017).

Further, all three hypothesized relationships were tested. Since this study has a skewed distribution, the hypothesized relationships were tested using a bootstrap analysis on SmartPLS 3.3.9. The analysis was conducted using Basic Bootstrapping, with subsamples set to 5000 and Parallel Processing. In addition, the Confidence Interval Method had a two-tailed Bias-Corrected and Accelerated (BCa) Bootstrap with a significance level of 0.5. In the bootstrapping procedure, multiple subsamples were replaced from the original sample to estimate the sample distribution, path model. Thus, continue to conduct the desired hypothesis testing.

Looking at the p-values and t-statistics in the bootstrapping results, used for path evaluation from the PLS-SEM analysis, the *customer attitudes* significantly mediate the relationship between the

perceived *brand-cause fit* and *brand loyalty* and therefore H1 is supported. Secondly, the results from the PLS-SEM further show that *social norms* significantly mediate the relationship between the perceived *brand-cause fit* and *brand loyalty*, and hence, support H2. Lastly, the PLS-SEM result reveals that *perceived behavioral control* significantly mediates the relationship between the perceived *brand-cause fit* and brand loyalty, thereby supporting the H3. Further, the results show that the Path coefficients are 0.286 for customer attitudes, 0.045 for social norms, and behavioral control shows a Path coefficient of 0.061. The overall SRMR for the model resulted in 0.085, which was below the critical threshold of 0.10, thereby confirming that the model has a satisfactory fit. For the bootstrapping, detailed results and hypothesis testing see Table 5.

Table 5. The Bootstrapping Results.

Relationship	Path coefficients	t-statistic	p-value	Decision
Brand Cause Fit → Customer Attitudes → Brand Loyalty (H1)	0.286	5.471	0.000	H1: Supported
Brand-Cause Fit → Social Norms → Brand Loyalty (H2)	0.045	2.129	0.033	H2: Supported
Brand-Cause Fit → Perceived Behavioral Control → Brand Loyalty (H3)	0.061	2.321	0.020	H3: Supported

Table 6. The Results of the PLS-SEM Measurement Model.

Construct	Item Wording	S.L.	Cronbach's Alpha	CR	AVE	VIF
Dependent Variable						
Brand Loyalty			0.879	0.925	0.805	N/A
Bigné-Alcañiz et al. (2012) ; Fang, Y., Chiu, C. & Wang, E. T. G. (2011); Chaudhuri & Holbrook, 2001; Guzmán & Davis (2017)	RI1: I intend to continue purchasing products from Colgate regularly in the future.	0.900				
Bigné-Alcañiz et al. (2012)	RI2: The next time I buy toothpaste, I will buy Colgate.	0.911				
Bigné-Alcañiz, et al. (2012); Fang, Y., Chiu, C. and Wang, E. T. G. (2011)	RI3: It is very likely that I will buy a Colgate product in the future.	0.880				
Independent Variable						
Brand-Cause Fit			0.784	0.875	0.703	N/A
Bigné-Alcañiz et al. (2012); Guzmán and Davis (2017); Woo-Yeul Baek et al. (2017)	BCF1: The combination of Colgate and water conservation is compatible.	0.906				
Woo-Yeul Baek et al. (2017)	BCF2: I think that supporting water conservation is appropriate for Colgate.	0.917				
Guzmán and Davis (2017)	BCF3: The values that come to mind when I think about Colgate fit with the values shown by water conservation non-profit organizations.	0.669				
Mediating Variables						
Customer Attitudes			0.900	0.930	0.769	1.784
Bigné-Alcañiz et al. (2012)	CA1: I would describe my attitude towards Colgate as favourable.	0.836				
Fang, Y., Chiu, C. and Wang, E. T. G. (2011)	CA2: I am pleased with my previous experience of purchasing products from Colgate.	0.884				
Fang, Y., Chiu, C. and Wang, E. T. G. (2011)	CA3: I like to purchase products from Colgate.	0.903				
Rivera, Bigné & Curras-Perez, 2019	CA4: Colgate is a brand I can rely on.	0.883				
Social Norms			0.722	0.844	0.644	1.477
Hasan (2021)	SN1: Your family or friends think it's a good thing if you consume Colgate's products.	0.853				
Liobikiene, Mandravickaite, and Bernatoniene (2016)	SN2: Consuming Colgate's products is 'the right thing to do'.	0.804				
Hasan (2021); Liobikiene, Mandravickaite, and Bernatoniene (2016)	SN3: My family or friends purchase from Colgate.	0.746				
Perceived Behavioral Control			0.744	0.836	0.565	1.603
Liobikiene, Mandravickaite, and Bernatoniene (2016)	BC1: Do you agree that Colgate's products are easily available in shops?	0.843				
Liobikiene, Mandravickaite, and Bernatoniene (2016)	BC2: Do you agree that Colgate's products are good value for money?	0.800				
Ding, <i>et al.</i> (2022)	BC3: If I want to, I believe that I regularly can purchase Colgate's products.	0.798				
Ding, <i>et al.</i> (2022)	BC4: <i>Whether or not I regularly buy Colgate is completely up to me. (omitted)</i>	0.579				

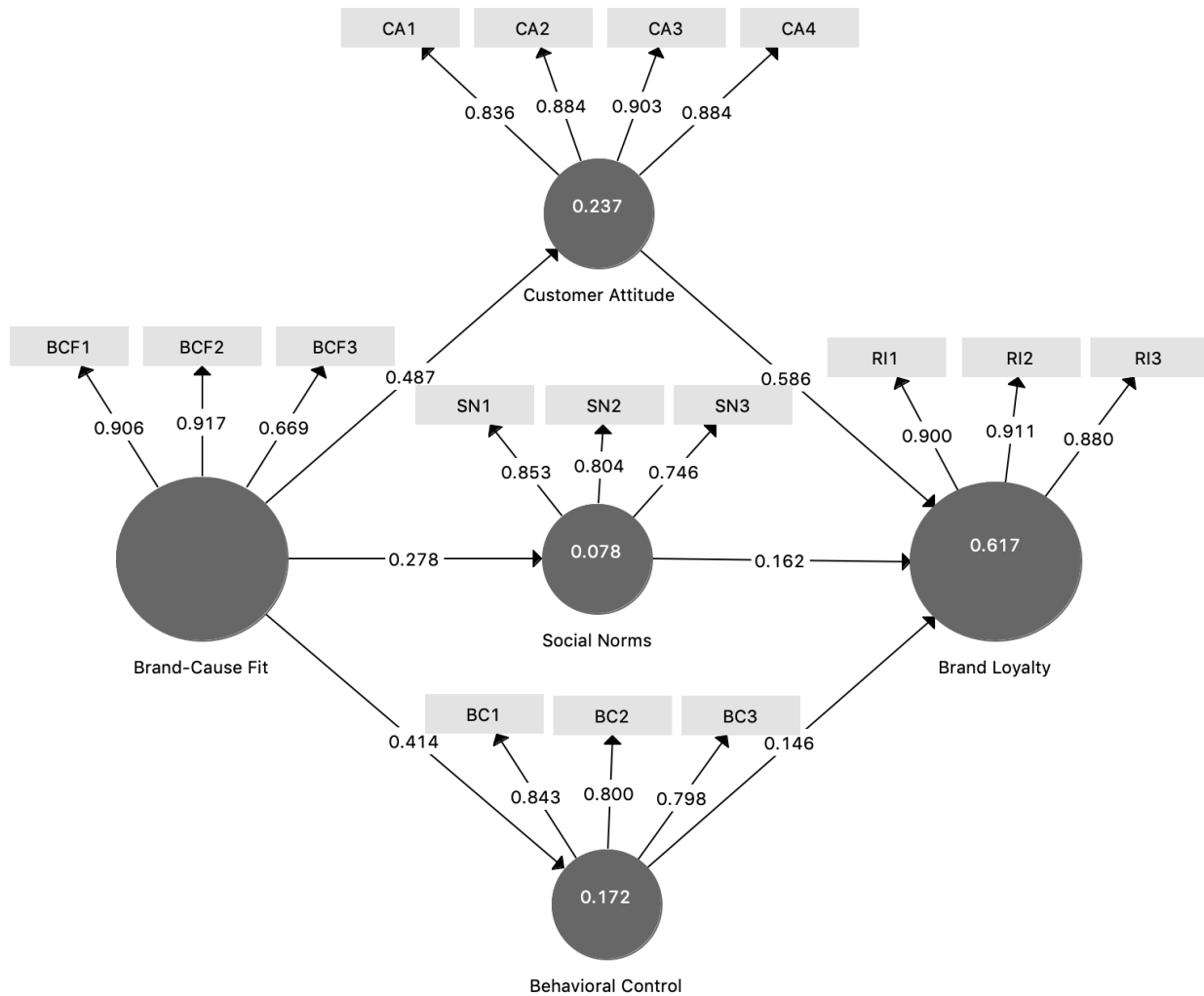


Figure 3. The path diagram for the PLS-SEM findings was calculated using SmartPLS 3.3.3. The arrows between the latent constructs (dark grey) show the path coefficients and the arrows between content constructs and items (light grey) indicate the outer loadings. The model's total R^2 score is presented inside the latent constructs (dark grey). Lastly, the complete item names are presented in Table 6.

Furthermore, the path diagram is presented in Figure 2. The figure outlines the path coefficients between the construct, as well as the outer loadings. All outer loadings are, as previously presented, above the critical threshold of 0.6. In addition, the R^2 is presented. However, due to the structure of the measurement model using PLS-SEM, we refer to the SRMR for model fit.

6. Discussion

In this chapter, the findings of the study are discussed and analyzed in three major sections; discussion of the interpretations of the findings with regards to the concepts. Followed by theoretical and managerial implications. Lastly, presenting the limitations and future research suggestions.

6.1 Discussion

The high competition in the FMCG market today has led to an increased focus on retaining customers and adding value beyond the core business interest. Consequently, most brands engage in cause-related activities to drive brand loyalty. Several previous studies find that FMCG brands are highly dependent on driving brand loyalty (Mellens, Dekimpe & Steenkamp 1996) and that cause-related activities are one of the most effective ways (Farache et al., 2008; Vredenburg et al. 2020; Shetty, Venkataramaiah & Anand, 2019). However, previous research also find that FMCG brands are characterized by low customer involvement (Joghee & Pillai, 2013), which could suggest that cause-related activities do not affect customer behavior. Both of these phenomena are complex and there is a lack of consensus in previous research regarding the direct effects of the relationship between the two concepts (Howie et al., 2018, Lu et al., 2020; Nickerson & Goby, 2016). Particularly, the research is scarce within an FMCG context (Yet, Rivera, Bigné & Curras-Perez, 2019). Hence, current research calls for further understanding of the indirect effects.

This study aims to answer the research question of how brand-cause fit influences customer brand loyalty within the FMCG industry. This was done by examining brand-cause fit in relation to brand loyalty and using the theory of planned behavior to outline the motivational factors behind customer repurchase intentions. Therefore, this study contributes to the previous research by examining the indirect effects of the relationship between brand-cause fit and brand loyalty.

6.1.1 *Customer Attitudes*

First, this study finds that customer attitudes positively mediate the relationship between brand-cause fit and brand loyalty within the FMCG industry. Hence, the findings support the first hypothesis. In other words, the findings suggest that customer attitudes are positive when both the brand-cause fit and the intention to repurchase are high. These findings agree with previous research that a way to increase the customer attitude of an FMCG brand is to support a cause that aligns with the business's core values (Bhattacharya and Sen, 2003; Shetty, Venkataramaiah & Anand, 2019).

Additionally, the findings agree with Ajzen (1987) and Lemon and Verhoef (2016) that the customer attitude is built on previous experiences with the brand, which impacts their intention to perform the behavior again. Further, due to this, it is important for FMCG brands to consistently live up to the customer expectations to ensure repurchases. This aligns with Korschun (2021), who highlights the importance of customer expectations when supporting social or political causes. Moreover, the findings in this study contribute to previous research by showing that positive customer attitudes relate to a high perceived brand-cause fit. Hence, ensuring that when the customer expectations are fulfilled in regards to the supported cause, the attitude has a positive correlation to the repurchase intention. In other words, the findings contribute to previous research by showing that customer attitude is an indirect effect of brand-cause fit and brand loyalty within the FMCG industry.

6.1.2 *Social Norms*

The findings also support the second hypothesis, that the social norms positively mediate the relationship between brand-cause fit and brand loyalty. This aligns with previous research which highlights that the perceived brand-cause fit influences the customers' decision to repurchase (Bigné-Alcañiz et al., 2012). Nevertheless, the findings of this study indicate that the customer's social surroundings indirectly affect the relationship between brand-cause fit and brand loyalty within the FMCG industry.

Previous research finds that brands that advocate a social or political cause are often positively perceived by the public surroundings, which in turn affects the customer behavior to repurchase

(Aaker & Keller, 1990; Nan & Heo, 2007). This study supports their findings, by showing that the social norms of a customer's social surroundings influence the intention to repurchase and is enhanced by a high brand-cause fit. Hence, cause-related marketing with alignment to the core business can create a positive reputation amongst the customers' social surroundings. For example, the findings of this study show that consuming Colgate is socially accepted when the cause is perceived as compatible with the brand, which in turn shows high intentions to repurchase. Further, loyal customers are found to identify with other individuals who also use the brand (Adha & Utami, 2021; Bigné-Alcañiz et al., 2012; Hoeffler & Keller, 2002; Muniz & O'Guinn, 2001), which also indicates the importance of a positive social norm when driving high volume sales in the FMCG industry. Consequently, this study contributes to the connection between the perceived brand-cause fit, the customers' social norms, and the intention to repurchase an FMCG brand.

In contrast to previous studies that overlook the indirect effects when studying the relationship between brand-cause fit and brand loyalty (Howie et al., 2018, Lu et al., 2020; Nickerson & Goby, 2016), this study's findings indicate that social norms are an indirect effect. These findings show that customers who have a high perceived brand-cause fit and intend to repurchase, have social surroundings which agree with their behavior. Thus, it can be concluded that brand-cause fit is an important factor to build brand loyalty, and can positively be influenced by the customer's social surroundings.

6.1.3 Perceived Behavioral Control

This study finds that perceived behavioral control positively mediates the relationship between brand-cause fit and brand loyalty within the FMCG industry. This shows that the third and last hypothesis is supported by the findings. Therefore, the customers' anticipated ease or difficulty of repeating a certain behavior (Ajzen, 1987), can based on these results effectively influence how cause-related activities build brand loyalty. Hence, this indicates that a customer's perceived behavioral control is high when the brand-cause fit is perceived as high, which consequently increases the intention to repurchase.

Further, since a loyal customer has purchased from the brand at least twice, their perception of the brand from past experiences influences their intention to repurchase (Adha & Utami, 2021). The finding of this study shows that this experience impacts the customers' perceived behavioral control of repeating the purchase, hence, influencing brand loyalty. Furthermore, for FMCG brands to succeed with this, the findings show that engaging in cause-related activities connected to the brand is an effective strategy.

Moreover, the findings show that it is essential to deliver on the customer expectations with continuity, to keep the perceived behavioral control strong. The perceived behavioral control is defined as the opportunities, resources, and customer experiences of a brand (Ajzen, 1987). Consequently, to positively influence the perceived behavioral control, the findings indicate that FMCG brands may benefit from being accessible and position themselves at a competitive market level. Additionally, the findings show that brands who engage in cause-related activities are perceived positively regarding the customers' behavioral control. Therefore, the results indicate that FMCG brands can focus on accessibility, market competitiveness, and brand-cause fit to build brand loyalty. Accordingly, Colgate as an FMCG brand, showed a high brand-cause fit when the customers had strong perceived behavioral control, which in turn indicated strong repurchase intentions.

6.1.4 Connection of the Indirect Effects

To conclude, this study contributes with clarity to the complexity of the relationship between brand-cause fit and brand loyalty. By finding that the customer attitudes together with social norms and customer behavioral control are indirect effects mediating the relationship. Furthermore, as previous research explains, customers generally have a low customer involvement when purchasing FMCG products as part of their daily routine (Joghee & Pillai, 2013). However, the findings of this study show that the customers' perceived brand-cause fit influences their choice. This may be due to the increased awareness amongst customers of how their daily routines impact society as a whole. Consequently, even the small purchases count for customers and cause-related activities become increasingly important even in the FMCG industry to build brand loyalty.

Furthermore, since customers have low involvement in this industry, FMCG brands have an even better chance of making customers loyal in the future as customers are shown to prioritize brands with high brand-cause fit. Once the customer has experienced the brand living up to their expectations and criteria of being sustainably responsible, the brand may have a higher chance of becoming part of their daily routine and a natural choice when in a hurry. Consequently, this could result in more frequent sales and loyal customers. This, in turn, aligns with the findings of this study showing that repurchase intentions are influenced by past experiences through the indirect effects. Finally, these frequent daily choices are becoming an increasingly important part of the sustainability movement. Particularly, since some of the world's largest companies are FMCG, these findings encourage brands to engage in cause-related activities both for society as a whole and to drive brand loyalty.

6.2 Implications

6.2.1 Theoretical Implications

This study contributes to the understanding of how cause-related activities influence brand loyalty in an FMCG context in several ways. To begin with, the findings of this study show that customer attitudes have a significant positive effect on the relationship between brand-cause fit and brand loyalty. In alignment with previous research (Adha & Utami, 2021; Vredenburg et al., 2020; Shetty, Venkataramaiah, & Anand, 2019), this finding shows that positive customer attitudes influence brand loyalty. Furthermore, this finding adds to the previous research by showing that customer attitudes are an indirect effect influencing FMCG brands that use cause-related activities to build brand loyalty. Accordingly, these findings stress the importance of customer attitudes as a motivational factor when studying the relationship between brand-cause fit and brand loyalty in an FMCG context.

Second, the results indicate that social norms have a significant positive effect on the relationship between brand-cause fit and brand loyalty. Agreeing with previous research (Ajzen, 1987), this finding shows that the customers' social surroundings and previous experiences influence their behavior positively. Further, it aligns with previous research (Aaker & Keller, 1990; Bigné-Alcañiz et al., 2012; Korschun, 2021; Nan & Heo, 2007), by highlighting the influence of

the perceived brand-cause fit on the customers' repurchase intentions and social surroundings. Additionally, contributes to previous research studying the relationship between brand-cause fit and brand loyalty by identifying social norms as an indirect effect (Howie et al., 2018, Lu et al., 2020; Nickerson & Goby, 2016). In particular, unraveling the complexity of the relationship by identifying how social norms play an important role for FMCG brands to improve their brand loyalty when using cause-related activities.

Third, the findings show that behavioral control significantly impacts the relationship between brand-cause fit and brand loyalty. Agreeing with previous research (Adha & Utami, 2021), the finding shows that customers' past experiences with a brand influence their brand loyalty. Additionally, aligning with previous research (Korschun, 2021), by highlighting the importance of engaging in cause-related activities to attract current customers. This finding is contradictory to the previous research indicating that the perceived behavioral control is lower for organically produced foods (Ahmed et al., 2021). Thus, failing Ahmed et al. (2021) description of perceived behavioral control for cause-related goods. Instead, contributes to previous research by stressing the importance of behavioral control as an indirect effect of the relationship between brand-cause fit and brand loyalty.

Finally, in alignment with Ajzen (1987) the findings of this study show that the theory of planned behavior (TPB) is a useful theoretical framework when studying repurchase intentions. Additionally, this study contributes to the original TPB framework by adding the independent variable of brand-cause fit when studying repurchase intentions in an FMCG context. To conclude, the findings thereby shed light on the indirect effects and create further understanding of the complexity of building brand loyalty through cause-related activities in the FMCG industry.

6.2.2 Managerial Implications

In addition to the theoretical contributions presented above, this study offers insights for practitioners within the FMCG industry who aim to implement brand activism in their marketing strategy. The findings create a deeper understanding of the previously studied relationship

between brand-cause fit and brand loyalty, primarily by contributing to the findings on the indirect effects of customer attitudes, social norms, and behavioral control.

To begin with, this study shows the positive relationship between brand-cause fit and brand loyalty within the FMCG industry. In other words, customers value cause-related activities when repurchasing an FMCG brand. Due to previous research being scarce within this field (Yet, Rivera, Bigné & Curras-Perez, 2019), these findings can help marketing practitioners within the industry understand the benefits of cause-related activities. In particular, this relationship helps drive sales, which can be beneficial for marketers in this low-margin industry. Additionally, it enhances the importance of aligning the cause in brand activism with the business's core values to be successful.

Moreover, the findings of this study contribute to a deeper understanding of the relationship between brand-cause fit and brand loyalty by outlining the three indirect effects. First, customer attitudes are found to be positively influenced by a high brand-cause fit as well as generate strong brand loyalty. Additionally, in agreement with previous research by Korschun (2021), it is particularly important for FMCG brands that engage in brand activism to deliver customer expectations. Hence, this indicates that practitioners can focus on delivering consistent customer experiences and on understanding customer expectations to build brand loyalty.

Second, this study finds that social norms positively mediate the relationship between brand-cause fit and brand loyalty. Thus, the customer's social surroundings influence the relationship between the brand's cause-related activities and the customer's intention to repurchase. For practitioners within the FMCG industry, it is therefore important to keep a wider perspective than solely focusing on the opinion of the consumer. In other words, considering the brand's reputation and attracting a wider audience for the benefit of the social norms.

Lastly, this study finds that perceived behavioral control is an indirect effect mediating the relationship between brand-cause fit and brand loyalty. Moreover, the customers' ease or difficulty in repeating the behavior (Ajzen, 1987), will impact their intention to repurchase. Hence, from a managerial view, it is important to be accessible to the customers and consider

what hurdles the customer may discover when purchasing the product. Additionally, it could be concluded that practitioners can benefit from not making vast changes that surprise the customer and align with the market when setting prices for the products. To conclude, these findings generate a complex picture of implementing cause-related activities to drive brand loyalty in the FMCG industry. Providing practitioners with the understanding of considering these indirect effects to more effectively build brand loyalty.

7. Conclusion

This chapter will conclude with the main insights of this study. To begin with, a conclusion will be presented. Further, the main theoretical contributions to academia will be highlighted, followed by the practical implications beneficial for practitioners and future research.

7.1 Conclusion

Since more brands nowadays advocate for social or political issues, practitioners must understand the customer's responses to brand activism and what influences them. To examine this, the purpose of this study was to analyze how brand-cause fit influences brand loyalty in the FMCG industry. The findings indicate that there is a significant relationship between brand-cause fit and brand loyalty. Further, this study is in line with previous research within the field and contributes by filling the gap in the indirect effects of the relationship. In particular, the study provides valuable insights into previous research on the FMCG industry and how to influence customers' brand loyalty, which paves the way for future research.

Furthermore, it is shown that the relationship between the variables is multidimensional due to the findings of the indirect effects. Hence, it can be concluded that the relationship is broader than the direct interaction between the customer and the brand. Incorporating social norms, customer attitudes and behavioral control adds to this idea. In addition, these dimensions include social surroundings, customer expectations, market competition, and overall attitudes towards the brand. Extenuating that emotional relationship to a brand is important within the FMCG industry nevertheless.

Moreover, the insights from this study shed light on the influence of brand-cause fit on brand loyalty, contributing to a deeper knowledge of the circumstances it can exploit in marketing strategies. By emphasizing the importance of supporting a cause that aligns with the business's core values, several benefits can be achieved by the brand. Additionally, the FMCG brand is recommended to consider the indirect effects of customer attitudes, social norms, and perceived behavioral control when striving to retain customers using cause-related marketing.

Finally, the research findings on the indirect effects between brand-cause fit and brand loyalty is a novel topic. Given the growing expectations of brands to engage in social or political issues, this study contributes to the understanding of important factors to consider when using cause-related activities to improve brand loyalty in an FMCG context. Consequently, it can help marketers to increase sales by influencing the customers' intention to repurchase. Therefore, we encourage future research to further study this phenomenon and its development within the FMCG industry.

7.2 Limitations & Future Research

This study has been impacted by the sample and research design, meaning the study has several theoretical and methodological limitations. These are important to consider to understand the scope and the limitations of the findings. In addition, this study contributes several findings on the relationship between brand-cause fit and brand loyalty within the FMCG industry. Consequently, the limitations of this study open up several opportunities for future research within the field.

In alignment with previous research, this study finds that the relationship between brand-cause fit and brand loyalty within the FMCG industry is strong and, by applying the TPB framework, this study contributes with novel findings on the indirect effects. However, the TPB framework limits the motivational factors to the preset concepts which affect the findings. Therefore, to study other potential indirect effects in the relationship between brand-cause fit and brand loyalty, it would be interesting to use another theoretical framework. Extended research on the indirect effects could provide valuable insights for practitioners when building strong brand loyalty through cause-related activities. Therefore, we recommend future research to study the relationship in new theoretical contexts.

Furthermore, all respondents received background information about what brand activism Colgate has been engaged in over the past years to ensure no information asymmetry. However, this could affect the objectivity of the findings. Therefore, in future research, it would be of interest to add an independent variable studying the respondents' awareness of the brand's

cause-related activities. This could add another dimension and deepen the understanding of the relationship.

Regarding the sampling, a non-probability sampling method was used in this study, and therefore, the result was skewed. Hence, it was not representative of a predetermined population. This kind of sampling selection limits the generalizability of the results due to cultural and demographic differences. Additionally, the sampling resulted in overrepresenting women, respondents from Sweden, and the age group 18-26. Thus, we recommend future research to replicate this study in new demographics and preferably another sampling approach such as probability sampling.

This study examined the case of Colgate, focusing on environmental sustainability as a subcategory of brand activism within the FMCG industry. Due to this, future research is recommended to observe and compare other angles of the phenomenon, such as social or political issues. In addition, other examples could be more controversial, since many young customers are advocating environmental questions and may be biased toward this cause. Thus, it would be interesting to study if other social or political issues have a different impact on brand loyalty than environmental issues today.

Moreover, it would be highly interesting to do a cross-industry comparison of this study. For example, focus on luxury goods in the automotive or fashion industry. This comparison could confirm if the FMCG industry, which generally has a low customer involvement, has the same impact on the indirect effects or if the FMCG industry differs from other markets where customer involvement is perceived as higher. This would allow for consistent use of the various indirect effects and would thereby make studies on this topic more generalizable.

Furthermore, this study uses a quantitative approach based on TPB, however, the findings are limited to statistics. To examine the phenomenon and indirect effects in more detail, we suggest doing a qualitative or mixed-study in the future. Conducting qualitative interviews with the customers will be beneficial when examining the relationship of the indirect effects more in-depth.

Finally, brand activism and brand loyalty are ongoing phenomena and there are many opportunities for future research. Therefore, it is highly relevant to further examine the complexity of this research field. Hence, despite the mentioned limitations above, this study shows significant conclusions of the findings, which contributes to previous research within the research stream.

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Appendix A

Subject for future research	Scope	Reference
Brand Activism & Customer perspective	Brand Activism must involve firm performance outcomes, specifically those related to increased revenue, brand equity and customer loyalty. To measure brand activism success both internal and external data should be collected. Future research could empirically examine the impact of brand activism, by undertaking surveys of customers to understand attitudes towards the brand. Online communication can be examined as well. Additionally, the social impact should be measured from external stakeholder (customers) and the customer view of brand activism is yet to be explored	Vredenburg, J. et al. (2020)
Brand Activism & Customer behavior	This research project yields numerous future research avenues. First of all, it would be interesting to study the remaining types of brand activism apart, to investigate the specificities of each type, and the changes they cause in consumer behavior.	Khawaja, L., Ali, A. A. and Mostapha, N. (2021)
Repurchase Intention	A host of marketing studies have acknowledged that the good experiences of customers lead to re-consumption in the future. (Add to existing text)	Anderson, E. W., Fornell, C., & Lehmann, D. (1994)
Brand activism on consumption	Thus, activist brands aspire to participate in the aesthetics of authenticity in the capitalism of consumption and values. This has opened up a line of research that we believe will be important in the years to come	Manfredi-Sánchez, J. L. (2019)
Brand Activism & Repurchasing	Future research could explore more complex relationships among CSR authenticity and variables of interest. For example, CSR authenticity may first generate favorable attitudes toward an organization and the CSR program and then influence various behavioral intentions and actual behaviors, such as purchasing behavior, repurchasing, and brand-switching.	Joo, S., Miller, E. G. and Fink, J. S. (2019)
Postpurchase stage	No study has looked at the process of satisfaction as a function of successive usage over time and work in this area is needed urgently.	Oliver, R. L. and Linda, G. (1981)
Understanding Consumer Behavior	this one is more if we want to explain consumer behavior and why it is important to understand..	Puccinelli, N. M. et al. (2009)
Brand Loyalty, Customer Satisfaction and CSR	First, other factors can influence and interact with brand loyalty and customer satisfaction. Second, it is recommended further investigation in corporate social responsibility toward satisfaction and brand loyalty	Khawaja, L., Ali, A. A. and Mostapha, N. (2021)
Repurchase Intention	A cyclical pattern of predictable experiences that builds customer loyalty over time, is also known as a loyalty loop. Further, the loyalty loop enroll customers into a routinized or automated cycle of retrigger, repurchase, and reconsumption experiences. The loyalty loop is named as such to emphasize that customer loyalty builds every time the service meets customer expectation	Siebert, A., Gopaladas, A., Lindridge, A., & Simões, C. (2020)
Affects on Repurchase Intention	Thus, further research is needed to examine whether the results can be generalized to non-customers, disaffected customers, first-purchase customers, or those customers with multiple contact experience with service representatives. Furthermore, although several factors have been considered as antecedents of repurchase intention in our research model, further research is encouraged to investigate whether other possible factors (e.g. laziness, habit, and/or familiarity) affect repurchase intention.	Fang, Y., Chiu, C. and Wang, E. T. G. (2011)
Price, Quality, Brand loyalty and post purchase Behavior	Second, generally – price, quality, brand and brand loyalty – are the variables that influence the consumer behaviour the most significantly. Further, the association between the post purchase behaviour and the four variables previously mentioned was largely unexplored.	Khawaja, L., Ali, A. A. and Mostapha, N. (2021)
Brand activism - Brand-cause fit	Little public skepticism or scrutiny about the sincerity, or authenticity, pointed at brands such as Ben & Jerry's and the types of sociopolitical issues they support	Kotler & Sarkar (2017)
Brand activism - Brand-cause fit	Champlin et al. (2019) refer to this as 'brand-cause fit' and show that it can occur in three ways, (1) a functional match, in which the function of a product aligns with a sociopolitical issue, for example, a maker of bullet-proof vests supporting Blue Lives Matter; (2) an image match, in which the brand personality or other features the brand portrays aligns with the sociopolitical issue, for example, a maker of bicycles designed for women whose brand image centers on female empowerment and supports equity in the workplace; or (3) a target audience match, in which the existing customer base overlaps in likely support of the sociopolitical issue, for example, a maker of electric vehicles supports renewable energy	Champlin, S., Sterbenk, Y., Windels, K., & Poteet, M. (2019).
Brand Loyalty and customer satisfaction	Our results show that satisfaction with performance is but one part of the total picture. A more complete picture of postevaluation phenomena requires examination of different standards that may be used to evaluate performance, satisfaction alone does not guarantee repurchase.	Gupta, K. and Stewart, D. W. (1996)

Appendix B

Questionnaire

Hello! We are Alice Pettersson and Charlotte Sternberg, two master's students studying International Marketing and Brand Management at Lund University. For our master thesis, we are examining brand loyalty and brand activism amongst fast-moving consumer goods and would appreciate your response to the following questions. The questionnaire takes approximately 5 minutes to complete. Please read through the following information before continuing.

- You need to be 18 or older to participate in the study.
- Your response is anonymous.
- While responses remain anonymous, the findings of the thesis will be public together with the thesis.
- You may withdraw from the survey at any time without giving reasons and will not be penalized for doing so.
- If you have any questions about the survey or the data, please contact us at charlotte.sternberg@hotmail.com

Thank you again!

Q1: I am 18 or older, I agree to participate in the study, and I understand what the study is about and how the data will be managed. [yes/no]

This survey focuses on the brand Colgate (logo below).



Have you purchased more than twice from Colgate?

Yes, ___

No, ___

If yes on the question above the questionnaire goes on to....:

What is your gender?

1. Male
2. Female
3. Nonbinary
4. Prefer not to say

What is your age category?

1. 18 - 23
2. 24 - 29
3. 30 - 35
4. 36 - 40
5. 41 or above

What country do you live in?

1. _____

Survey Questions

Brand activism and brands with an activist strategy

Brand activism refers to the activities implemented in an organization that advocates social, environmental, political, or economic issues in society. In other words, it is a way for brands to take a stance on current controversial issues beyond the business purpose.

This survey focuses on Colgate. Colgate has during the past five years building a strategy to actively promote sustainability. Particularly by engaging in Water Conservation. A campaign with the slogan “Every drop counts” has been promoted to minimize water waste and spread information on how to save water. For example, advocating how much water you can save by turning off your faucet when brushing your teeth (please see the pictures provided for graphic examples).

In the following section of this survey, questions regarding Colgate and its brand activism for Water Conservation will be presented. Please answer the questions based on previous personal experiences with the brand and your personal opinion.

Brand-Cause Fit: Based on your previous experience with the brand. Please answer the following questions:

1. The combination of Colgate and Water Conservation is compatible
Strongly disagree-Strongly agree
2. I think that supporting Water Conservation is appropriate for Colgate
Strongly disagree-Strongly agree
3. The values that come to mind when I think about Colgate fit with the values shown by Water Conservation non-profit organizations
Strongly disagree-Strongly agree

Attitude: Based on your previous experience with the brand. Please answer the following questions:

1. I would describe my attitude towards Colgate as Favorable
Strongly disagree-Strongly agree
2. I am pleased with my previous experience of purchasing products from Colgate

Strongly disagree-Strongly agree

3. I like to purchase products from Colgate

Strongly disagree-Strongly agree

4. Colgate is a brand I can rely on

Strongly disagree-Strongly agree

Social Norms: Based on your previous experience with the brand. Please answer the following questions:

1. Do your family or friends think it's a good thing if you consume Colgate's products?

Strongly disagree-Strongly agree

2. Do you feel that consuming Colgate's products is 'the right thing to do'?

Strongly disagree-Strongly agree

3. My family or friends purchase from Colgate

Strongly disagree-Strongly agree

Behavioral control: Based on previous experiences, please answer the following questions:

1. Do you agree that Colgate's products are easily available in shops?

Strongly disagree-Strongly agree

2. Do you agree that Colgate's products are good value for money?

Strongly disagree-Strongly agree

3. If I want it, I believe that I regularly can purchase Colgate's products

Strongly disagree-Strongly agree

4. Whether or not I buy Colgate regularly is completely up to me

Strongly disagree-Strongly agree

Repurchase Intention: Based on previous experiences, please answer the following questions:

1. I intend to continue purchasing products from Colgate regularly in the future.

Strongly disagree-Strongly agree

2. The next time I buy toothpaste, I will buy Colgate

Very unlikely - Very Likely

3. I will likely buy a Colgate product in the future

Strongly disagree-Strongly agree