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Attitudes Toward and Effectiveness of the Cause-Related Marketing Initiatives in the Polish Culture

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ATTITUDES TOWARD AND EFFECTIVENESS OF THE CAUSE-RELATED MARKETING INITIATIVES IN THE POLISH CULTURE

By

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A THESIS

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ATTITUDES TOWARD AND EFFECTIVENESS OF THE CAUSE-RELATED MARKETING INITIATIVES IN THE POLISH CULTURE

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The study examines attitudes toward and effectiveness of cause-related marketing initiatives in Poland. As the results indicate, the factors, which lead to the popularity and effectiveness of the cause-related marketing initiatives in the United States and the United Kingdom, lack in the Polish culture. Even though CRM is popular in Poland, it does not influence the purchase decisions. Poles do not have any expectations toward businesses in the area of corporate social responsibility. They believe that the government should take the responsibility for solving social issues, and value only the functional dimensions of the products, because their emotional needs are fully satisfied by their families, friends and religion.
Dedication

I would like to dedicate my work to:

My brother, Wojciech for all his optimism, support and advice

My grandfather, Bohdan for all his support and encouragement

My parents for teaching me how to be creative and ambitious

Pawel Racis

My friends in Poland

And all optimistic people I have met in my life.
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I would like to thank my brother, Wojciech and my grandfather, Bohdan for all of their support during my 2 year graduate studies.
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Chapter 1: Introduction

Corporate social responsibility evolved from philanthropy to cause-related marketing. CRM not only brings the same benefits as other corporate social initiatives, but it also supports company’s marketing objectives and gives a brand a competitive edge. It helps to position a brand, and the transaction-based CRM brings direct bottom-line benefits for businesses, including increased sales. The cause-related marketing campaigns are very popular and effective in the United States and the United Kingdom, where products and services need an additional value, a spirit to successfully attract consumers. However, until now no research study has been conducted on the attitudes toward and the effectiveness of cause-related marketing in Poland.

Polish culture and socioeconomics significantly differ from the Western European and American ones. Poland regained full independence only about 20 years ago, and thus, has had only those two decades to develop a free-market economy. Polish businesses and their managers lack knowledge and experience. They still have to struggle with corruption and bureaucracy, trying to survive, pay salaries every month, to get funds for investments, exact debts from creditors, and solve the conflicts with the tax office (Corporate Social Responsibility in Poland. Baseline Study, 2007). Polish consumers had to relearn about consumer behavior, advertising, and marketing. They have negative attitudes toward the business sector. Poles’ scores on cultural dimensions differ from the ones of American and British societies (Hofstede, 2001; Nasierowski & Mikula, 1998). Polish culture is more collectivist, scores higher in uncertainty avoidance and power distance.
As many researchers and practitioners noted, culture influences consumer behavior, as income levels in the developed countries converge (de Mooij & Hofstede, 2002). Ignoring cultural differences can lead to decreased benefits, as marketing effectiveness depends on adaptation to cultural values. Thus, it is crucial to examine the attitudes toward and the effectiveness of cause-related marketing initiatives in Poland. The researchers’ goal is to determine if the factors which lead to the effectiveness of cause-related marketing in the United States and the United Kingdom are present in the Polish culture, economy and history, and to examine the perceptions of and the recall of the Polish CRM campaigns.
Chapter 2: Literature Review

Until now there has not been any research study on cause-related marketing in Poland. What is more, the access to the literature about marketing, communication, advertising and public relations in Poland is very limited. During the extensive, almost year-long research, no academic or professional online databases which would contain such publications have been found. There is also limited communication between researchers and practitioners in Poland and in the United States. In the United States, Elzbieta Lepkowska-White, a faculty member of the Skidmore College conducted some research on advertising in Poland and in the U.S. However, the only source of information about corporate social responsibility in Poland is the websites of professional associations with uploaded articles and reports about corporate social responsibility which are mainly self-evaluations of the CSR practices prepared by the corporations themselves. The only exception is the 2007 analysis of corporate social responsibility practices in Poland funded by the European Commission and the United States Development Programme, which includes the description of CSR practices in Poland and results of in-depth interviews with Polish managers (Corporate Social Responsibility in Poland. Baseline Study, 2007).

Due to the lack of studies on cause-resulted marketing in Poland, and lack of published research on consumers’ attitudes toward corporate social responsibility practices and their effectiveness in Poland, this study is based on combination of literature from different areas: corporate social responsibility in the United States and Western European countries, Polish history, socioeconomics and culture, and culture’s impact on consumers’ behavior and attitudes. However, it should be emphasized that as a
result of limited access to information about cause-related marketing and other related disciplines in Poland, as well as of lack of communication with Polish researchers, this literature review and study is exploratory, and is only a basis for future research, content analyses, surveys on cause-related marketing and corporate social responsibility in Poland.

**Corporate Social Responsibility**

**Definition**

According to Kotler and Lee, corporate social responsibility is “a commitment to improve community well-being through discretionary business practices and contributions of corporate resources” (Kotler & Lee, 2005, p. 3). They emphasize that this kind of commitment should be voluntary, not required by law or moral and ethical standards. The word community refers to people, as well as environment.

Vernis, Iglesias, Sanz and Saz-Carranza (2006) use the definition created by the European Commission in 2001 which emphasizes the voluntary action, and relationships with stakeholders and their issues. EC describes corporate social responsibility initiatives as “companies’ voluntary incorporation of social and environmental concerns to their trading operations and their relationships with their stakeholders” (as cited in Vernis, Iglesias, Sanz & Saz-Carranza, 2006, p. 23-24).

Angelidis and Ibrahim (1993) stress the role of stakeholders and their issues as well. They define corporate social responsibility as “corporate social actions whose purpose is to satisfy social needs” (p. 8). The authors created a comprehensive model of corporate social responsibility. According to their framework, communities expect from
social agents, such as individuals, groups, business and nonprofit sectors, as well as from
the government to satisfy their various needs. The type and extent of those needs, and the
social agent who will fulfill those needs depend on culture, ethics, legal environment, and
the degree to which those needs are satisfied. Social demand includes all the society’s or
community’s needs. At the same time, corporate social supply is the corporation’s
activities which purpose is to fulfill those needs. The corporate social supply depends on
importance of the community to the corporation, cost of social response as compared to
the business’ resources, the corporation’s culture, values of management, and benefits the
corporation expects to receive from this specific community. The authors refer to a notion
of “equilibrium” (p. 9). It is achieved when the corporate social supply satisfies the social
demand. If there is no equilibrium, the society or community will put pressure on the
corporation, and if this does not work, the firm will be regulated, and if this does not
bring the equilibrium either, the society will choose a different agent to satisfy its needs.

Benefits, Risks and Challenges

To further understand the concept of corporate social responsibility, the benefits it
brings to the society, corporations and to the nonprofits collaborating with the business
sectors in CSR initiatives should be examined. The researchers, professionals and
practitioners mention the bottom-line benefits for the firms that engage in CSR, such as
increased sales and market share, strong brand positioning, improved corporate image
and reputation, ability to attract and motivate employees, decreased operating costs, and
increased appeal to investors (Kotler & Lee, 2005; Simcic Bronn & Belliu Vrioni, 2001).
The manufacturer’s or distributor’s reputation positively influences the purchasing
decisions as it is indicated in the surveys, such as the one conducted by Cone/Roper (Kotler & Lee, 2005; Mescon & Tilson, 1987). Strong reputation can be helpful in the potential crisis management, and can influence the government decisions regarding the policies. Engaging in CSR initiatives in the field of environment can lead to reduction of waste, and greater productivity when using materials. The increased media coverage lets corporations spend less money on advertising, and gives more opportunities for public relations initiatives (Kotler & Lee, 2005).

Vernis, Iglesias, Sanz and Saz-Carranza describe the benefits for the corporations when collaborating with nonprofit organizations in their CSR initiatives (Vernis, Iglesias, Sanz & Saz-Carranza, 2006). They mention reputation and positive image as Kotler, Lee, Simec Bronn and Belliu Vrioni did, and emphasize the relationship with society and communities which can be strengthened by the CSR implementation. Authors call it “bridges between civil society and companies” (Vernis, Iglesias, Sanz & Saz-Carranza, p. 30). The bridge can result in greater support from the society. CSR improves public relations initiatives and prevents governmental interventions in the business activities. The initiatives attract new consumers who have relationships with the partner nonprofits. Corporations can also improve their effectiveness by purchasing goods and services from charities, and, as already mentioned by Kotler and Lee, CSR motivates employees, and attracts new highly qualified ones.

Vernis, Iglesias, Sanz and Saz-Carranza examine benefits of engaging in CSR initiatives not only for corporations, but also for nonprofit partners (2006). The primary benefit is financial. Nonprofits receive money and all in-kind donations from the businesses. It gives them an additional source of financing. The increased visibility brings
opportunities to receive more social support for their causes, and find new business partners. Charities learn new techniques and methodologies to improve the effectiveness of their activities, and can learn how to look at business sector form a different perspective.

Vernis, Iglesias, Sanz and Saz-Carranza emphasize the risks and challenges facing the nonprofits that collaborate with corporations in their CSR initiatives. Charities still do not trust the business sector (Vernis, Iglesias, Sanz & Saz-Carranza, 2006). The for-profit and non-profit organizational cultures differ to a great extent. Businesses focus on increasing sales, while charities concentrate on fundraising. What is more, nonprofits can become overly dependent on the particular corporation. Therefore, their managements should remember to stay financially independent, and constantly seek for additional fundraising sources.

On the other hand, Kotler and Lee examine the challenges facing the businesses engaged in the CSR initiatives (Kotler & Lee, 2005). They include choosing the social issue and the initiative to address this issue, as well as challenges in planning and evaluating the CSR programs. The latter one, evaluation brings the biggest problems, as the benefits of CSR initiatives are long-term and cannot be directly measured.

Specific benefits and risks related only to cause-related marketing as a part of corporate social responsibility will be discussed in the proceeding chapters.
Cause-Related Marketing

Definition and Typology

According to Angelidis and Ibrahim, the literature on corporate social responsibility was limited. There was no theoretical and methodological basis, except of the model proposed by the authors, which was discussed in the previous chapter (Angelidis & Ibrahim, 1993). Fifteen years after their publication, we still find some inconsistencies, especially in the typology and the definitions of corporate social initiatives. Different researchers propose different typology of CSR initiatives, and thus different definitions of the topic of this study, cause-related marketing, which is a part of corporate social responsibility programs. Some of the definitions are broader and more flexible, while other are very narrow and specific.

Kotler and Lee (2005) distinguish six types of corporate social initiatives: cause promotions, cause-related marketing, corporate social marketing, corporate philanthropy, community volunteering, and socially responsible business practices. They describe the first three types: cause promotions, cause-related marketing, and corporate social marketing, as marketing related ones (Kotler & Lee, 2005, p. 2). In case of a cause-related marketing initiative, a company “commits to making a contribution or donating a percentage of revenues to a specific cause based on product sales” (Kotler & Lee, 2005, p. 23). When engaging in a cause promotion, a firm “provides funds, in-kind contributions, or other corporate resources to increase awareness and concern about a social cause or to support fundraising, participation, or volunteer recruitment for a cause” (Kotler & Lee, 2005, p. 23). In case of corporate social marketing, a company “supports the development and/or implementation of a behavior change campaign intended to
improve public health, safety, the environment, or community well-being” (Kotler & Lee, 2005, p. 23). As we can see, according to Kotler and Lee, the distinguishing feature of a cause-related campaign is not a focus on cause or social issue, neither creating new social dimensions of a brand, nor strictly marketing objectives. It is the donation based on product sales that distinguishes cause-related marketing from other initiatives. Cause promotions which are marketing related focus on social causes and issues by increasing awareness and supporting fundraising and volunteerism for this specific cause. Corporate social marketing, another marketing related initiative, also focuses on a social cause or issue by initiating a behavior change campaign in order to improve the community well-being.

Varadarajan and Menon agree with Kotler and Lee on the definition of cause-related marketing (Varadarajan & Menon, 1988). They recognize the distinctive feature of CRM in “firm’s contribution to a designated cause being linked to customers’ engaging in revenue-producing transactions with the firm” (Varadarajan & Menon, 1988, p. 60). Vernis, Iglesias, Sanz and Saz-Carranza support the Kotler and Lee’s definition (Vernis, Iglesias, Sanz & Saz-Carranza, 2006). They examine different types of collaborations between the nonprofits and corporations, such as corporate foundations, cause-related marketing, sponsorships and donations, employee volunteers, service purchases, accreditation, licenses, and microcredits. The authors define cause-related marketing as a collaboration in which “a company promotes a product through the image of a social issue, donating parts of its revenues to it” (Vernis, Iglesias, Sanz & Saz-Carranza, 2006, p. 39). They mention a notion of branding, but still emphasize the revenue aspect of CRM.
At the same time, other researchers and practitioners provide a different definition of cause-related marketing. Most of them use the terms cause marketing and cause-related marketing interchangeably (Andreasen, 2006; Perlman & Chang, 2007; Vernis, Iglesias, Sanz & Saz-Carranza, 2006). Practitioners, such as David W. Zucker, partner and director of CauseWorks, Porter Novelli’s corporate social responsibility, cause-related marketing and nonprofit specialty, use a very broad definition of cause-related marketing focusing on marketing and branding aspects. Zucker defines it as “a long-term partnership between a non-profit group and a corporation that, unlike corporate philanthropy, is part of a coordinated marketing program” (Higgins, 2002, p. 12). CRM “creates a partnership between a brand and a cause, and that relationship is used to market a product” (Higgins, 2002, p. 13). Zucker emphasizes the marketing dimension and branding aspect. His definition of CRM is closer to the Kotler and Lee’s definition of marketing related initiatives, than to specifically cause-related marketing (Kotler & Lee, 2005). Perlman and Chang published an article in The NonProfit Times, where they define cause-related marketing as the same initiative as cause marketing and commercial coventures, stating that it is “a commercial marketing partnership between a business and a nonprofit entity to market an image, product or service linked to a social cause or issue, for mutual benefit” (Perlman & Chang, 2007). They also emphasize the marketing objective, and the linkage between a product and a cause. The authors perceive the Kotler and Lee’s cause-related marketing initiative only as an example of cause-related marketing (Kotler & Lee, 2005). Perlman and Chang (2007) state: “the most typical example [of cause-related marketing] is an advertisement stating that a company will contribute a certain dollar or percentage amount of the product purchased or service used
to a specified charity” (Perlman & Chang, 2007). Damian (2007) defines cause-related marketing as “the combination of corporation’s economic objectives with social goals in the same initiative” (Damian, 2007). He uses the broadest definition of CRM. Similar definition is mentioned by the CSR specialists from the Danone corporation in Poland (Danone, 2007). They describe cause-related marketing as “commercial activity conducted by a firm, which is based on both marketing objectives and social goals” (Danone, 2007, p. 66).

Some of the researchers support the definitions used by the practitioners. Stole defines cause-related marketing as “a hybrid of product advertising and corporate public relations” which “aims to link corporate identities with nonprofit organizations and good causes” (Stole, 2006). Stole also provides a typology of CRM initiatives. He distinguishes following practices within the notion of cause-related marketing: advertising, public relations, sponsorship, licensing, direct marketing, facilitated giving, and purchase-triggered donations. In the latter one “a company pledges to contribute a percentage or set amount of a product’s price to a charitable cause or organizations” (Stole, 2006). Thus, Kotler and Lee’s definition of cause-related marketing is almost the same as Stole’s definition of purchase-triggered donations, which are only a type of cause-related marketing (Kotler & Lee, 2005). Andreasen uses the same approach as Stole (Andreasen, 1996). He provides a typology of cause-related marketing alliances which include: transaction-based promotions, joint issue promotions, and licensing. In case of joint issue promotions, a corporation and one or more charities try to solve a social problem by distributing products and promotional materials, and advertising. A nonprofit may also license their name or logo to a corporation for a fee or part of
revenues. According to Vernis, Iglesias, Sanz and Saz-Carranza, licensing is a type of corporate social initiatives, not cause-related marketing (Vernis, Iglesias, Sanz & Saz-Carranza, 2006). In case of transaction-based promotions, “a corporation donates a specific amount of cash, food, or equipment in direct proportion to sales revenue – often up to some limit – to one or more nonprofits” (Andreasen, 1996, p. 49). Thus, transaction-based promotions mean the same as Stole’s purchase-triggered donations (Stole, 2006).

Pringle and Thompson (1999) use the broader definition of cause-related marketing. They define CRM as “a strategic positioning and marketing tool which links a company or brand to a relevant social cause or issue, for mutual benefit” (p. 3). It seems to be the most accurate definition of CRM which combines most of the elements of the definitions already mentioned in this study. It emphasizes the strategic and marketing approach, brand positioning, focus on social issue and bottom-line benefits for the corporations. Previous definitions used the words alliances, partnerships, while Pringle and Thompson’s definition includes cause-related marketing initiatives which directly address a cause, not necessarily through a partnership with a nonprofit organization.

Different researchers and practitioners use different definitions of cause-related marketing. All of them emphasize the marketing objectives of CRM programs. Some of them perceive donation based on product sales as a distinguishing feature of cause-related marketing. Others treat it as a subtype of CRM and define cause-related marketing based on the linkage between a brand and a social cause, and marketing objectives. When looking for patterns, we can conclude that public relations and marketing practitioners use the second definition, and that it dominates in the academic and professional press
articles rather than in books. In this study, both of the definitions will be used. In cases where differentiation will be necessary, we will use the terms cause marketing which is Kotler and Lee’s marketing relative initiative, and transaction-based CRM (Kotler & Lee, 2005).

**CRM as a Part of Integrated Marketing Communication**

Integrated marketing communication is “the practice of unifying all marketing communication tools – from advertising to packaging – to send target audiences a consistent, persuasive message that promotes company goals” (Burnett & Moriarty, 1998, p. 14). All of the parts of IMC matrix create a synergy, and each has more influence on consumers’ attitudes and behavior than if it worked on its own (Burnett & Moriarty, 1998). IMC is a form of consumer-focused marketing which is aimed on building relationships with individual consumers, not with a mass target group (Guth & Marsh, 2006). It sends unified, consistent message to each consumer trough advertising, public relations, direct mail, packaging, pricing, etc. (Guth & Marsh, 2006).

Cause-related marketing is a great example of integrated marketing communication. The development of CRM has been initiated by perspectives and activities from many areas, including IMC of nonprofits and for-profit organizations: marketing, marketing for charities, corporate philanthropy, corporate social responsibility, fundraising management, and public relations (Varadarajan & Menon, 1988). As mentioned in the previous chapter, according to Stole, there are six types of CRM initiatives: advertising, public relations, sponsorship, licensing, direct marketing, facilitated giving, and purchase-triggered donations (Stole, 2006). Gofton notes that
cause-related marketing gives public relations and marketing departments an opportunity to work based on shared objectives (Gofton, 1998).

CRM is a part of corporate social initiatives and is sometimes called advertising (Perlman & Chang, 2007). According to Kotler and Lee, one of the features that distinguish cause-related marketing from other corporate social initiatives is that CRM requires more promotion, especially advertising (Kotler & Lee, 2005). Pringle and Thompson call public relations “one of the most potent elements of a Cause Related Marketing effort” (Pringle & Thompson, 1999, p. 142).

Therefore, CRM combines many marketing communication tools, such as advertising, public relations, packaging, direct mail, and sponsorships, and is a great example of an effective integrated marketing communication, as will be presented in the following chapters.

**Benefits of Cause-Related Marketing**

Cause-related marketing initiatives bring the same benefits as most of CSR initiatives both for nonprofits and corporations. However, CRM has a crucial advantage over other corporate social activities. Cause-related marketing not only provides resources and money to charities, but also supports the corporation’s marketing objectives (Adkins, 1999). CRM helps to position a brand, and the transaction-based cause-related marketing brings direct bottom-line benefits for corporations, including increased sales, as compared to the bottom-line benefits of other CSR initiatives which are the result of an enhanced reputation of a company or brand. Thus, a majority of researchers, professionals, and practitioners evaluate the CRM concept very positively.
As all CSR initiatives, cause-related marketing creates or improves the corporation’s or brand’s image as a caring community member, especially when it supports popular causes (Gofton, 1998; Varadarajan & Menon, 1988; Vernis, Iglesias, Sanz & Saz-Carranza, 2006; Pringle & Thompson, 1999). It increases the awareness of a brand and exposure to it (Why giving is good for you, 2003, Vernis, Iglesias, Sanz & Saz-Carranza, 2006). The brand or company gains widespread and positive visibility in media and in public sphere (Varadarajan & Menon, 1988; Kotler & Lee, 2005). CRM gives more public relations opportunities; therefore corporations can save money on advertising and promotion (Stole, 2006). The initiatives help counter negative publicity, and pacify customer groups which are so important when customers feel offended by company’s practices or statements, and call for a boycott of its products or services (Varadarajan & Menon, 1988). CRM strengthens relationships with all the stakeholders, not only consumers, but also employees, distributors, suppliers, politicians, shareholders, and opinion leaders, as, through cause-related marketing initiatives, the company invests in the community in which it operates (Adkins, 1999). Like all corporate social initiatives, it motivates employees and attracts potential ones (Simcic Bronn & Belliu Vriono, 2001). Businesses can also get access to charities’ staff, donors and audiences, which can result in attracting new consumers and networking with potential partners (Stole, 2006).

What is so unusual about cause-related marketing initiatives is that they address both marketing and social goals. Marketing, public relations and advertising practitioners are able to “both boost the bottom line and make a positive impact on society” (Mason, 2002, p.11). Cause related-marketing increases sales by tying them with donations,
enhances repeated purchases (Vernis, Iglesias, Sanz & Saz-Carranza, 2006; Adkins, 1999; Varadarajan & Menon, 1988; Kotler & Lee, 2005; Pringle & Thompson, 1999; Andreasen, 2006). CRM increases consumer’s loyalty, which is so important in developed markets with a great range of products and services (Adkins, 1999; Pringle & Thompson, 1999). It builds a strong and long-lasting relationship between a company or brand and the consumers by providing both emotional and rational ties with the customers (Adkins, 1999; Varadarajan & Menon, 1988).

Not only do cause-related campaigns enhance consumer loyalty, but they also attract new customers (Kotler & Lee, 2005). Consumers, who would like to donate to their favorite charities or causes, share their views on social issues and become potential customers (Kotler & Lee, 2005). Cause-related marketing is an effective way to gain customers from specific demographic or geographic groups, such as relatives and friends of cancer victims, students, elderly people (Kotler & Lee, 2005). Finally corporations are able to allocate resources from marketing budgets to social activities (Vernis, Iglesias, Sanz & Saz-Carranza, 2006).

CRM helps building a brand (Mason, 2002). The brand becomes associated with a cause or charity (Kotler, Lee, 2005). Thus, cause-related marketing provides an added value which differentiates a product (Adkins, 1999; Perlman & Chang, 2007; Andreasen, 2006). Differentiation is more and more difficult in the developed markets with a wide range of products and services (Pringle & Thompson, 1999). Price-cutting and heavy advertising often do not work any more. Cause-related marketing adds a powerful belief system, spirit to the brand (Pringle & Thompson, 1999, p. 273). CRM also increases brand awareness and recognition (Varadarajan & Menon, 1988; Kotler & Lee, 2005).
Cause-related marketing brings significant benefits to charities as well. CRM initiatives generate funds for nonprofits (Perlman & Chang, 2007, Kotler & Lee, 2005). The initiatives reach consumers that do not donate to charities in traditional way, and gives them a chance to start doing it (Mason, 2002; Vernis, Iglesias, Sanz & Saz-Carranza, 2006). What is more, cause-related marketing not only raises funds for the charities or causes, but also enhances awareness of social issues by increasing exposure, visibility and media coverage of those problems (Mason, 2002; Waugh, 2002; Perlman & Chang, 2007; Varadarajan & Menon, 1988).

Risks of Cause-Related Marketing

Even though cause-related marketing may seem like a perfect way to combine marketing and social corporate objectives, it can still bring some risks. Consumers are skeptical of the companies’ motives behind all of the corporate social initiatives, and advertising messages (Simcic Bronn & Belliu Vrioni, 2001). They can get an impression that “the company is making ‘much ado about nothing’” (Simcic Bronn & Belliu Vrioni, 2001, p. 217). The campaign may receive negative publicity and be rejected by all the stakeholders, if it is not properly planned, executed and communicated (Adkins, 1999; Mason, 2002; Gofton, 1988). It can happen, if, for instance, the advertising messages promoting the CRM initiatives contain misleading information about the contributions and relationship between a corporation and a charity (Adkins, 1999). According to Pringle and Thompson, the key is to ensure the transparency and integrity of the campaign (Pringle & Thompson, 1999; Murphy, 1999).
There are also big risks for charity partners. If the campaign fails, nonprofits can lose their limited resources, such as the time and effort of their employees (Andreasen, 1996). Corporations wish to associate their products and services only with popular, respected and uncontroversial causes and nonprofits (Vernis, Iglesias, Sanz & Saz-Carranza, 2006; Stole, 2006). Charities may become too market-oriented and stop supporting relevant causes that do not have potential to attract businesses. Therefore, they can lose their altruistic nature (Vernis, Iglesias, Sanz & Saz-Carranza, 2006; Stole, 2006). What is more, even if charities keep serving society, they may be ignored by corporations if they are small and address unpopular causes (Stole, 2006). Companies in their CRM activities usually concentrate on symptoms instead of core problems, making the campaigns socially not effective (Stole, 2006). If people get an impression that the causes or charities they used to donate to already receive enough funds from their CRM partners, they can withdraw their contributions (Vernis, Iglesias, Sanz & Saz-Carranza, 2006; Andreasen, 1996). Nonprofits can also lose their organizational flexibility. As a result of the restrictions included in the contracts signed with businesses, they can lose contributions from potential donors (Andreasen, 1996). Nonprofits, as a result of partnership with businesses, may lose their credibility and objectivity in the public perception (Stole, 2006; Andreasen, 1996). After the campaign finale, charities, as a result of exposure, may receive too many requests for help (Andreasen, 1996). From a nonprofits’ point of view, cause-related marketing initiatives may be exploitative (Stole, 2006). Companies may spend more money on advertising their social activities than on donations to charities (Varadarajan & Menon, 1988). What is more, CRM initiatives bring free publicity and public relations opportunities allowing corporations to save on
advertising and promotion (Stole, 2006). Businesses’ contribution and promotional expenses are tax deductible which raises some ethical questions about CRM activities (Varadarajan & Menon, 1988).

**Keys to Successful and Effective CRM**

When choosing a cause or charity, companies should select the ones which serve the same target audiences, and causes related to their business values and appealing to their customers and all stakeholders (Vernis, Iglesias, Sanz & Saz-Carranza, 2006; Andreasen, 1996; Kotler & Lee, 2005; Anderson, 1999; Pringle & Thompson, 1999). After the cause or charity is chosen, business practitioners should do the research to examine if target audiences find it important and relevant (Kotler & Lee, 2005). Many researchers and professionals argue that the logical fit between the brand and the cause is crucial for the campaign’s effectiveness (McNeil & Mirfin, 1998; Murphy, 1997; Pringle & Thompson, 1999). Simmons and Becker-Olsen (2006) conducted a study on the effectiveness of natural and created fits. Among their findings, they proved that low fit leads to less favorable attitudes toward the corporate sponsorships, and even if the message is communicated by a nonprofit organization, it does not completely reduce the negative effects of a low fit. However, some researchers disagree with this statement. Lafferty conducted a research study on the impact of fit between a cause and a brand on attitudes and purchase decisions (Lafferty, 2007). The results of her experiment proved that a logical fit did not have any significant effect on attitudes and purchase decisions as compared to a poor fit.
Companies should ensure that their commitment to the cause or nonprofit is long-term and that is supported by top management (Varadarajan & Menon, 1988; Andreasen, 1996; Pringle & Thompson, 1999). The business should also engage all its stakeholders, including employees, suppliers, dealers and franchisees in the CRM program (Andreasen, 1996; Pringle & Thompson, 1999). The campaign should be heavily promoted, also by the public relations professionals, advertised and visible (Kotler & Lee, 2005; McNeil & Mirfin, 1998; Murphy, 1999; Pringle & Thompson, 1999). It has to be creative and consistent with all the messages sent by the company to the public (Pringle & Thompson, 1999). The campaign has to be newsworthy, in order to generate publicity (Pringle & Thompson, 1999).

As mentioned previously, many consumers are very skeptical of CRM initiatives and underlying motivation. Thus, practitioners should plan and execute their campaigns honestly, transparently, and consistently (Simcic Bronn & Belliu Vriono, 2001; Why giving is good for you, 2003; Anderson, 1999; Murphy, 1999). They should ensure a two-way communication with the corporation’s stakeholders, and make a long-term commitment to the cause instead of using it as a tactic to temporary increase the sales (Simcic Bronn & Belliu Vriono, 2001). Consumers should see the benefits of the CRM initiatives in their communities (McNeil & Mirfin, 1998).

As in all marketing programs, it is crucial to constantly evaluate the CRM campaigns (Andreasen, 1996; Why giving is good for you, 2003; Murphy, 1999; Pringle & Thompson, 1999). However, it is a challenge for practitioners due to difficult measurement of the outcomes as both direct and indirect results, like the ones through enhanced reputation, are usually long-term (Simcic Bronn & Belliu Vriono, 2001).
Both businesses and nonprofits should plan, execute and evaluate CRM initiatives effectively. They have to communicate with their partner corporations clearly, and present their goals and expectations from the beginning of the alliance (Andreasen, 1996). Businesses and nonprofits should prepare and sign a contract before launching a campaign, to make their objectives, responsibilities, and relations clear to both sides (Andreasen, 1996; Why giving is good for you, 2003; Murphy, 1999; Pringle & Thompson, 1999). Both partners should communicate honestly and openly with their audiences (Andreasen, 1996).

**Examples of Cause-Related Marketing Campaigns in the United States and the United Kingdom**

**American Express**

It was American Express that introduced the term cause-related marketing and facilitated the development of CRM campaigns in United States and the United Kingdom (Why giving is good for you, 2003). In 1982, the corporation launched a campaign in which they donated five cents to arts organizations in San Francisco from every purchase made in the city area, and two dollars for every new card issued (Andreasen, 1996). As a result of the initiative, American Express donated $108,000, the number of transactions increased, and the corporation improved its relationships with the local merchants. The campaign was so successful that the company launched another CRM program, but this time nationwide. In 1983, the corporation contributed one cent from every transaction and one dollar for every new card to the foundation responsible for the renovation of Ellis Island and the Statue of Liberty. The initiative was a success as well. The number of
transactions increased 28 percent, and American Express donated $1.7 million to the renovation.

In 1992, American Express and Ogilvy & Mather initiated a new cause-related marketing campaign, Charge Against Hunger. This initiative was more closely related to the company’s strategy than the ones from the 1980s. The corporation had problems with the relations with its restaurant partners (Pringle & Thompson, 1999). They complained about high fees and argued that American Express was not a good community member. To improve its relations with restaurant representatives, and to increase cards’ usage and membership, the corporation initiated an alliance with a nonprofit foundation, Share Our Strength, which tackled the problem of hunger in the United States. American Express promised to donate three cents for every card transaction during every November and December. This way the corporation contributed $5 million annually to SOS. The campaign brought great benefits, both to the corporation and the charity. The CRM initiative increased the public awareness of the problem of hunger in the United States. Consumers identified with the brand, as a result of high fit between American Express cards use in restaurants and the social issue of lack of food. The cause was tied with the company’s strategy and its advertising slogan Do More (Pringle & Thompson, 1999). The corporation heavily advertised the initiative, and engaged its employees and public persons, including First Lady Hillary Clinton, in fundraising. The campaign was very well planned, implemented and executed (Pringle & Thompson, 1999).
Avon

Avon, which calls itself the company for women, launched one of the most popular, successful and creative cause-related marketing initiatives. The campaign was initiated in the United Kingdom, in 1992, and in the United States in 1993 (Kotler & Lee, 2005). It supports breast cancer education and improves access to early detection services (Pringle & Thompson, 1999). The main part of the campaign has been the sales of pink ribbon products, such as lipsticks, pens, mugs, umbrellas (Kotler & Lee, 2005). The symbol represents awareness of and hope for women with breast cancer (Pringle & Thompson, 1999). Avon chose a cause which formed a natural fit with the brand, and corresponds with the concerns of their target audiences. Their sales representatives and consumers are the users of Avon beauty products, who are women, a group affected by the disease. Avon has partnered with many nonprofits, corporations, and public organizations, including the National Cancer Institute and the National Alliance of Breast Cancer Organizations (Pringle & Thompson, 1999). Avon sends a consistent, integrated message to their target audience through internet, public relations initiatives, celebrity endorsements, special events, cause promotions, educational brochures, and advertising. Worldwide, since 1993, Avon representatives raised over $300 million for the cause (Kotler & Lee, 2005).

Tesco

The best known cause-related marketing campaign in the United Kingdom is Tesco Computers for Schools (Pringle & Thompson, 1999; McNeil & Mirfin, 1998). The mechanism of the program is simple and clear to the customers. The supermarket chain
gives shoppers a voucher for every £10 spent in their stores. Customers choose a school to which they want to donate their vouchers, and the school exchanges the vouchers for computer equipment (Pringle & Thompson, 1999). This way the company gains a reputation of a good community member, as the benefits are visible to the local customers. The corporation has also received a lot of positive publicity. The cause is linked with the corporate objective, which is being “Number 1 locally” (Pringle & Thompson, 1999, p. 18). What is important, Tesco campaign goes directly to the cause, and does not partner with any charity or organization.

*World in Sight*

Corporations can not only donate funds through their CRM campaigns, but also through other resources. In 1992, a British optician chain, Dollond & Aitchison Opticians initiated an alliance with a nonprofit, Help the Aged (Stewart-Allen, 1998; Pringle & Thompson, 1999). The corporation encouraged its customers to bring old glasses to its stores for recycling. The glasses were then distributed to the developing countries. The initiative brought a lot of positive media coverage, and increased sales (Stewart-Allen, 1998).

*Iceland Frozen Food*

According to many researchers and practitioners, cause-related marketing initiatives do not have to be transaction-based. A frozen food retailer, Iceland, partnered with the Missing Person’s Helpline (Murphy, 1997). In 1997, they launched a CRM
The corporation placed photographs and personal details of missing people on its milk cartons. Iceland positioned itself as a caring community member and helped to reunite a 15-year old girl with her family (Murphy, 1997).

**Dove Campaign for Real Beauty**

Another highly successful and publicized campaign, which was not transaction-based, is Dove Campaign for Real Beauty. Among the 400 brands owned by Unilever, Dove is the largest personal care brand (Wasserman, 2005). In 2001, Silvia Lagnado became the global brand director and changed the Dove brand positioning and marketing strategy again. She decided to develop a global strategy for the brand. Lagnado and her co-workers asked questions about women in advertising, discrepancy between the idealized images of women in media and real women, a narrow notion of beauty, and the issue of body dissatisfaction among modern women all over the world.

Unilever commissioned a few research programs, including a global report by Dr. Nancy Etcoff from Harvard University on beauty and women’s body satisfaction (Jeffers, 2005). Interestingly, most marketing team members who objected to those new ideas were men (Wasserman, 2005). Some countries refused to accept the new global strategy. Finally, the ads with real, full-figured or gray-haired women ran everywhere except Russia (Wasserman, 2005). The casting criteria for the models were curvaceous body shapes and charisma (Jeffers, 2005). The Dove Campaign for Real Beauty focused on the narrow notion of beauty as presented in media, and women’s body dissatisfaction, especially among young girls. Dove ads present curvaceous female bodies and women over 60 years old as beautiful and idealized images of women in mass media as
artificially enhanced. Unilever established its own Dove Self-Esteem Fund and an online service with interactive tools, workshops and guidelines for young girls and their mothers to teach them how to counteract the negative consequences of the exposure to the idealized images of women in the media.

The first part of the campaign in 2005, which were the images of full-figured women in their underwear promoting the skin-firming products and the tick-box ads with questions like wrinkled? / wonderful? that challenged the beauty stereotypes, focused on TV and outdoor media, mainly billboards (Neff, 2005).

In 2006, the Dove brand switched to the internet as the main media channel (Neff, 2007a). Its flag web video, Evolution that presented how an ordinary woman can be transformed to a billboard beauty with help of a team of hairdressers, make-up artists and the use of Adobe Photoshop software has been streamed and downloaded more than 6 million times (Garfield, 2006, 2007; Neff, 2007b).

The most recent ads created by the Dove marketing team and Ogilvy & Mather promote the Dove Pro-Age line of beauty products for women over 50 years old. They feature elderly females in naked side poses presented as beautiful women regardless of age. Unilever claims the ads were “banned” on U.S. broadcast networks and thus are available only online (Neff, 2007b). Fox and NBC stations confirmed they rejected the ads. This way Unilever generated publicity for the new stage of the campaign which resulted in broad media coverage. On the other hand, the ads themselves are not so popular on the web as the previous ones, including the Evolution video. Doveproage.com was visited by only 50,000 web users daily as of February 13, 2007 according to Alexa.com (Neff, 2007b).
The integrated marketing plan contained not only advertising, but also public relations strategies. Publicists for Unilever and the Dove brand made sure that the campaign would get large media coverage. The first stage of the advertising campaign in 2005 was featured in The New York Times, The Wall Street Journal, on NBC Today Show, The Oprah Winfrey Show and CNN (Jeffers, 2005, Wasserman, 2005, Elliott, 2005). The Dove Pro-Age part of the campaign in 2007 was publicized on NBC Today Show, and The Oprah Winfrey Show (Neff, 2007b).

The campaign, according to the advertising and marketing professionals, including Advertising Age, Adweek, Brandweek, Marketing Week, and public opinion, has been a huge success. Not only the Evolution video has been viewed more than 6 million times as of February 2007 and the campaign generated large media coverage, including the most prestigious ones, such as The New York Times, The Oprah Winfrey Show and NBC Today Show, but it also raised the sales of the Dove products, brand awareness through the media coverage and even received film awards (Neff, 2007b).

The campaign was launched in September 2004. In 2005, the sales of the Dove products increased by 12.5 %, compared to only 2% in 2004 (Neff, 2007c). The sells in the United States rose by 2 % in just one month, from July to August 2005, when the first stage of the campaign was highly publicized (Jeffers, 2005). In 2006, the sales increased by 10.1% to $589.2 million (Neff, 2007c). On the other hand, according to Todd Wasserman, the sales of Dove Essential Nutrients Cleaners and bar soaps dropped in 2005 (Wasserman, 2005).

According to the national poll conducted for Adweek by International Communications Research in 2005, only 34% of respondents said they had seen the Dove
campaign and 64% had not (Comiteau, 2005). However, the Evolution web video released in 2006 was viewed by more than six million people and generated large media coverage (Neff, 2007b). Moreover, almost 80% of those who had seen the campaign in 2005 said that it was a smart way to promote the Dove products (Comiteau, 2005).

The Evolution of Corporate Social Responsibility and Cause-Related Marketing in the American, Western European and Polish Cultures

The topic of this study is attitudes toward and effectiveness of cause-related marketing initiatives in the Polish culture. The general concepts of an effective cause-related marketing campaign already have been discussed. However, cause-related marketing and corporate social responsibility evolved in different ways in different countries and cultures. Thus, it has different forms and different levels of effectiveness across different cultures. In this section, the impact of Polish, American and Western European cultures on the effectiveness and attitudes toward both corporate social responsibility and cause-related marketing will be examined.

Impact of Culture on Marketing, Advertising, and Public Relations

The most popular variable used to compare countries for marketing purposes is national wealth (de Mooij & Hofstede, 2002). However, as income levels across the developed countries converge, it is not effective anymore as a predictor. According to de Mooij and Hofstede (2002), “Converging technology and disappearing income differences across countries will not lead to homogenization of consumer behavior” (p.
Consumer behavior will even become more heterogeneous, because as levels of income converge, the value differences become even more significant. Higher incomes let people express themselves in consumer behavior, and this expression is based on their cultural values. Thus, in the era of global village, it is very important for multinational corporations to understand the cultures within they operate, and adapt their marketing and communication activities to the values, habits, traditions of their target audiences in different countries and regions. Ignoring cultural differences can lead to decreased benefits, as marketing effectiveness depends on adaptation to cultural values. The assumption that economic homogenization will result in the convergence of consumer behavior has found only “anecdotal evidence” (de Mooij & Hofstede, 2002, p. 62). Martin S. Roth supports de Mooij and Hofstede’s thesis (Roth, 1995). He argues that brand image success depends on regional socioeconomics, heterogeneity within countries, and national culture. De Mooij (2000) suggests that cultural differences in consumer behaviors are stable over time. Consumption behaviors, purchase decisions, media usage and attitudes toward advertising are all based on cultural values. In addition, Norwegian researchers, Simcic Bronn and Belliu Vrioni (2001) emphasize sociocultural and economic differences, and their impact on the perception of corporate social initiatives, which is discussed below.

**Hofstede’s Cultural Dimensions**

Countries and their national cultures can be compared, quantified and correlated with consumption aspects based on dimensional scales (de Mooij & Hofstede, 2002). According to many researchers, Hofstede’s cultural dimensions provide “a simple,
practical and useable shortcut to the integration of culture into studies” (Soares, Farhangmehr & Shoham, 2007, p. 283). The concept can evaluate a large number of cultures. Hofstede’s dimensions are related to cultural differences in purchase motives, degree of dependence on brands, adoption of new technologies, and media use (de Mooij & Hofstede, 2002; Hofstede, 1991, 2001). Thus, the dimensions can help global corporations to adapt their marketing, advertising and public relations campaigns to particular country or region they operate in. Hofstede proposed five dimensions: Power Distance (PDI), Individualism/Collectivism (IDV), Masculinity/Femininity (MAS), Uncertainty Avoidance (UAI), and Long-Term versus Short-Term Orientation (LTO) (de Mooij & Hofstede, 2002). The dimensions were measured on index scales from 0 to 100. The sample in original study consisted of a group of employees of a global corporation, IBM. The study was conducted between 1967 and 1973 in 72 countries.

Power distance is defined as “the extent to which less powerful members of a society accept the fact that power is distributed unequally” (de Mooij & Hofstede, 2002, p. 63). In individualistic cultures, people care only about themselves and their family, while in collective ones, people feel as members of larger groups. Masculine cultures value achievement and success, while the members of feminine cultures care for others and quality of life. Uncertainty Avoidance is “the extent to which people feel threatened by uncertainty and ambiguity and try to avoid them” (de Mooij & Hofstede, 2002, p. 64). In long-term oriented cultures people are more future-oriented, while in the short-term oriented ones people take more historic perspective. The dimensions indicate specific values and behaviors identified by Hofstede. For instance, in large-power distance cultures, society members respect old people and value status.
Polish History and Economy

Cultural values are rooted in the country or region’s history and are very resistant to change (de Mooij & Hofstede, 2002). Thus, it is essential to examine Polish history and culture as they relate to Polish consumers’ behaviors.

Poland, a great and influential country during the Middle Ages, struggled for independence since the eighteenth century when it was partitioned by Russia, Prussia, and Austria. It regained independence after the World War I, but, after World War II, Poland became a satellite state of the Soviet Union. During communism or, as some argue, socialism, Polish consumers experienced the drawbacks of centrally planned economy. Such a model is characterized by a big gap “between needs and the possibilities of their satisfaction” (Gajewski, 1992, p. 6). Sellers dominated consumers, the market was centrally regulated, and the distribution of goods and services was administrated by the state, not initiated by a free market and consumers’ needs (Gajewski, 1992).

The government tried to stimulate the needs and aspirations of the citizens. Only small private companies were accepted by the state. The only goal of advertising, which was generated by the central government rather than by commercial organizations, was to relocate the needs of consumers to more available products and services. Thus, advertising in a form it is observed in developed, democratic countries did not exist in Poland, as noted by Lepkowska-White, Brashear and Weinberger (2003), “was virtually nonexistent” (p. 57). Although small private-owned companies could operate in the Polish communist system, the sellers’ market did not require any intensive marketing activities from them (Domanski, 1992b).
In June 1989, Solidarity gained power in Poland after its victory in elections to Parliament, and in 1990, Lech Walesa became a president of a democratic Poland. In early August, 1989 “prices were freed, subsidies were abolished, rationing of commodities was abounded” (Fowkes, 1999, p.30). The radical economic reforms, called shock therapy, conducted by the young Minister of Finance, Leszek Balcerowicz, resulted in lower real incomes and fast growing inflation, which reached even three digits number in 1990 (Fowkes, 1999; Corporate Social Responsibility in Poland. Baseline Study, 2007). The government started privatizing state-owned enterprises, financial institutions and insurance companies (Domanski, 1992a). Stock exchange was opened in 1991, and Polish enterprises started cooperating with foreign capital, mainly through joint ventures (Domanski, 1992a). People experienced negative outcomes of the fast transition from communism to capitalism in their everyday lives. The major costs of the transition in Eastern European countries identified by the International Child Development Center attached to UNICEF were unemployment, lower real incomes, food shortages and lack of adequate nutrition, infectious diseases, psychological stress as a result of economic uncertainty (Fowkes, 1999). Full employment was guaranteed in the communist system. During the transition, job losses were not counterbalanced by new workplaces. Unemployment levels varied largely within the country. While unemployment levels in northern parts of Poland, such as Suwalki and Slupsk, were 28 to 30 percent, in central and western parts, such as Poznan and Warsaw it were still at single-digit levels. The fall in real incomes increased poverty. Agriculture production declined limiting food resources. Poles experienced a lot of stress due to the economic uncertainty, and, as a result, more people suffered from heart attacks and strokes. The distribution of income
changed, which resulted in great poverty. Poles split into two groups: winners and losers (Fowkes, 1999). The distance between the rich and the poor deepened. The income of poorest 20 percent of the Polish and Bulgarian nations fell from 10 percent to 6.5 percent, while the richest 20 percent gained 3 percent (Fowkes, 1999).

The losers were mainly farmers and unemployed citizens, who lost their high unemployment and family benefits which they used to receive from the government. As a result of transition, according to Lotspeich, crime rates in Poland rose from 1255 per 100,000 in 1988 to 2289 in 1990, and 2324 in 1995 (as cited in Fowkes, 1999). The dismantlement of harsh communist police and the introduction of open economy resulted in the establishment of semi-legal underground companies that brought bribery, theft and violence to the business sector. Moreover, poor citizens became poorer and more dissatisfied, which also led to an increase in crime rates.

Old communist nomenklatura benefited from the transition. They used their inside knowledge, social networks and connections to gain private wealth through the process of privatization of large state-owned corporations, which they turned into their own property (Fowkes, 1999). Thus, although the post-communists lost their political influence when Solidarity won the elections, they kept their administrative and military positions, and amassed their fortunes. The majority of the new economic elite consisted of managers of the former state-owned enterprises, not of the new capitalists and Solidarity members. This made Poles even more disappointed of the transition. They felt nostalgia for the communist past. The losers, dissatisfied with the effects of the transition, organized themselves through labor unions, which have been very strong social and political power in Poland since 1980s (Central Intelligence Agency, 2008).
The social, political and economic crisis in Poland influenced the consumer behavior. After the collapse of communist system in Poland in 1989, the sellers still dominated the market as a result of high inflation, lower incomes, and shortages in the supply of goods and services (Gajewski, 1992). Consumers turned to material values, and forgot about their life aspirations, family, health and leisure. Citizens reduced their consumer needs, concentrating mainly on the demand for food. A gap was formed between consumer norms, which Poles learnt from the Western European cultures, and living standards in Poland. Consumers became very pessimistic and expected further growth of prices and shortages of supplies. Therefore, they started stockpiling goods, in case they lacked in the marketplace. Citizens spent most of their time and energy getting basic goods and services. They purchased mainly food, tobacco and alcohol beverages, while stopped spending money on non-food products and all the services. Thus, consumers and their demands did not regulate the market like in all free economies, but the sellers and state did.

In 1991, Poland still remained an “unexplored territory for Western ad agencies” (Cote, 1991, p. 29). The economic crisis of the nineties led to negative attitudes toward advertising. Eastern Europeans had to relearn consumption from the very beginning. The transition left Polish consumers in the 1990s with “empty pockets and full shops” (Millar & Restall, 1992, p. 48). Therefore, some of them became hostile toward the invasion of Western goods and values, which they could not afford due to the growing inflation. Many longed for their stable lives from the communist times (Fowkes, 1999).

After the 1990s and Balcerowicz’s strict economic reforms, Poland “stands out as a success story among transition economies” (Central Intelligence Agency, 2008). In
1999, Poland joined North Atlantic Treaty Organization (NATO), and in 2004, the country became a member of European Union, which brought a significant economy boost. Increased private consumption, growing corporate investments, especially foreign ones, and inflow of the European Union funds led to gross domestic product (GDP) growth by 6.5 percent in 2007 (Central Intelligence Agency, 2008; Corporate Social Responsibility in Poland. Baseline Study, 2007). Foreign businesses directly invested in Poland over $75.7 billion from the beginning of 1991 to the end of 2005 (Corporate Social Responsibility in Poland. Baseline Study, 2007). However, Poles still face some economic problems as a young democracy. Unemployment rates have fallen since 2002, yet they reached 12.8 percent in 2007, which is still above European average (Central Intelligence Agency, 2008; Corporate Social Responsibility in Poland. Baseline Study, 2007). Unemployment rates vary from one voivodeship or province to another. It is lowest in mazowieckie (central Poland) and malopolskie (south), where in the region’s capital, Krakow already in 2000 almost all of the enterprises constitute the private sector (Corporate Social Responsibility in Poland. Baseline Study, 2007; Icon Group International, 2000). Unemployment reached the highest levels in warminsko-mazurskie (northern east), where in 2005, 27.5 percent of the Poles could not find a job (Corporate Social Responsibility in Poland. Baseline Study, 2007).

There is also a pattern that shows higher unemployment levels in rural areas, where Poles have less purchasing power (Icon Group International, 2000). An inefficient commercial court system, inflexible labor code, bureaucracy, and continuing low level corruption slow down the economic growth (Central Intelligence Agency, 2008). What is more, demands of many interest groups and labor unions from the areas controlled by the
state, such as health care, education and state pension system, became a challenge to a new government that struggles with tight budget (Central Intelligence Agency, 2008). There were 9.2 million of retired persons and pensioners in Poland in the last quarter of 2005 (Corporate Social Responsibility in Poland. Baseline Study, 2007). Comparing to 14.4 million working people, it constitutes a large and powerful part of the population.

Religion and Roman Catholic Church

The communist government not only tried to control consumers’ behaviors, but also cultural values, including religion and ethics. In the 19th century, the Polish Catholic Church helped Poles preserve their culture and language when Poland was portioned by its neighbors (Szczepanski, 1970; Hofstede, 2001, p. 113). As Szczepanski (1970) noted, “the miscalculated effort of the government to break the power of the Church by undermining religious feeling through open atheistic propaganda only succeeded, of course, in strengthening the religiosity and the attachment of the masses to the Church” (p. 166). The everyday habits and traditions in the countryside and among less-educated Poles included religious elements. Poland celebrated many church holidays, many citizens attended weekly masses, and much of their behavior was influenced by religion. Poland still remains a highly religious nation, with Roman Catholics constituting 89.8% of the citizens in 2002.

The Roman Catholic Church is, along with the labor unions, one of the strongest political pressure groups in Poland (Central Intelligence Agency, 2008). Religion in Poland is “a defining factor for the social and economic behavior” (Corporate Social Responsibility in Poland. Baseline Study, 2007, p. 17). Majority of Poles characterize
themselves as religious (Corporate Social Responsibility in Poland. Baseline Study, 2007). According to surveys conducted by academic institutions, media and the government, 15 percent of people consider themselves very religious, only 10 percent are undecided or not religious, and only 1 percent of Poles living in the countryside declared themselves as not religious (Corporate Social Responsibility in Poland. Baseline Study, 2007). In 2005, Kubacki and Skinner conducted a research study on Polish national brand and national culture (Kubacki & Skinner, 2006). Their results showed that 79.9 percent of the survey respondents agreed that Catholic religion is a contributor to a feeling of Polishness.

**Charities in Poland**

The most influential and respected journalists in Poland have published various articles about public’s negative attitudes toward and the unethical conduct of nonprofit organizations in Poland. According to the publicists, Poles have not trusted charities since 1990s (Niezgoda, 2001). After the collapse of the communist system, Poles were approached by the fundraisers everywhere: in front of the stores, banks, and restaurants. Many fraud foundations were established. According to Supreme Control Chamber (NIK), in 1992, 75 percent of nonprofits’ resources were received from the state, and only small part of it was spent on charity, while the majority of it was used for business activities. Therefore, since the beginning of this century, the state introduced very strict regulations regarding the establishment and registration of new nonprofit organizations.

What is also characteristic for the period of transition is that charities were funded mainly by the Western countries, and their main goal was the popularization of the ideas
of democracy. After a few years, nonprofits in Poland switched to tackling everyday problems of the society. Poles donated more and more money to charities; however their negative attitudes from the 1990s and foundations’ image of an annoying and not trustful organization persisted (Niezgoda, 2001). Nonprofits still lack transparency and effectiveness. “During a few years of work I have never been asked for other than financial donations. This is absurd. Foundations do not ask for any help with organizing a training, but for money to hire an agency, which would organize it” complains Anna Smolka, former employee in the public relations department of National Investment Fund (Niezgoda, 2001, p. 3).

According to Wilk (2002), in 2002 only one of three nonprofits submitted reports of their activities. Some of the charities were businesses with commercial goals, others were established by unpopular and discredited politicians, or were environmental groups that charged for not protesting against environmentally unfriendly investments. Many charities were organized by hospitals and were a convenient instrument of legalizing corruption in the healthcare sector (Wilk, 2002). In 2005, a charity organization founded and managed by Jolanta Kwasniewska, who was at that time Polish First Lady, received a lot of negative publicity (Wladyka, 2005). Her foundation, Agreement Without Borders, was financially supported by state-owned corporations, people who were discredited by the public, even by criminals. Furthermore, the most generous of the donors were people and firms that were the most rewarded ones by the President. Attitudes of Poles toward philanthropy do not facilitate effective charity initiatives, either. Generally, Polish people believe that only politicians, government and local governments are responsible for solving social problems, such as natural disasters (Niezgoda, 2001, Corporate Social
Responsibility in Poland. Baseline Study, 2007). The budgets of the biggest charities range from two million to 65 million zloties, while in the state budget for 2001, social services cost 12.5 billion zloties, including seven billion zloties allocated to donations to nonprofits (Niezgoda, 2002).

In 2003, about 45,000 associations and over 7,000 foundations in Poland financed their activities mainly from the state and local governments’ budgets, which constituted 30 percent of their benefits (Ministerstwo Pracy i Opieki Społecznej, 2005). Over 70 percent of them declared that they plan to apply for additional funds from the European Union. The biggest number of nonprofit organizations are in mazowieckie, śląskie, malopolskie and wielkopolskie voivodeships. These are regions where the life standards of the citizens are at the highest levels in Poland (Ministerstwo Pracy i Opieki Społecznej, 2008).

Among the most trustful nonprofits in Poland are the ones with strong and popular leaders who are authority figures for the society (Niezgoda, 2001). According to a survey conducted in 2001, the Great Christmas Aid Orchestra [Wielka Orkiestra Świątecznej Pomocy] was recalled by 99 percent of the respondents, and the Polish Humanitarian Action [Polska Akcja Humanitarna] by 67 percent of them (Niezgoda, 2001). Both of the charities have strong, charismatic leaders, Jurek Owsiak and Janina Ochojska. During nine years of the activity, donations to WOSP increased ten times. In 2000, during Christmas, Poles donated 25 million zloties to the Great Christmas Aid Orchestra (Niezgoda, 2001). In 2001, the second most popular charity in Poland after WOSP was a Catholic nonprofit organization, Caritas which gained trust as a result of support of the Polish Church and its long tradition (Niezgoda, 2001). Caritas Poland
collected 8.8 millions zloties and the regional branches received 65.7 million zloties from contributions (Niezgoda, 2001).

This year, in 2008, tax payers can deduct one percent of their annual income from their taxes, and can request to contribute this amount to a charity of their choice (Wirtualna Polska, 2008). In the previous years, they had to first transfer this amount to the nonprofit’s bank account and then deduct it from their taxes. According to the bill from 2006, beginning in 2008, tax offices will transfer this amount to charities. Tax payers can even request their support go to a specific person. In 2007, seven percent of Poles donated one percent of their income to nonprofits, with a total of over 105 million zloties contributed.

Despite this, the number of tax payers who share their income with the charities is still small due to lack of knowledge and trust, and complicated procedures. The biggest number of tax payers contributed one percent of their income to Nevertheless Foundation, managed by actress Anna Dymna, to You’re Not Alone Foundation managed by Bozena Walter, the wife of a media magnate Mariusz Walter, and to Catholic Foundation Caritas and WOSP.

According to surveys conducted by Polish CBOS in 1994, Gallup in 1996, and CBOS in 1998, the most popular cause to which Poles donate funds is sick and poor children, while the least popular issues are unemployment, Eastern repatriates, foreigners living in Poland, HIV/AIDS, and drug addiction (Niezgoda, 2001).
Polish Culture Based on Hofstede’s Dimensions

There are five cultural dimensions identified by Hofstede: Power Distance (PDI), Individualism/Collectivism (IDV), Masculinity/Femininity (MAS), Uncertainty Avoidance (UAI), and Long-Term versus Short-Term Orientation (LTO) (de Mooij & Hofstede, 2002). The Polish culture was not included in Hofstede original studies (Hofstede, 1991, 2001; Millar & Restall, 1992). However, many researchers attempted to measure the Polish culture based on Hofstede’s dimensions, scales and guidelines.

In 1998, Nasierowski and Mikula examined the impact of the cultural dimensions of young Poles who had experience with business management on the adaptation of Western managerial concepts in Poland (Nasierowski & Mikula, 1998). They concluded that Polish respondents scored quite high in Power Distance (72), very high in Uncertainty Avoidance (106), low in Individualism (56), and slightly higher than Canadian respondents in Masculinity (62).

In 2002, Bakacsi, Sandor, Andras, and Viktor measured cultural values of Eastern European cluster: Albania, Georgia, Greece, Hungary, Kazakhstan, Poland, Russia and Slovenia (Bakacsi, Sandor, Andras & Viktor, 2002). According to the GLOBE project’s findings used by researchers; concerning societal practices, Poland scored high in institutional, group and family collectivism, low in uncertainty avoidance and moderate in power distance. However, with respect to societal values, culture scored high in uncertainty avoidance, power distance, and group and family collectivism.
The Evolution of Corporate Social Responsibility in the United Kingdom, the United States and Poland

Many researchers and practitioners in the United Kingdom and the United States described the evolution of corporate social responsibility from philanthropy to cause-related marketing. “Many companies which have a strong sense of corporate social responsibility… are turning away from traditional giving and toward a more market-driven strategic management, bottom-line approach to philanthropy” (Mescon & Tilson, 1987, p. 49).

There are three phases of corporate social responsibility evolution: voluntarily doing good, mandated social responsibility, and doing better by doing good (Stroup, Neubert & Anderson, Jr., 2001; Varadarajan & Menon, 1988). Voluntarily doing good type of corporate social responsibility was implemented in the American businesses at the end of the 19th century. It was initiated by business magnates and demands of manual workers affected by industry. Corporations engaged in traditional forms of philanthropy, which was directed to the causes in which business leaders had interest, or which benefited their employees and the communities in which a company operated. Philanthropic initiatives were viewed as reducing corporation’s income.

During the first half of the 20th century, public pressure on businesses increased, and corporate leaders realized their independence between their businesses and the society. Mandatory actions were introduced, therefore the expense of the corporate social initiatives were passed on to customers. In the third phase, corporate social responsibility became an investment which improves business activities in a long-term and gives a company a competitive edge.
Kotler and Lee call the evolvement of corporate social initiatives “a shift from obligation to strategy” (Kotler & Lee, 2005, p. 7). The authors distinguish a traditional approach to corporate social responsibility and a new strategic approach. Before the 1990s, corporations engaged in CSR to look good, allocated contributions to as many charities as possible, believing that such an approach would satisfy the broadest public and would bring the most visibility for their efforts. Initiatives were short-term and businesses avoided causes associated with their corporate strategy not to be accused of self-interest, and left controversial causes, such as HIV/AIDS to the government and nonprofits. Top management chose the causes to support, and did not base them on business objectives, nor did they evaluate their efforts.

In the early 1990s, businesses switched to a strategic approach toward corporate social responsibility. Corporations started choosing a few strategic areas of their initiatives that fit with their business’s values. They selected causes related to their brands, products and target audiences, issues which helped to support marketing objectives, including brand positioning, increased sales, and differentiation in the marketplace. Corporations started evaluating their CSR programs in case of a crisis or national policy making. The initiatives engage all the corporation’s departments and take into consideration what the community, customers and employees care about. Long-term corporate social campaigns become a part of integrated marketing communication. In addition, businesses form partnerships with other for- and nonprofit organizations.

Andreasen (2006) identified three Stages of Change of the approach of the business to alliances with nonprofits which reflect the shift in corporate social responsibility: Precontemplation, Contemplators, Late Contemplation, Preparation and
Action, Maintenance. In the precontemplation stage, corporations serve their stockholders or believe that business’s role is to be ethical and to be involved in traditional philanthropy. In early stage of contemplation, companies still see only a few benefits of collaboration with charities, while in the late one corporation’s executives think extensively about the alliance, but are not yet ready for corporate social initiatives. In the preparation and action stages, corporations already cooperated with charities once or twice on a short-term basis, and are ready for further involvement. In the maintenance stage, a company is already engaged in various alliances.

Mescon and Tilson (1987) describe a new form of corporate social responsibility as more market-driven, contributing to corporation’s competitive edge, more publicized in order to make the consumers aware of the company’s efforts. Corporations set goals and objectives to their CSR initiatives, turning corporate social responsibility into a marketing tool. They donate more and more funds and resources to the nonprofits and causes seeing benefits in such initiatives. In the 1980s, the authors noted that “by improving the quality of life in the community, corporations will justify their existence in a consumer-activist-minded society and eventually earn the public mandate necessary for long-term success” (p. 59).

On the other hand, in Poland, the evolvement of corporate social responsibility starts at the end of the 1990s, and has not yet reached the level represented by the businesses in the United Kingdom and the United States. The authors of the report on corporate social responsibility in Poland commissioned by the United Nations Development Programme, identified five stages of corporate social responsibility development in Poland (Corporate Social Responsibility in Poland. Baseline Study,
2007). From 1997 to 1999 was a period of “silence and complete lack of interest” (Corporate Social Responsibility in Poland. Baseline Study, 2007, p. 22). In the second stage, dated from 2000 to 2002, businesses opposed the corporate social initiatives implementation, suggesting that the free market would regulate all the tensions between business sector and the society itself. In 2003 and 2004, a trend of declaring recognition of ethics and social responsibility in order to create an image of self-respecting company dominated in the business sector. In the fourth stage (2004-2005), corporations started engaging in small corporate social initiatives. Since 2006, in the fifth stage of corporate social development, businesses are attempting to link corporate social responsibility with their business strategies. The authors of United Nations report characterize this stage as “full of chaos and confusion” (Corporate Social Responsibility in Poland. Baseline Study, 2007, p. 22).

The CSR study describes in detail corporate social initiatives in Poland. The analysis was a part of a bigger project on corporate social responsibility conducted in eight countries: Poland, Hungary, Lithuania, Slovakia, Croatia, Macedonia, Bulgaria, and Turkey. The Polish part of the study was conducted between February and May 2007 by the analysts of the Responsible Business Forum in Poland. It examines the implementation of CSR initiatives in Poland, and analyzes the factors which determine those practices. The authors also conducted in-depth interviews with directors of corporate communications departments, managers of internal/external relations, persons responsible for corporate social initiatives and CEOs.

Approximately 48 percent of respondents were employed in Polish corporations, while the remaining 52 percent in the foreign companies operating in Poland. The sample
is not representative, as those practitioners who do not understand the CSR concept usually did not agree to participate in the study.

Corporate social responsibility is a new concept for Polish businesses. Corporations avoid long-term corporate social initiatives, focusing on surviving, paying salaries, financial investments, exacting debts from creditors and arguing with the tax office. Government, media, and NGO’s did not undertake any systematic work to boost efforts to strengthen the foundations of CSR in Poland. Media cover only negative examples of business conduct. Companies listed on the Warsaw Stock Exchange are not rated for their CSR activities. Polish small businesses have no CSR strategy. Many enterprises, mostly small and medium companies, follow CSR principles unknowingly when creating relations with their closest stakeholders, because they do not have any knowledge of the CSR concept. They focus on pro-social initiatives in the local communities in which they operate and short-term philanthropy.

However, some corporations, mainly large and multinational ones and global concerns, engage in corporate social initiatives. Therefore, the most significant correlation was found between the CSR performance and companies’ ownership structure, as the level of involvement is highest among global corporations. About 50 percent of the interviewed companies, which were mainly large ones, have more or less advanced CSR strategy. Most companies realize the interdependence between their corporations and the environment they operate in. The level of dialogue with major stakeholders is high in 40 percent of the interviewed corporations, including 13 percent of the Polish companies. 52 percent of the companies communicate with their stakeholders in the reactive manner, and do not identify stakeholders’ priorities. Only 4 companies had
a CSR specialist. The application of tools and techniques of corporate social responsibility is popular among 20 percent of companies, including only one Polish corporation. Over 50 percent of the corporations do not disclose information about their CSR initiatives on regular basis.

Polish corporations do not have enough knowledge of CSR techniques. Research conducted by the Responsible Business Forum revealed that “foreign capital is the major force as regards introducing moral order into the Polish economy” (as cited in Corporate Social Responsibility in Poland. Baseline Study, 2007, p. 21). Multinational corporations get familiar with and learn the techniques of corporate social responsibility abroad, and bring them to Poland. The most of CSR initiatives are codes of ethics and other forms of self-regulation. Those documents are often implemented in Polish branches of multinationals from the mother company, are strange to the employees, and, thus, not effective.

The CSR in Poland has not yet switched from the part of risk management to strategic implementation of corporate social responsibility principles into business activities. Corporations rarely establish CSR positions within their organizations. Polish businesses usually perceive CSR as activities for local communities, which contribute to positive perceptions of the corporation.

All of the state-owned corporations adopt a CSR strategy, as they try to build credibility and transparency when communicating with their environment, and prove their value for the society. They engage in many philanthropic initiatives which are not coordinated with their business strategy. Although strategic partnerships with NGO’s have become more popular, they are hardly ever evaluated, and most of them are simple
sponsorships. The codes of ethics created by the Polish corporations are mainly declarative in nature and do not lead to any activities in the CSR area.

Hardly any of the interviewed companies establish open, symmetrical, two-way communication channels with their stakeholders. CSR is not an integrated initiative of all of the departments. Corporate social initiatives support only image-building and internal public relations, and the activities of human resources department aimed at improving relations with the employees. Corporations are focused mostly on their employees, customers, and suppliers.

Factors Influencing Unequal Development between CSR Initiatives in the United States and the United Kingdom, and the ones in Poland

Preconditions

As mentioned previously, consumer behavior, along with marketing, advertising and public relations practices, is influenced by socioeconomics and culture (deMooij & Hofstede, 2002; Roth, 1995). Therefore, the differences in the development of CSR, including cause-related marketing in the United States and the United Kingdom, and the ones in Poland have their origins in history, economy and culture of those countries. As noted in the United Nations Development Programme report:

CSR is not a Polish concept, and it came to Poland as an effect of the transformation. It requires appropriate implementation in a country with a different social system, religion, law and politics. The concept of CSR originates in countries with stable market economy, and still focuses on these countries … If corporate social responsibility is to take root in Polish business culture, it has to emerge as a specifically Polish model, taking greater account of the cultural background and historical identity of the country. […] The success of the CSR strategy, both for single companies and the entire economy, depends on numerous situational factors -
economic, social, cultural and institutional (Corporate Social Responsibility in Poland. Baseline Study, 2007, p. 64).

This statement is supported by the Norwegian researchers who examined cause-related marketing in Europe, and noted that “sociocultural and economic environments are so heterogeneous that it is worth considering the differences and their potential influence in the perception of CSR” (Simcic Bronn & Belliu Vrioni, p. 214).

The United States and the United Kingdom have very stable economies and established position in the international market. However, Polish companies still struggle with corruption and bureaucracy, trying to survive, pay salaries every month, to get funds for investments, exact debts from creditors, and solve the conflicts with the tax office (Corporate Social Responsibility in Poland. Baseline Study, 2007). Poland regained full independence only about 20 years ago, and thus, has had only those two decades to develop a free-market economy. Thus, Polish businesses and their managers lack knowledge and experience.

Some practitioners and researchers have identified specific conditions that lead to cause-related marketing effectiveness and popularity among the practitioners in the United States and Western European countries. According to researchers studying the impact of culture on consumer behavior, income levels do not influence consumer behavior any more, as they converged in the developed countries (deMooij & Hofstede, 2002). Pringle and Thompson (1999) went even further, and suggested using Maslow’s Hierarchy of Needs when analyzing consumer behavior. Income levels converged, British and American consumers gained material wealth, leaving little difference between upmarket and downmarket consumers in terms of durable goods they own. In the United States, material gaps between manual and white-collar workers closed. As a result,
material wealth is not relevant to personal happiness any more. Consumers moved to the higher order needs. Desire to belonging, self-esteem and self-realization is more and more important (Pringle & Thompson, 1999, p. 12). They want the products they buy to reflect this pattern. At the same time, Poles still struggle with unemployment, and their income levels are lower than their American and British counterparts’. According to Hofstede, in cultures which, like Poland, score high in power distance, there is a big material gap between white-collar and blue-collar employees (Hofstede, 2001; Nasierowski & Mikula, 1998).

What has even further intensified the impact of income convergence in the American and British economies is the decline in the levels of trust in and credibility of traditional institutions, including the Church, government and the police which used to satisfy people’s need to belonging and from which they gained social direction and moral values. British and American consumers tend to look for things to belong and important to in the media and consumption, and they find it in cause-related marketing campaigns. At the same time, the Roman Catholic Church in Poland is still very strong in the Polish culture and influences and guides the lives of majority of Poles (Kubacki & Skinner, 2006; Central Intelligence Agency, 2008; Corporate Social Responsibility in Poland. Baseline Study, 2007).

In addition, Polish culture scores high in uncertainty avoidance, which indicates that Poles are conservative, and their religion is more fundamentalist (Hofstede, 2001; Nasierowski & Mikula, 1998). Poland is also a collectivist culture, which refers to a traditional society which members form big families and gain their identity from the
social system (Hofstede, 2001; Nasierowski & Mikula, 1998; de Mooij & Hofstede, 2002).

American culture is very demonstrative, emotional and sentimental (Pringle & Thompson, 1999). What is more, Pringle and Thompson note that truly strong brands actually reward the consumer with both a functional and emotional over-delivery in the usage situation … Nowadays it seems that it is no longer enough for consumers to know what a product or service does, or what imagery it bestows upon the purchaser: now they need to understand what the brand they buy ‘believes’ in (p. 49).

Cause-related marketing emotionally engages consumers, gives spirit to the brand, and additional value which satisfies these emotional needs (Pringle & Thompson, 1999; Anderson, 1999).

Poles had to learn consumption from the very beginning after the collapse of the communist system in 1989 (Millar & Restall, 1992). According to the study conducted by De Pelsmacker, Maison, and Geuens, rational ads generate more positive ad and brand responses among young Poles, and significantly more positive perception of the users of the product (De Pelsmacker, Maison, & Geuens, 2002). However, Lepkowska-White et al. (2003, 2004) concluded from her studies of advertising in the Polish culture that Poles respond in a uniform manner to different advertising appeals, including functional, symbolic and collectivist ones, but functional appeals are most frequently used in print advertising both in Poland and the United States (Lepkowska-White, Brashear & Weinberger, 2003; Lepkowska-White, 2004).

As a result of different histories and socioeconomic statuses, business sector, government and charity organizations have different roles in the United States, the United Kingdom and Poland. According to Pringle and Thompson (1999), the popularity of
cause-related marketing in Great Britain has its source in harsh economic reforms conducted by Margaret Thatcher. In 1946, British parliament passed the National Health Service Bill, and therefore formed a welfare state. State education system was extended and social housing was developed. Major industries, including railways, electricity, and gas have been nationalized. When Margaret Thatcher became the Prime Minister in 1975, nationalized industries worked ineffectively, and were excessively bureaucratic. In the welfare state, corporations believed that they had very limited social responsibility, because all of the social problems were solved by the government and aggressive labor unions. Margaret Thatcher decreased the level of involvement of the state in industry and society, and the idea that businesses, government and nonprofits should share the responsibility for the society and its problems aroused. The United States has never been a welfare state.

In the 1980s, harsh federal cuts in social funding, lead to a growing number of nonprofits searching for donations in the business sector, and, as a result, bigger involvement of corporations in charity activities (Mescon & Tilson, 1987). Poland is still a welfare country, with 40-year-long socialist tradition, strong labor unions, large state-owned or state-controlled corporations. As in Scandinavian countries, Poland provides its citizens with a safety net, public healthcare and education, various benefits, including unemployment and family benefits (Broberg, 1996). The government interferes in all aspects of life, even in economy. In the United States and the United Kingdom, the government satisfies all of the public’s demands through taxes, businesses believe in interdependence between themselves and society, and, as in Angelidis and Ibrahim’s
model, they try to fulfill social demands (Gofton, 1998; Angelidis & Ibrahim, 1993; Mason, 2002).

Surveys in the UK suggest that consumers expect businesses to play a part in improving the society in a greater extent than charities and religious organizations (McNeil & Mirfin, 1998; Bainbridge, 2002; Adkins, 1999). Therefore, they base their purchase decisions not only on price and quality of products or services, but also on ethical considerations (McNeil & Mirfin, 1998; Adkins, 1999). At the same time, Poles can see the positive effects of market economy only in the economic sphere, while their perceptions of business conduct from social or ethical perspective are negative (Corporate Social Responsibility in Poland. Baseline Study, 2007). Financial frauds, corruption and other unethical practices led to negative attitudes and lack of trust toward the business sector. Thus, corporations believe that consumers are not interested in corporate social responsibility and do not appreciate CSR initiatives. However, it should be noted that negative image of the producer or distributor already led to consumer boycotts in Poland, but still, compared to Western European countries, it happens very rarely.

According to the authors of the United Nations Development Programme report, the main obstacle is lack of knowledge about manufacturers and distributors (Corporate Social Responsibility in Poland. Baseline Study, 2007). Polish public does not put any pressure on corporations, which focus mostly on creating new workplaces through expansion of their businesses. The public does not demand any disclosure of information about corporate social responsibility. Moreover, the majority of Poles “believe that solving social problems is the duty of the Government rather than of business”
(Corporate Social Responsibility in Poland. Baseline Study, 2007, p. 63). The views of Poles are even more intensified by their negative attitudes toward and lack of trust in charities, described previously.

Public Expectations

No surveys have been conducted and published on Polish consumers’ attitudes toward cause-related marketing practices. On the other hand, there were numerous such surveys in the United States and the United Kingdom.

In the United States, the most highly publicized and commented surveys were the Cone Corporate Citizenship Study conducted by Boston-base Cone strategy and communications agency (Cause Marketing Forum, 2007). In a 2004 telephone survey, eight of 10 Americans said that corporate support of causes wins their trust in that company. If respondents find out about corporation’s negative practices, 90 percent of them said they would consider switching to another company’s product, 81 percent would speak out against that corporation among family and friends, 80 percent would consider selling their investment in that corporation’s stock and refuse to invest in that company’s stock, 75 percent would refuse to work for that corporation, 73 percent would boycott its products, and 67 percent would be less loyal to their job at that corporation.

About 72 percent of the respondents believe that it is acceptable for companies to involve a cause or issue in their marketing strategies. Approximately 86 percent said that they would likely switch from one brand to another one which is equal in price and quality, if the other brand was associated with a cause. The corporation’s commitment to a social issue is important when respondents decide which companies they want to see
doing business in their communities (85 percent), where to work (81 percent), which products to recommend to other people (74 percent) and which stocks or mutual funds to invest in (70 percent). About 86 percent of participants want businesses to talk about their corporate social efforts, and 80 percent can name a company that, in their opinion, stands out as a strong corporate citizen. Furthermore, young Americans are significantly more likely to consider company’s CSR initiatives when making purchase, employment and investment decisions. However, respondents still value other positive corporate aspects more than their CSR practices, including quality and price of products, employee benefits, laws and regulations, and human rights and manufacturing.

In the United Kingdom, 90 percent of consumers surveyed by the Business in the Community were aware of a cause-related marketing program, and 77 percent of respondents were positively influenced by CRM when making purchase decisions (Bainbridge, 2002). In the 1990s, Business in the Community quantitative and qualitative consumer research conducted by Research International revealed that 86 percent of British agreed that when the price and the quality of products were equal, they would more likely buy the one associated with a cause, 73 percent of the participants would switch from one brand to another if the price and quality of both of the products were equal, 61 percent would change retail outlet for the same reason, 86 percent have more positive image of a company that do something to make the world a better place, 64 percent think that cause-related marketing should be a standard part of the corporate business, 64 percent are willing to pay slightly more (on average five percent) for a product associated with a cause, and 20 percent are willing to pay even 10 percent more. In addition, 37 percent of the respondents always and 37 percent occasionally refuse to
buy a product because of negative attitudes toward the manufacturer (Adkins, 1999; McNeil & Mirfin, 1998; Murphy, 1997; Pringle & Thompson, 1999).

**Examples of Cause-Related Marketing Campaigns in Poland**

Even though the concept of corporate social responsibility is new in Poland, and no surveys have been conducted and published on consumers’ attitudes toward cause-related marketing, many Polish corporations implement CRM campaigns.

**Danone Share Your Meal Campaign**

French concern Danone initiated its business activity in Poland in 1992 (Danone, 2007). The corporation cares about two-way communication with its stakeholders through the Danone Way program, in which its employees evaluate the company’s social initiatives. The concern also created a garden for its employees where they can rest, develop new skills and get knowledge relevant to their jobs. Danone supports its employees and their families by funding the deliveries in private clinics, and allowing the employees to, if it is possible, work from home once a week. Danone partners with many respected scientists and academic institutions. The corporation ensures its customers that it honestly pays the taxes (Danone, 2007, pp. 56-57). The corporation created a corporate social strategy which is aimed at tackling the problem of malnutrition among children.

Danone, as the only company reviewed in this study, used the world cause-related marketing to describe its initiatives. From 2003 to 2005, Danone contributed a part of the revenues from the sales of the products labeled Share Your Meal to Food Banks, Polsat
Foundation and through it to a Catholic charity, Caritas. Nonprofits transferred funds to nongovernmental organizations that tackle the problem of malnutrition among Polish children in parishes and schools. Volunteers helped collect food for children. Twenty-one store chains partnered with Danone, and 19,000 volunteers collected 403,862 kilograms of food.

According to Danone representatives, 67 percent of Poles can recall the campaign. The initiative complements the company’s strategy and mission, the cause naturally fits the brand, and is one of the most popular social issues among Polish consumers. What is more, the campaign embraces values, such as family and religion, so important in the Polish culture. The president of the partner nonprofit, Polsat Foundation is Malgorzata Zak, wife of the owner of one of two biggest commercial TV networks in Poland called Polsat. The organization is ten year old and supports sick children and their parents (Fundacja Polsat, 2008). On its official website, donors can find information that the nonprofit and its president were officially blessed by Pope John Paul II in 1999.

Procter & Gamble Give Children a Gift of Sunshine

The campaign was launched in 1999 (szulcz, 2007). The American corporation promised its Polish customers it would donate a part of the revenues from the sales of its products to the Polsat Foundation, the same foundation supported by concern Danone (Procter & Gamble, 2006). The packages of the products, including such brands as Gillette, Duracell, Always and Pampers, are labeled with a yellow sun, the symbol of the campaign. Each year the social goal of the initiative is to solve a specific problem concerning children’s health. In 2006, the concern contributed funds to blind children.
percent of Poles can recall the campaign (szulcz, 2007). From 1999 to 2004, Procter & Gamble donated 24.4 million zloties to Polsat Foundation (szulcz, 2007).

**Tesco Computers for Schools**

The campaign has its origins in the United Kingdom where it was first launched in 1992 (Pringle & Thompson, 1999). In 1995 the British retailer initiated its business activity in Poland, and in 1998 opened its first store (Tesco, 2006). The mechanism is the same as in the original version of the campaign. From August to October, every Tesco customer collects points that they can donate to the school of their choice. The schools exchange points for computer equipment, foreign language course software, desks, audiovisual, didactic and sport equipment. From 2002 to 2005, Tesco rewarded 475 schools with the equipment which value reached 3.5 million zloties.

In their corporate social initiatives, Tesco, as Danone concern, cooperates with a Catholic charity organization, Caritas supporting poor children (Tesco, 2006). Caritas volunteers sell traditional candles in the Tesco stores, postcards, and special JP2 (Pope John Paul II) T-shirts raising funds for summer vacations, and English language and first aid courses for 5000 financially disadvantaged children. The retailer encourages its customers to donate one percent of its income to Caritas. Tesco received Ubi Caritas reward for its three year partnership with the Catholic charity. In its CSR report, Tesco ensures its customers that the retailer “pays all the central and local taxes which are required by law” (Tesco, 2006, p. 28).
**Dove Campaign for Real Beauty**

The campaign is a part of the global initiative discussed in the preceding parts of this study. Unilever, that has its headquarters in Netherlands and the United Kingdom, commissioned the Research International study in Poland which concluded that only four percent of Polish women consider themselves attractive, eight percent as pretty, and none of them believe they are beautiful (Esponsor.pl, 2006). As in other countries, the campaign started with featuring real women, including a Polish one, on billboards and in press ads (Unilever, 2006). The campaign, as the one in the United States, is aimed at raising women’s self-esteem through advertising, the company website and forum, meetings with the experts, including psychologists and sexologists, and educational programs in schools (Unilever, 2006). The campaign is endorsed by many celebrities and authority figures for Polish women, including actress Katarzyna Figura, fashion designer Gosia Baczynska, and journalist Dorota Wellman who are featured in the recent Dove TV commercials (Unilever, 2006).

**Summary of Literature Review**

Corporate social responsibility evolved from philanthropy to cause-related marketing. Not only CRM brings the same benefits as other corporate social initiatives, but it also supports company’s marketing objectives. It helps to position a brand, and the transaction-based CRM brings direct bottom-line benefits for businesses, including increased sales. The cause-related marketing campaigns are very popular and effective in the United States and the United Kingdom. Researchers and practitioners identified specific conditions which lead to CRM success in the American and British cultures. The
main factors were the convergence of income levels in the developed countries, the decline in the levels of trust in and credibility of traditional institutions, importance of the emotional dimension of a brand, and the cooperation between governments, businesses and nonprofits in solving social issues. The surveys conducted in the United States and the United Kingdom confirm the effectiveness of cause-related marketing.

The concept of corporate social responsibility is new in Poland, and no surveys have been conducted and published on consumers’ attitudes toward cause-related marketing. However, many Polish corporations implement cause-related marketing campaigns. Thus, the researchers’ goal in this study is to determine if the factors which lead to the effectiveness of cause-related marketing in the United States and the United Kingdom are present in the Polish culture, economy and history, and to examine the attitudes toward and the recall of the Polish CRM campaigns.
Chapter 3: Methodology

Research Purpose and Questions

The purpose of this study is to examine attitudes toward and effectiveness of the CRM initiatives in the Polish culture. The researchers’ goal is to determine if the factors which lead to the effectiveness of cause-related marketing in the United States and the United Kingdom are present in the Polish culture, economy and history, and to examine the attitudes toward and the recall of the Polish CRM campaigns. Thus, in the first part of the study, the perceptions of income levels, attitudes toward traditional institutions, importance of different factors influencing purchase decisions, the perceived roles of the governments, businesses and charities in solving social issues were studied. The first part also examined attitudes toward the market economy and democracy which in turn influence the attitudes toward every marketing and communication initiative; general attitudes toward advertising, which is a crucial part of every CRM campaign, and perceptions of social issues and charities as they are the center of CRM initiatives. In the second part, the researcher’s goal was to understand the direct attitudes toward and the recall of the cause-related marketing initiatives in Poland.

Research Paradigm

The goal of this study is not to provide a detailed description of the CRM practices in Poland and their effectiveness. Instead, it will prepare a foundation for future studies, an overall description of this phenomenon. The goal is to understand how Poles perceive CRM, how their perceptions differ from the perceptions of American and
British consumers already mentioned in the previous chapter, and finally to examine if the factors influencing cause-related marketing effectiveness in the United States and the United Kingdom are present in the Polish culture. Due to the lack of previous research on this subject, a qualitative approach was used.

The problem was examined from the perspective of social constructivism in which “individuals seek understanding of the world in which they live and work” (Creswell, 2003, p. 8). Participants express their opinions, views about the subject of the study and share their experiences. Questions are general enough to let interviewees construct their own meaning of a situation which is often “negotiated socially and historically” (Creswell, 2003, p. 8). The questions have to be broad because until now no researcher studied cause-related marketing initiatives in Poland. The perceptions of Poles have been based on the cultural, social, economic and historical factors, such as a transition from a communist to democratic system, from command to demand economy. Thus, the social constructivism is the most appropriate paradigm for this study.

Grounded theory was chosen as a research approach to inquiry. Grounded theory “attempts to derive a general, abstract theory of a process, action, or interaction grounded in the views of participants” (Creswell, 2003, p. 14). This study will explore the factors that influence attitudes toward and effectiveness of the cause-related marketing initiatives in the Polish culture. The role of grounded theory in social studies is to predict and explain the behavior, to be useful in theoretical advance and in practical applications in order to give the researcher or practitioner understanding and control of a situation, to provide a perspective on behavior, and to provide a style for research on particular areas of behavior (Glaser & Strauss, 1999). The grounded theory has to provide categories and
hypotheses to be verified by future researchers, including quantitative ones. The grounded theory derived from this study explains the consumer behavior and can help practitioners plan, execute and evaluate their cause-related marketing initiatives. The theory can be verified by the future quantitative research studies.

**Interviews**

In-depth interviews were used for data collection. The method resembles an informal conversation and has no predetermined response categories (Marshall & Rossmann, 2006). Thus, this method is useful when exploring new areas of studies, such as cause-related marketing in the Polish culture. “The researcher explores a few general topics to help uncover the participants’ views but otherwise respects how the participant frames and structures the responses” (Marshall & Rossmann, 2006, p. 101). Participants’ views are valuable and useful for the researcher. The researcher searches for perspectives on the phenomenon, not for factual information. Therefore, it is a suitable method for examining attitudes and perceptions of different groups of people, such as those of the Polish culture, and when looking for the factors influencing their perceptions and, as a result, the decision-making process.

Different number and kind of respondents are recruited to the in-depth interviews than to the quantitative studies (McCracken, 1988). The goal of quantitative studies is to generalize the sample to the whole population, thus the sample size and type are crucial. “The purpose of the qualitative interview is not to discover how many and what kinds of, people share a certain characteristic. It is to gain access to cultural categories and assumptions according to which one culture construes the world” (p. 17). Therefore, it is
more important to interview more carefully and for a longer time than to recruit a large number of participants. According to McCracken (1988), eight participants will be enough for many qualitative studies. It is quantitative researchers’ goal to decide how widely categories and assumptions discovered by the qualitative researchers exist in the rest of the population.

**Sample and Recruitment**

A combination of two sampling techniques was used. The researcher contacted random Polish people via Internet using Skype instant messenger. In addition, snowball sampling methods were used to recruit participants. Between March 18 and March 31, 2008, 40 random Internet users who were on Skype Me mode were approached and asked whether they were willing to participate in a research study about cause-related marketing in the Polish culture. The researcher informed them that she was looking for Polish participants who are 21 years old or older, lived in Poland for the last year and have never lived abroad for a longer period of time than three years. Children do not usually purchase goods on their own, people who did not live in Poland for the last year would not be able to recall the Polish CRM campaigns, and the perceptions of persons who have lived abroad for longer than three years would be influenced by other cultures.

Twelve out of 40 people replied. Two of them were not selected because they were eleven years old, and other two were not selected because they did not live in Poland. Two people did not have microphones, which were necessary to conduct the interview. Three agreed to participate, but did not log onto Skype on the scheduled date of the interview. Four took part in the interviews. However, one of them had problems
with the Internet connection and thus, the interview could not be completed. Thus, only three of forty Skype users participated in the whole interview.

To increase the sample size, relatives and friends of the researcher were contacted, and asked for recommendations for participants. The researcher called people from different regions of the country in order to make a sample more representative. This way 16 e-mail addresses of people who agreed to participate in the interviews were collected. One person did not log onto Skype on the day of the interview. One person did not reply to the invitation sent by e-mail. Two participants did not have microphones. In the end, 12 out of sixteen people who agreed to participate were interviewed.

A total number of participants was fifteen. The sample consisted of nine males and six females. The average age of the participants was 30, the median age was 29. Eight of the participants had Master’s degree, and only one did not graduate from high school. Two of the interviewees were not employed, and were university students along with two other persons who both worked and studied. Only two of the participants worked in a state-owned company. Interviewees’ occupations included engineers, students, a sculptor, a car dealer, a driver, a teacher, a philatelist, a supply specialist, an intern in the Environmental Protection Department, and an entrepreneur. Only four out of fifteen were married, and almost half lived with their parents. Only two interviewees lived in the countryside. Most of the participants were well-educated, young and single. Although only two of them lived in the countryside, the sample was quite representative as it comes to different regions of Poland. Interviewees lived and worked in the southern, central, western and northern Poland. None of the participants came from the eastern parts of Poland. The reason may be high unemployment and poverty in that region which
leads to a smaller number of Internet users. Ten out of 15 interviewees considered themselves religious, one of them was rather religious, one was not so much religious, one was rather not religious, and only two of them were not at all religious. Participants’ declared income levels are not taken into consideration in the study, because they are not reliable. Participants gave inconsistent information within the interviews in order to present themselves in a more favorable manner. For instance, one of the participants stated that he did not donate money to the charities because he was unemployed, but in the pre-interview questionnaire declared the income of 2,500-3,500 zl (approximately 1,000-1,400 USD).

Data Collection

Interviews were conducted in real time via Internet using Skype software. Prior to the session, participants were asked to complete a pre-interview questionnaire that contained questions about demographical characteristics, consumer and mass media receiver habits. The interviews were recorded using Windows Vista Sound Recorder software and a tape recorder. Each interview took anywhere from 20 minutes to one hour to complete.

Interview Guide

The main questionnaire was constructed based on the literature on the cause-related marketing and surveys in the United States and the United Kingdom, including
Cone Corporate Citizenship Study conducted by Boston-base Cone strategy and communications agency (Cause Marketing Forum, 2007).

Topics were relevant to the effectiveness of CRM in the American and British cultures: culture and socioeconomics, charities, social issues and role of business sector, advertising, purchase decisions, and cause-related marketing campaigns. Culture and socioeconomics influence consumers’ behavior, charities are partners of businesses in CRM alliances, social issues are associated with the brands in cause-related marketing, advertising is a part of CRM campaigns, and one of the cause-related marketing objectives is to influence purchase decisions.

The interview guide was divided into two parts: questions which are aimed to determine if the factors which lead to the effectiveness of cause-related marketing in the United States and the United Kingdom are present in the Polish culture, economy and history, and the second part which consists of the questions used in the American and British CRM surveys, and questions about the attitudes toward and the recall of the Polish CRM campaigns. The questionnaires were translated from Polish to English by the researcher whose native language is Polish, and then translated back to English by the former English teacher of Polish origin living in the United States to ensure the accuracy of translation.

**Data Analysis**

To ensure the reliability and validity of the study, the researcher studied materials and publications about qualitative research. The interviews were transcribed and main categories and codes emerged after the initial reading. The researcher used a comparative
analysis which is a “strategic method for generating a theory” (Glaser & Strauss, 1999, p. 21). She looked for instances that represented the category until the information did not further explain the categories (Creswell, 2007). Categories consisted of subcategories which were different perspectives about the major categories that formed a continuum. The central phenomenon of interest was cause-related marketing. The researcher identified categories which related or explained the central phenomenon. Based on this categories and causal relations between them and the central phenomenon, the theory was generated. Hypotheses were created in the process of selective coding which connected the categories (Creswell, 2007).
Chapter 4: Results

Categories Emerged From Data Analysis

The following categories emerged from the data analysis: importance of family and friends, of wealth, religion, and authority figures, attitudes toward the transition in 1989, perceptions of income levels of Poles, and blue- and white collar workers, attitudes toward and perceptions of charities, social issues, perceived role of the government, charities and businesses in solving social issues, attitudes toward advertising, factors influencing purchase decisions, and perceptions of cause-related marketing, including popularity of and attitudes toward cause-related marketing, and impact of cause-related marketing on purchase decisions and attitudes toward brands and companies. The central phenomenon was perceptions of cause-related marketing, as other categories influence this major category. The central phenomenon is the subject of this study, and the related categories are the factors that influenced the popularity and effectiveness of cause-related marketing in other cultures, including American and British ones, as was already discussed in the previous chapters. Therefore, the categories and their interrelations answer the research questions as the purpose of this study is to examine attitudes toward and effectiveness of the CRM initiatives in the Polish culture. The grounded theory presents which factors that lead to the effectiveness of cause-related marketing in the United States and the United Kingdom are present and which of them lack in the Polish culture, economy and history, and how they influence the perceptions of cause-related marketing, and what the attitudes toward and the recall of the Polish CRM campaigns are as they are the central phenomenon of this study.
**Importance of Family and Friends**

Family and friends satisfy the need to belong to a group, which is not fulfilled in the American and British societies who look for things to belong to in the media and consumption, and they find it in cause-related marketing campaigns. However, for all of the participants family and relationships with other people are the most important values in life.

When I think the most important, I think about me, my parents and my boyfriend. … And they are the most important. People that are around us, I think. I can feel that people care about me too, for instance, and I can feel that I am the most important one for many people from my environment, and they are the most important ones for me, says Magdalena.

Poles spend a lot of time with their families and friends. Seven out of 15 participants live with their parents. They visit their relatives for holidays, birthdays, during Christmas and Easter times.

Ania does not live with her parents, because she studies in a different city, but claims that she visits them every weekend or every other weekend, because spending time with her family is very important to her. Even though Kasia is married and has a baby son, she visits her parents for a Sunday dinner every second week. Moni lives with her husband, and her parents live in the apartment next to hers. She likes staying at home and spends vacations with her husband. Pawel lives with his wife and daughter, but see his parents and aunts every day. Only Jakub and Mariusz, who are single, do not spend too much time with their closest families. Jakub’s mother lives in Italy, and Mariusz visits his parents every two or three months.

Poles value friendship and other relationships with people. They feel a part of their communities. Many of the participants have groups of close friends, who they have
known since high school or college times. They spend a lot of time together. “I have such
a circle of friends from the old times, when I used to track in the mountains, sing and play
a guitar,” explains Alicja. The majority of participants feel a part of the companies they
work for. Only one participant reported belonging to any organizations or associations.
Piotr is a member of the Polish Paragliding Association, but, as he emphasizes, “they
have cheaper paragliding insurance.”

Although according to the participants, Polish people are still very family-
oriented, six claimed that recently Poles became materialists, and concentrate more on the
financial aspect of life. “I guess that money is a very big value for Poles recently,” says
Moni. This shift in cultural values is reflected in the mass emigration to the western
countries of the European Union after Poland became an EU member in 2004.

Poles used to have very low incomes, and right now the international
markets and possibilities are open for them. They can leave the country.
And actually everyone leaves because of better salaries ... Supposedly
they do it for their families. Better salaries, they can improve their material
status. But in my opinion, [family] moved to the second place in their
value systems, complains Moni.

Adrian mentioned the social phenomenon called a double family. Poles immigrate
to the Western European countries, and leave their families in Poland. “[Such an
immigrant] feels lonely, because he is away from his family and his close friends, and is
looking for something to do in his her free time, it is often another woman,” noted
Adrian.

Moreover, only three participants, Ania, Kasia and Piotr mentioned self-
realization as an important value in their lives.
Importance of Religion and Authority Figures

In the United States and the United Kingdom, the decline in the levels of trust in and credibility of traditional institutions, including the Church, government and the police which used to satisfy people’s need to belonging and from which they gained social direction and moral values lead to the effectiveness of cause-related marketing, which adds a spirit to a brand and gives consumers something to identify with. According to the participants, as a conservative country, Poles still value religion.

I think that religion is very important. It is reflected in the number of people in churches and of those who take communion. Poland is a very conservative society, life is faster and faster, and I think that more and more people feel the need for religion. This is not something forced upon them from outside as communism was. This is something that united to a great extent, explains Pawel.

Although, some of the participants claim that religion is more a tradition and a custom than real faith.

For me this religiosity is strongly theoretical, says Magdalena. In my opinion, it is often just for show. You know, it is such a religiosity because mum told you that people go to church, people tell children to go to church, they go to church too… It is such a pattern.

It should be emphasized that ten out of fifteen participants considered themselves religious, one of them was rather religious, one was not too religious, one was rather unreligious, and only two of them were not at all religious.

Half of the participants do not have any authority figures in their lives. For most of other participants, the main authority figures in their lives are their parents and family members, and Pope John Paul II. Pawel and Tomek mentioned the writer, Waldemar Lysiak. Adrian explains: "My mother is an authority figure for me. She has sacrificed her
life for me and my brother since I was born.” Magdalena perceives her mother as an authority figure, because she admires her devotion to her job as a nurse.

Attitudes toward and Perceptions of Transition in 1989

The perceptions of free market economy and democracy influence the attitudes toward all marketing and communication initiatives, such as cause-related marketing. The average age of the participants was 30. Thus the participants were quite young and well-educated, and their attitudes toward the transition of Poland from communism to capitalism cannot be generalized to the whole population. The responses of the participants confirm that. The participant who most negatively evaluated the transition was at the same time the only participant who did not graduate from high school. He complained that before 1989 “there were different salaries and different attitude toward people.”

Most of the participants evaluated the transition as clearly positive. They emphasized that because of the capitalist system, Poles regained control over their lives, have access to variety of goods and modern technology, can establish their own businesses, and are allowed to freely express their opinions and views.

Some of the participants could see both positive and negative sides of the change. Two out of these three participants emphasize that the transition negatively influenced family life and relationships with other people. “Now everyone is chasing the money. You don’t have any opportunity to meet anyone, to talk. Nobody has time for anything,” explains Mariusz. Even among those ones who evaluated the transition as clearly
positive, many participants explained that not all of the Poles have been winners after 1989.

According to Ania, the distance between rich and poor still deepens, and the middle class disappears. “I was already an adult before 1989,” says Alicja. “Everything, our world collapsed, this one from the previous years. We had to find our place in a new world. We have succeeded. But all those older people, they didn’t have any chance to do so.”

Pawel explained that the winners of the transition were not scientists and great personalities, but people who used their social networks and connections. Tomek noted that even though some people complain about their lives after 1989, they do not have any rational reasons to do that.

Objectively you can say that their life standards improved, but subjectively people say that their life standards decreased. It is such a paradox, because people become more and more wealthy, they can afford more and more goods, but, on the other hand, they claim that currently it is worse than it was during the communist times … Because most of the things did not depend on them, they had everything. They were not wealthy, they were somehow constrained in some sense, but they felt secured, that everyone has a job even though they did not do anything, but they had a job, and this illusion of security and stability.

**Perceptions of Income Levels**

As a result of the convergence of income levels and closed gap between blue- and white-collar workers in the U.S. and Western European countries, material wealth is not important, and other values such as belonging, self-esteem and self-realization are important for the consumers, which they can find in the CRM campaigns. However, according to all of the participants, the income levels and life standards in Poland are still
lower than in the Western European countries and the United States do. Mariusz even described this difference as “radical, colossal”. Poles earn the same absolute value as their counterparts in the Western European countries and the United States, but in different currency. “In Europe people earn, let’s say, the same values like two or three thousand, but in euro [not in zloties],” explains Tomek. Thus, Poles can afford three or four times less than their counterparts in the old European Union and the U.S. Polish people have to work longer to save enough money for a car or an apartment.

“A Pole has to save money for a few years to buy a car. And then he drives this car for another few years. According to me, in the United States people have at least two cars,” explains Mariusz. Piotr and Alicja noted that people in Poland use the same goods as their Western European and American counterparts, but those products, such as cars are older in Poland.

Therefore, the accession to the European Union initiated mass emigration to the United Kingdom and other Western European countries. According to Marek, Poles who can afford the same goods as people living in the Western Europe and the U.S. usually are the ones who work in that countries. “When someone graduates from college in Poland and goes abroad to work there, he or she has such chances [to afford the same goods],” adds Pawel. “I have friends who live in England and they go on vacations. And we compare what we can buy from our salaries. Basically we conclude that a Pole working in Poland cannot afford too much compared to a Pole who works in England,” complains Wojtek.

The recent emigration resulted in another social phenomenon. Participants asked about the material gap between manual and white-collar workers in Poland had many
problems with answering this question. They did not know if there is any, and in which direction. Generally participants could not decide what to say and started explaining the differences between different industries. Due to the mass emigration, construction workers, bricklayers, painters, welders, excavator operators, minors sometimes earn more than college graduates, including teachers, and medicine doctors.

Currently [construction workers] can demand really high salaries, just because there are not too many of them. One wants to build a house, and has a problem, because there are no construction workers left. All of them left the country. So, you know, they have the highest incomes right now, explains Magdalena.

However, Pawel noted that when people build enough houses and apartments, all those wealthy construction workers will still be just unskilled laborers. Students and recent graduates claimed that blue-collar workers earn more than white-collar ones. Moni suggested that the gap depends on the ownership structure. In the state-owned corporations, salaries are more rigid, while in the private ones, income levels are more flexible.

Attitudes toward Charities

Charities are the crucial element of most of the cause-related marketing campaigns, as corporations cooperate with nonprofits in CRM initiatives, and associate their brands with charities. Big organizations, such as the Great Christmas Aid Orchestra [Wielka Orkiestra Swiatecznej Pomocy], Caritas, Polsat Foundation, TVN Foundation are usually the most credible charities in Poland.

Twelve out of 15 participants mentioned the Great Christmas Aid Orchestra [Wielka Orkiestra Swiatecznej Pomocy] as a positive example of a credible and effective
charity organization. They explained that the nonprofit is honest, transparent, gives all the
detailed information about how much funds were donated, and where and on which
hospital equipment they were spent. Their annual campaigns are consistent and highly
publicized. They target a cause which is perceived as particularly important for Poles,
lack of modern hospital equipment.

The effects of WOSP activities are seen in almost every hospital, as the
equipment donated by WOSP is labeled with a characteristic red heart. Participants trust
the charismatic leader of the charity, Jurek Owsiak.

I’ve heard that our Great Christmas Aid Orchestra is unique in Europe,
that such a charity has never been before, and I trust it … because Jurek
Owsiak guarantees for this charity, and he just arises such a great trust.
People believe him and trust him. I have positive feelings toward him as
well, says Magdalena.

Another aspect of WOSP is solidarity. “People unite, and during this one day
everyone identifies him- or herself with this charity and donates money,” describes
Tomek.

Attitudes toward Catholic organizations, which are very strong nonprofits in
Poland, vary among the participants. Many of them perceive Church as a guarantor of the
charities’ honesty. They donate mainly to the Catholic charity organizations, and do not
question their intentions and effectiveness. “Caritas is positive for sure, because it is
associated with the Church,” explains Moni. Pawel donates to Caritas, the biggest
Catholic charity in Poland, every Sunday when he goes to church. At the same time, other
participants have strong negative attitudes toward Catholic nonprofits. They complain
that Catholic charities are not effective, and spend a significant part of the donated funds
not on causes, but on administrative activities. The nonprofits do not release any
information about their budgets. “Just a little percent goes to the people in need,” says Ania. Magdalena suggests that no institution controls Catholic nonprofits, and that they use their position as religious organizations to attract donators. “No one would ask the priest inconvenient questions … It would never occur to many people that a priest can disappoint or lie to you, because he’s just a human being,” she explains.

According to many participants, charity organizations in Poland lack transparency and promotion, and spend too much funds on administration. They still do not release any detailed information about the effects of their campaigns. Therefore, many people do not trust nonprofits. Nonprofits should “make their activities known to the public and inform what they spend the money on. Because we give them money and we don’t know exactly what’s going to happen with it,” complains Ala. “We still can hear that money went to some government stuff or that some politicians used that money to their own benefit,” adds Kasia. “I have to know to what cause, why and for whom,” says Magdalena. Thus, those participants who know people working in specific organizations, and have enough information about their activities, donate most funds to such nonprofits. “I have a sick child in my family, whose parents belong to such an organization,” says Alicja. “But this is a small organization where everyone knows each other and helps each other … Those people do no spend money on nothing.” Other participants contribute resources instead of money in order to avoid transparency issues. Magdalena buys pet food and donates it to a local animal shelter regularly.

Pawel noted that nonprofits in Poland should concentrate their activities on the countryside, where they are needed, instead of focusing on the cities. Marek suggested
that charities should help only Poles, not foreigners. Money “goes to Iraq, and we shouldn’t care about Iraq.”

Even though many participants complained about transparency and effectiveness of many charities, only two of them declared that they do not donate any funds to any nonprofits. Others mentioned WOSP, Caritas, and foundations associated with two commercial television networks, Polsat and TVN. Those nonprofits’ activities are highly publicized due to their alliance with the media outlets. “It is called TVN Foundation and you can send them an SMS, and I do it every week more or less, every second week. When I watch their commercial, I send three or four zloties. I can always help someone,” says Wojtek. “Charity like Pajacyk [Puppet] When you click on the image of a puppet in the Internet, that shows up on some website, which donates some groshes [Polish cents] to some foundations for one click,” explains Kasia.

**Important Social Issues**

The selection of an important and popular social issue is the key to a successful cause-related marketing campaign. According to eight out of 15 participants, health care is the main social problem in Poland. “Health care in Poland is a tragedy,” complains Mariusz. “I am scared of getting a flue.” “Medicine doctors are on strike, leave their jobs, or go on sick leave, people are evacuated to other hospitals,” explains Kasia. “They are closing the hospitals,” added Tomek. “You’re not sure that if something bad happens to you tomorrow, there will someone to help you,” complains Magdalena.

Many participants pointed to unemployment and poverty as social issues, both of which result in emigration. “If there were enough workplaces, there wouldn’t be so much
emigration of our Poles,” argues Marek. In Pawel’s opinion, poverty is the most important problem: “It’s not made up, this is real. It’s not like in Russia or China, but it’s still a problem.” Ala explains that there are numerous pathologies in the Polish society, including alcoholism, which is a result of unemployment, low income levels and lack of perspectives.

Other participants argue that unemployment is not a social problem any more. “Unemployment [as a social problem] is just a stereotype. I know what is going on the job market, and I know that you can find a job. And the unemployment is only a result of laziness,” explains Jakub. “Poles are just lazy. The ones who want to work, they work, and the ones who don’t want to, they claim that they can’t find a job,” adds Tomek. Alicja, who is an employer herself, may explain this discrepancy in the attitudes toward unemployment: “[unemployment is a problem] in some regions of Poland. Here, in the south it’s getting better and better. I can see it, because it’s quite difficult to find a new employee. But not in every region it is so.”

Participants mentioned some problems with the educational system. They noted lack of clear procedures of receiving a high school diploma, and no practical knowledge in the foreign languages programs. “It is a success if someone understands the sense of the statement, but it is a miracle if someone can speak [in a foreign language],” explains Adrian.

Generally participants complained about issues that are under state control, such as public health care, roads during winter time, social security and educational systems. Magdalena, when asked about the most important social problems in Poland, answered: “our beloved politics.” Jakub also perceived politics as a social issue: “Politics can be our
social problem.” Mariusz stated that there are four main issues: uncompleted reforms of health care, educational system, social security and administration. The politics is the center of the Polish social issues.

**Role of the Government in Solving Social Issues**

The cause-related marketing campaigns gain support from the society if the consumers expect the businesses to help solving social issues, along with their partner nonprofits. Thus, the main obstacle in the effectiveness of CRM is the perceived role of the state in solving social issues. As previously mentioned, the central government and politics plays a major role in the everyday lives. Poles demand that the state take care of every aspect of their lives. All of the participants think that the central and local government should solve social issues. “It is government that is responsible for everything. We pay the taxes, and entrust our earned money to them because we believe that they will make a good use of it to our benefit,” argues Magdalena. According to Marek, the everyday lives of all the citizens depend on the government activities. “The way they govern, the way we live in this country,” he explains.

**Role of Charities in Solving Social Issues**

In participants’ opinions, charities should only complement and support state activities. They should help financially disadvantaged families, and solve small social issues. The organizations should not be obliged to help; it should come from their good will. “It’s just good will of people,” explains Andrian. “At least it should be like that,
such some kind of help. And the center should be the government.” “They [charities] may help a little, but not solve some problems,” adds Ala.

Another role of charity organizations is raising awareness of social issues. “They should make, let’s say, the rest of the society aware that they can also contribute to helping people in need to some extent,” explains Tomek. “It’s a great plus that we can see negative sides of life, and realize that other people are in a worse situation than we are,” adds Ania.

**Role of the Business Sector in Solving Social Issues**

According to all of the participants, ethical values apply to business activities as well. Corporations should not abuse their employees or break the law. “They should not only obey the law, but also the spirit of the law,” adds Piotr. Companies should not be obliged to help solving social problems. Participants leave these issues to companies’ good will. About one third of the participants believe that businesses should focus mainly on their employees, providing workplaces and good salaries. “Companies should support their own employees and that’s it,” argues Mariusz. “If there is any company in a town, people have jobs, the town develops, because the company pays the taxes, and people pay the taxes as well,” says Kuba.

Three of the participants noted that only big corporations should support the communities and society, because small enterprises do not have funds to do that. Businesses should help solving social problems “but only when they have opportunities to do so,” thinks Alicja.
Five of the participants still perceive businesses as the “bad guys”. Marek argues that: “It’s never bad in the business sector. At least in our Polish politician one. They will not let anybody hurt them.” Magdalena believes that corporations do not care about their employees, and only about the profits.

Even though all of the participants expect businesses to apply ethics to their activities, only four out of fifteen have ever boycotted any products. Pawel tries not to buy the products manufactured in China. Adrian believes that instead of boycotting, people should not work for the companies that abuse their employees. “It is the only way to influence it,” he argues.

One of the reasons why Poles do not refuse to buy certain products because of unethical conduct of the manufacturer or distributor is lack of such information. “In Poland we just do not hear about such a thing like unethical conduct of the manufacturer or distributor,” argues Mariusz. What is more, only five participants out of fifteen claimed that they changed their attitude toward supermarket Biedronka after they found out that the corporation abused its workers. However, six other participants declared their negative attitude to this store chain from the beginning, mainly as a result of general negative attitude toward supermarkets. “I try not to shop in the supermarkets,” declared Mariusz. On the other hand, Marek shops in Biedronka even more frequently after the scandal, and Tomek does not want to generalize the conduct of employers in one store to the whole retail chain.
Attitudes toward Advertising

Advertising is the central part of every cause-related marketing campaign, as the CRM initiatives have to be heavily promoted in order to be effective. Participants have general negative attitudes toward advertising. Only two participants do not have clearly negative attitude toward it. “99 percent of TV commercials are idiotic,” complains Adrian. Magdalena hates TV commercials, and Mariusz thinks that Poles “are fed up with advertising.” Participants value funny, surprising, interesting ads, with “pretty women” and music. Their favorite TV commercial which promotes cellular telephone network was created by a Polish cabaret group. Two of the participants like commercials with their favorite actor, Marek Konrad. Participants complain that many TV commercials in Poland are produced in the western countries and are just translated to Polish, and dubbed. All of the participants leave the room or change the channel during the commercial break.

Factors Influencing Purchase Decisions

Cause-related marketing in the United States and the United Kingdom gives a competitive edge to a brand by adding a spirit to it and an additional value, which is appreciated by the consumers in these countries and influences their purchase decisions. However, the study’s participants focus mainly on the quality of goods, and their functional aspects when making purchase decisions. Even if they take manufacturer’s reputation into account, it is considered only when it is reflected in quality. “Sony is a good producer of audio-visual equipment, you know, it has manufactured it from the beginning of the company, and has done it well,” explains Adrian. “I check parameters, I
check the price, and I don’t make any rash decisions.” Only Kasia and Moni admit that sometimes their purchase decisions are influenced by emotions. “When I’m buying some clothes or good perfumes,” notes Moni. Other, but much less important factors influencing participants’ purchase decisions are price, needs, habits, recommendations of other people, and past experiences. “I value information received from other people,” explains Magdalena.

When making purchase decisions, seven participants out of fifteen take into consideration if the product is environmentally friendly, was tested on animals; company’s reputation and image: if its manufacturer or distributor is a good employer and community member, donates money and resources to charities. One would take it into consideration if she had such information. However, only one person mentioned the community membership aspect in his statement. Three participants take environment into consideration, and two participants look for information if the products were tested on animals. Twelve out of fifteen participants claim they do not receive enough information about manufacturers and distributors. “Honestly, I don’t even know, where I can read such things or learn about it,” explains Adrian.

Twelve out of 15 participants claim that there are enough products to choose from in the Polish market. “It is this plus after 1989, that we have lots of goods to choose from,” says Mariusz. Piotr thinks that there are even more products to choose from than in many western countries. On the other hand, Wojtek claims that there are too many goods in the market as compared to the Poles’ spending power.
**Cause-Related Marketing Campaigns**

The popularity of transaction-based cause-related marketing campaigns is very high. Twelve out of 15 participants have purchased goods that manufacturer or distributor contributed certain amount of the profit to a specific charity. What is more, only one participant said that he wouldn’t decide to buy such a product if the price and quality was equal with the other ones. “There is always a difference in taste,” explains Mariusz.

Even more surprisingly, half of the participants claimed they would have a more positive attitude toward such manufacturers or distributors. It raises a question about the reliability and consistency of the results, if only one person mentioned community membership as a contributor to purchase decisions. One of the participants, Marek, who claimed he focuses on quality when purchasing goods, when answering questions about CRM, started quoting the slogans:

I can see it in the advertising, and after some time there is some emission, for instance that they contributed such and such an amount to this or that. And based on this information I look for those products, and shop, and buy these products.

This consistency and reliability problem will be further discussed in the next chapter of this study. However, some participants seemed honest. Piotr did not just say yes. He further explained his answer: “But on condition that I wouldn’t have to switch brands. Let’s say if this was a product, which I’m buying for the first time in my life, then it would be a decision factor.”

Only one participant, Magdalena recalled the Dove Campaign for Real Beauty at the first time. However, the majority of the participants recalled full-figured models in their underwear on the billboards. General attitudes toward the campaign were very positive. Participants perceive Dove as a prestigious brand which gives a good example
to other corporations. “It is a very good start and it would be good if other companies followed it, and if models gained some weight. Then it would be super,” Ania praises the campaign. “It is a step in a certain direction, because I think it is a very prestigious brand, I think it is more trust worthy,” says Piotr. “It is a noble cause. Finally someone realized it,” notes Magdalena. On the other hand, such highly positive attitudes did not influence participants’ purchase decisions.

Most of the participants recalled the Danone Share Your Meal campaign. Four even described the transaction based CRM aspect of the campaign. But again, only two of the participants claimed that the campaign influenced their purchase decisions. “When the campaign was on, I guess I put more into my shopping cart,” suggests Moni. What should be emphasized is that when asked if they ever purchased any goods which manufacturer or distributor contributed certain amount of the profit to a specific charity, one participant mentioned Danone campaign, and six others recalled the Procter & Gamble initiative. However, only one person recalled the brand of the product. Kasia, who has a baby son, mentioned Pampers. Other participants called the campaign, “this Polsat Foundation campaign”, or “these products labeled with suns.” Thus, only the nonprofit was recalled, not the brand, while in Danone campaign, the initiative was strongly associated with the brand.

Majority of the participants admitted that such a donation by purchasing a product which manufacturer or distributor contribute a certain amount of profits to a charity or a cause is more convenient than a traditional one. “It’s hard to get rid of your own money for some people, and I believe that such a way is more effective,” suggests Moni. “You have to find this bank account number, do something more, you know. And in this case, it
just works automatically,” explains Alicja. “It is a mutual benefit,” notes Adrian. On the other hand, Mariusz claims that “it is a false activity … because I have to support the company’s profit in order to help someone [in need].” Most of the participants believed that CRM campaigns help solving social issues. “I know that it has some impact, because I met people, who took advantage of these vacations, and they even had quite positive opinions about it,” says Alicja. Piotr and Ania argued that cause-related marketing not only raises funds, but also awareness of social issues. Ania notes that “it would be good if it was on a larger scale.”

**Summary of the Results**

The results of the study suggest that the factors, which lead to the popularity and effectiveness of the cause-related marketing initiatives in the United States and the United Kingdom, lack in the Polish culture. Poles are still very family- and group-oriented, are very religious, and do not have to look for things to belong to and to identify with in cause-related marketing. Their income levels are still lower than in the United States and the United Kingdom, thus they still value functional dimensions of products and services they purchase, and do not find additional values provided by the CRM appealing. Moreover, they still heavily focus on the quality of products. They do not put pressure on the business sector to be responsible for solving social issues, for instance through cause-related marketing campaigns. Even though they evaluate the transition in 1989 positively, they still have very strong negative attitudes toward advertising, which is the element of the CRM matrix.
These assumptions are reflected in the perceptions of the cause-related marketing campaigns. Even though CRM is very popular in Poland, it does not influence the purchase decisions and doubtfully has an impact on the attitudes toward the brand and companies. Therefore, the main hypothesis which emerges from the results is that cause-related marketing in the form it is implemented in the U.S. and the U.K. is not effective in the Polish culture as it is reflected in the perceptions and the impact of CRM campaigns, and in the lack of factors that lead to the popularity and effectiveness of cause-related marketing worldwide. The other hypothesis is that the lack of each of the factors results in the ineffectiveness of cause-related marketing. For instance, Poles focus on the donation aspect of the CRM campaigns, as they do not have any expectations toward businesses in the area of corporate social responsibility, and value only the functional dimensions of the products, because their emotional needs are fully satisfied by their families, friends and the Catholic Church.
Chapter 5: Discussion

The purpose of this study is to examine attitudes toward and effectiveness of the CRM initiatives in the Polish culture. The researcher determined if the factors which lead to the popularity and effectiveness of cause-related marketing in the United States and the United Kingdom were present in the Polish culture, as well as the perceptions of cause-related marketing campaigns and their impact on the consumers’ behavior. The results of the study suggest that the aspects of the Polish culture which influence the attitudes toward and effectiveness of the cause-related marketing initiatives differ from the ones in the British and American culture to a large extent. The effectiveness of cause-related marketing campaigns in the Polish culture is still limited mainly due to lower income levels, strong relationships with family and friends, established position of traditional institutions, such as Catholic Church, due to the focus on the quality of the products, the perceived role of the government in solving social problems, lack of public pressure on the business sector, and general negative attitudes toward advertising.

According to Hofstede and deMooij (2002), income levels do not influence consumer behavior, as they converged in the developed countries. Material gaps between blue- and white-collar workers closed (Pringle & Thompson, 1999). Pringle and Thompson (1999) argued that consumers moved to the higher order needs in the Maslow’s hierarchy. Material wealth is not relevant to personal happiness any more. Desire to belong to a group, self-esteem and self-realization are more and more important.

As the results of this study indicate, although manual workers’ income levels increased due the recent emigration, Poles in general still can afford less goods and in
worse quality than their counterparts in the Western European countries and the United States. Moreover, their desire to belong is perfectly satisfied by their families, relatives, and friends, as the relationships and ties with other people are very strong in Poland.

[I feel as a part of] the company that I work for. One way or the other, I spend most of the day in the company I work for. It is really nice and friendly. We really stick together. And friends from college. Really close friends. We organize various trips to the mountains, says Wojtek.

Traditional institutions, including Catholic Church are, unlike in the old European Union and the U.S., very powerful and quite credible (Pringle & Thompson, 1999). Many interviewees perceive Church as a guarantor of credibility and honesty, and ten out of fifteen interviewees consider themselves religious. Self-realization is still not so much important for Poles as family, and material wealth are. Only three participants mentioned it as an important value in their lives.

Thus, Poles do not look in products they purchase for something to belong to, to express their views and identity. The most important factor influencing their purchase decisions is the perceived quality. Even the reputation of the manufacturer or distributor is relevant, as long as it is reflected in the quality of goods or services. Cause-related marketing has an advantage over other marketing and communication techniques, as it emotionally engages the consumers, gives spirit to the brand, and additional value which satisfies these emotional needs (Pringle & Thompson, 1999; Anderson, 1999). According to the participants, emotions do not play a significant role in their purchase decisions. Even though there are a great variety of goods in the Polish market, emotional dimension of cause-related marketing does not give the product a competitive edge, as Poles focus on the quality, use factual information, and do not follow their emotions when purchasing products and services.
One of the biggest obstacles in the effectiveness of cause-related marketing may be the perceived role of the government in social life. In the United States and the United Kingdom, public expects business to engage in solving social issues, especially after September 11, while Poland is still a welfare country, with strong labor unions, large state-owned or state-controlled corporations. This characteristic was also reflected in the results of this study. All of the participants believe that the central and local governments are responsible for solving problems in the society. They expect the state institutions to positively influence every aspect of their lives. Charities should only complement and support the government’s activities.

Participants also believe that companies should not be obliged to help solving social problems. What is more, about one third of the participants believe that corporations should concentrate only on their employees, providing workplaces, salaries and good working conditions. Although all of the participants expect businesses to apply ethical values to their activities, only four have ever boycotted any products, and only one person mentioned community membership aspect when describing the purchase decision making process. Thus, the information about corporate social initiatives, unless it is associated with the environmental issues, does not influence the consumer behavior. Even if it has an impact, the majority of the participants argued that they do not receive enough information about manufacturers and distributors.

The positive change for corporations is that Poles seem to perceive businesses in a more positive light. Only five participants had clearly negative attitudes toward the business sector.
All but two participants had clearly negative attitudes toward advertising, which is a central part of every cause-related marketing campaign that has to be highly publicized and promoted. CRM campaigns are most often created and organized in cooperation with nonprofit organizations. Therefore, the consumers should have positive attitudes toward the charities that the company or brand wish to be associated with. Many participants complained about lack of both transparency and effectiveness of Polish charities, which can negatively influence their attitudes toward the cause-related marketing initiatives. They trust big organizations, the Great Christmas Aid Orchestra, and many of them perceived Church as a guarantor of Catholic nonprofits’ honesty. Therefore, companies that have implemented the most publicized cause-related marketing campaigns in Poland seem to have made a well-thought-out decisions as they formed the alliances mainly with the Catholic and big nonprofits, such as Caritas or the Polsat Foundation.

The most trustworthy charity in Poland is the Great Christmas Aid Orchestra. Its charismatic leader and the solidarity aspect attract majority of Poles. Corporations in Poland should examine the phenomenon of the mass popularity of WOSP in Poland in order to make their CRM initiatives more adapted to the Polish culture. The positive finding for the businesses is the fact that Poles are willing to donate their money and resources to social causes. Only two of the participants claimed that they do not contribute any funds to charities.

The choice of the social cause is crucial for the effectiveness of the cause-related marketing campaigns. Eight participants pointed to health care as a major social issue in Poland. Others chose poverty, unemployment, education, and social services as being highly important. Most of those issues are under state control, and therefore are expected
to be solved by the government, not by charities or businesses, which can make CRM initiatives less effective.

Most of the above-mentioned aspects may have their origins in the communist past. The communist ideas and the need to unite against a common enemy, Soviet Russia and its representatives in Poland enhanced the collective dimension of the Polish culture, and strengthened the relationships between people. Since the 19th century, the Polish Catholic Church helped Poles preserve their culture and language when Poland was portioned by its neighbors, and when it was a Soviet satellite country (Szczepanski, 1970; Hofstede, 2001). The central idea of communism was that the state provided workplaces and extended safety net, thus it is still expected to do so.

The focus on quality may be the result of the centrally planned economy. During communism, goods supply was limited and products had to be exploited for a longer period of time, thus consumers searched for better quality goods (Domanski, 1992). The negative attitudes toward advertising have their origins in communist past as well. From 1945 and 1989, advertising “was virtually nonexistent” (Lepkowska-White, Brashear & Weinberger, 2003, p. 57). Thus, Poles had to learn about consumption, marketing, and advertising from the very beginning. During the economic crisis in the 1990s, advertising raised dissatisfaction and hostile emotions as the transition left Polish consumers with “empty pockets and full shops” (Millar & Restall, 1992, p. 48). As the results of this study indicate, only two participants do not have clearly negative attitudes toward advertising, and all of the participants leave the room or change the channel during the commercial break.
Even though the popularity of cause-related marketing campaigns is very high in Poland, as majority of the participants have purchased products which manufacturer or distributor contributed certain amount of the profit to a specific charity, and only one participant would not decide to buy such a product if the price and quality was equal with the other product’s ones, and that half of the interviewees claimed to have more positive attitudes toward such a company, those declarations raise a lot of questions about their reliability and consistency.

One participant, who claimed to focus exclusively on the quality of products when making purchase decisions, when asked about cause-related marketing campaigns, started citing slogans heard on television, and wanted to convince the researcher that when he shops, he looks for the products which manufacturers contribute certain part of their profits to charities. He also called the Danone CRM campaign “the nationwide fund-raising campaign”, and when asked to describe it he said: “it was about those poor children.”

Another participant, Adrian, claimed that for sure he would have more trust in a company that initiated a CRM campaign, but when asked if he changed his attitude toward the Danone brand after the Share Your Meal campaign was launched, he said that his attitude toward the brand did not change because he “does not care”. He also said that the Danone initiative abused the consumers’ trust. Furthermore, although the majority of participants recognize the social value of the cause-related marketing campaigns, only two claimed that the Danone campaign influenced their purchase decisions, and no one admitted that the Dove campaign had a positive impact on their purchase behavior. It
should be emphasized that only four participants boycotted products because of the unethical conduct of their manufacturer or distributor.

When asked if they ever purchased any goods which manufacturer or distributor contributed certain amount of the profit to a specific charity, one participant mentioned Danone campaign, and six others recalled the Procter & Gamble initiative. Only one person recalled the brand of the product. Kasia, who has a baby son, mentioned Pampers. Other interviewees focused on the donation aspect and called the campaign, “this Polsat Foundation campaign”, or “these products labeled with suns”. This finding has two implications. First, although Poles do not value corporate social responsibility, they are willing to donate to charities, and therefore they value CRM campaigns because of the donation element. Moni’s statement confirms this: “When the campaign [Danone Share Your Meal] was on, I guess I put more into my shopping cart. I guess at first. Currently I don’t do that anymore for sure, because it was a while ago”.

The other implication is related to the perceived fit between the brand and the cause. Procter & Gamble seems to just have formed an alliance with the Polsat Foundation and licensed the nonprofit’s logo which labels a variety of brands, including Vizir, Ariel, Gillette, Duracell, Always and Pampers. At the same time, Share the Meal Campaign was strongly associated with the Danone brand, as ten participants recalled it and four of them gave detailed information about it.

Procter & Gamble did not care about the fit between their brands and the cause; they focused on the corporate social responsibility aspect, while Danone searched for the cause that would naturally fit the brand, the product and their corporate strategy. It should be emphasized that there was no direct question about the recall of the Procter & Gamble
campaign, thus further research is needed in this area. What is more, according to Percy and Rossiter (1992) there are two separate types of brand awareness: brand recall and brand recognition. When consumers go shopping for groceries, they usually do not carry the list of the brand names, but the list of category reminders, for instance “yoghurts” instead of “Danone”. Thus, they do not have to recall the brand name first when they are shopping. They just scan the shelves looking for yoghurts, and recognize the brands. However, in some cases, the brand is not presented, and it has to be recalled prior the decision making process. For instance, when a family wants to go to a restaurant, they do not drive around the city recognizing the restaurants’ names, but they recall them first from memory, and then make a decision where to go. Therefore, in case of Procter & Gamble and Danone, the first corporation’s strategy may be more effective, as more participants recognized the logo of the P&G campaign than Danone when asked about CRM in general. However, what will happen when the alliance with the Polsat Foundation ends? Will the consumers still recognize P&G products?

Until now there has not been any research study on cause-related marketing in Poland. However, multinational corporations implement many cause-related marketing campaigns in Poland. This study will be useful in planning successful CRM initiatives. It provides information which social issues and charities are valued by Poles, and which aspects of culture constitute challenges for Polish businesses willing to launch CRM campaigns. It is especially important for the global companies which operate in Poland, and do not know the Polish culture and consumers’ behaviors well. It is very important for multinational corporations to understand the cultures within they operate, and to adapt their marketing and communication activities to the values, habits, traditions of their
target audiences in different countries and regions. Ignoring cultural differences can lead to decreased benefits, as marketing effectiveness depends on adaptation to cultural values.

Moreover, the study complements previous research on the impact of culture and socioeconomic on consumer behavior, including perceptions of and effectiveness of corporate social responsibility and cause-related marketing. The researcher examined the attitudes and the effectiveness of the cause-related marketing initiatives in Poland. As the results indicated, Polish culture and socioeconomic lack the factors that lead to the effectiveness of the cause-related marketing in the U.S. and the U.K. Poles claim that cause-related marketing do not have an impact on their purchase decisions and treat CRM campaigns as an additional form of donation to a charity.
Chapter 6: Limitations and Future Research

The research study has many limitations, as it is a precursor in the area of cause-related marketing in Poland. The access to the literature about marketing, communication, advertising and public relations in Poland is very limited. No academic or professional databases online which would contain such publications have been found. There is also limited communication between researchers and practitioners in Poland and in the United States, and the researcher has not had the access to Polish media and advertising for three years. Thus, the selection of the cause-related marketing campaigns for the recall was very difficult. The researcher relied on popular press, and professional business forums. The Dove and Danone campaigns were chosen due to the publicity they gained, and because they followed the guidelines of modern CRM campaigns in the United States and the United Kingdom. However, it was Procter & Gamble campaign which was most often recalled in the general questions about cause-related marketing. Therefore, in order to conduct further qualitative research, content analysis of Polish media is needed.

The main limitations of the study were sample representativeness and number of interviews. Sample was limited to the proficient Internet users who have access to Internet, computer, microphone and loudspeaker. The majority of the interviewees were well-educated, young and single. The average age of the participants was 30, eight of the participants had Master’s degree, and only one did not graduate from high school. Four participants were married, and seven lived with their parents. Only two of the participants worked in a state-owned company. The sample was quite representative in terms of covering the different regions of Poland. Interviewees lived and worked in the southern,
central, western and northern Poland. However, none of the participants came from the eastern parts of Poland, and only two interviewees lived in the countryside. Number of participants was limited because of the scope of the study, which is a Master’s thesis.

The other, very significant limitation is the reliability of the findings. Many interviewees gave inconsistent answers, cited slogans heard on television, and most likely wanted to present themselves in a favorable light. Therefore, further research is needed to verify the reliability of those statements. To eliminate the desire of participants to make a good impression on the researcher, the reliability would benefit from anonymous survey or experimental research methods.

Due to the limitations and the qualitative nature, the findings of the study cannot be generalized to the whole population. The goal of this research is not to provide a detailed description of the CRM practices in Poland and their effectiveness. Instead, it should prepare a basis for future studies, an overall description of this phenomenon, raise questions to be answered, examine how Poles perceive CRM, how their perceptions differ from the ones of other cultures, and determine if the factors which lead to the effectiveness of cause-related marketing in the United States and the United Kingdom are present in the Polish culture, economy and history. As the results of this study indicate, the Polish culture differs significantly from Western European and American cultures, and most of the factors that resulted in the popularity and the effectiveness of the cause-related marketing in the United States and the United Kingdom lack in the Polish culture, socioeconomics and history. Therefore, the practitioners should study Poles’ attitudes toward both the corporate social responsibility and cause-related marketing, and adapt their marketing and communication initiatives to the Polish culture.
References


## Appendix 1: Different Definitions of Cause-Related Marketing

<table>
<thead>
<tr>
<th>Author</th>
<th>Distinguishing Features</th>
<th>Donation Based on Product Sales</th>
<th>Cause-Marketing and CRM Used Inter-changeably</th>
<th>CRM as a Type of CSR</th>
<th>Types of CRM Initiatives</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kotler &amp; Lee (2005)</td>
<td>Donation based on product sales</td>
<td>Distinguishing feature of CRM</td>
<td>No</td>
<td>CSR: cause promotions, cause-related marketing, corporate social marketing, corporate philanthropy, community volunteering, and socially responsible business practices</td>
<td>CRM product links and contribution agreements: specified dollar amount for each product sold, for every application or account opened, a percentage of the sales of a product or transaction contributed to a nonprofit, a portion of the sales of an item, corporation matches consumer contributions related to product-related items, a percentage of net profits from sales of a product is donated, specific product/several products, specific period of time/open-ended, ceiling for the contributions</td>
</tr>
<tr>
<td>Varadarajan &amp; Menon (1988)</td>
<td>Donation based on product sales</td>
<td>Distinguishing feature of CRM</td>
<td>No</td>
<td>No information</td>
<td>Not specified</td>
</tr>
<tr>
<td>Author</td>
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<td>CRM as a Type of CSR</td>
<td>Types of CRM Initiatives</td>
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<tr>
<td>Vernis, Iglesias, Sanz &amp; Saz-Carranza (2006)</td>
<td>Promotion of the product through the image of a social issue, donation based on product sales</td>
<td>One of the distinguishing features of CRM</td>
<td>Yes</td>
<td>Types of collaborations between nonprofits and corporations: corporate foundations, cause-related marketing, sponsorship and donations, employee volunteers, service purchases, accreditation, licenses and microcredits for nonprofits</td>
<td>No information</td>
</tr>
<tr>
<td>David W. Zucker (Higgins, 2002)</td>
<td>Partnership between a brand/corporation and a cause/nonprofit, marketing objectives</td>
<td>No</td>
<td>No</td>
<td>No information</td>
<td>No information</td>
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<tr>
<td>Author</td>
<td>Distinguishing Features</td>
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<td>Cause-Marketing and CRM Used Interchangeably</td>
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<td>Types of CRM Initiatives</td>
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<tr>
<td>Perlman &amp; Chang (2007)</td>
<td>Marketing objective, linkage between a corporate image, product or service and a social cause/issue, mutual benefits for nonprofits and businesses</td>
<td>An example of CRM initiatives</td>
<td>Yes</td>
<td>No information</td>
<td>No information</td>
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<tr>
<td>Damian (2007)</td>
<td>Combination of economic objectives with social goals</td>
<td>No information</td>
<td>No</td>
<td>No information</td>
<td>No information</td>
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<tr>
<td>Danone (2007)</td>
<td>Marketing objectives and social goals</td>
<td>No information</td>
<td>No</td>
<td>No information</td>
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<tr>
<td>Author</td>
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<td>Types of CRM Initiatives</td>
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<td>------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Stole (2006)</td>
<td>Hybrid of product advertising and public relations, link between companies and nonprofits/good causes</td>
<td>Type of CRM: purchase-triggered donations</td>
<td>No</td>
<td>No information</td>
<td>CRM practices: advertising, public relations, sponsorship, licensing, direct marketing, facilitated giving, and purchase-triggered donations</td>
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<td>Andreasen (1996)</td>
<td>Broad definition – not specified</td>
<td>Type of CRM alliance</td>
<td>Yes</td>
<td>No information</td>
<td>CRM alliances: transaction-based promotions, joint issue promotions, and licensing</td>
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<td>Pringle &amp; Thompson (1999)</td>
<td>Strategic and marketing approach, brand positioning – link between a company/brand with a social issue/cause, focus</td>
<td>Not specified</td>
<td>No</td>
<td>No information</td>
<td>CRM: charity partnership, direct to the cause, hybrid</td>
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<td>on social issue and bottom-line benefits for the corporations, mutual benefits for corporations and nonprofits</td>
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### Appendix 2: Characteristics of the Sample

<table>
<thead>
<tr>
<th>First Name/Nickname</th>
<th>Age</th>
<th>Marital Status</th>
<th>Living with Parents</th>
<th>Religious</th>
<th>Working in Private/State-owned Corporation</th>
<th>Occupation</th>
<th>Education</th>
<th>Residence</th>
<th>Voivodeship/Province</th>
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<tr>
<td>Jakub</td>
<td>23</td>
<td>S</td>
<td>Yes</td>
<td>Private</td>
<td>Sculptor</td>
<td>High School</td>
<td>City</td>
<td>Dolnoslaskie</td>
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<td>Moni</td>
<td>42</td>
<td>M</td>
<td>Rather religious</td>
<td>State</td>
<td>Teacher</td>
<td>M.A.</td>
<td>Medium-sized Town</td>
<td>Slaskie</td>
<td></td>
</tr>
<tr>
<td>Mariusz</td>
<td>29</td>
<td>S</td>
<td>Not so much religious</td>
<td>Private</td>
<td>Constructor</td>
<td>B.S.</td>
<td>City</td>
<td>Malopolskie</td>
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<td>Alicja</td>
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<td>Private</td>
<td>Entrepreneur</td>
<td>M.S.</td>
<td>Countryside</td>
<td>Malopolskie</td>
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<td>Marek</td>
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<td>M</td>
<td>Yes</td>
<td>Private</td>
<td>Driver</td>
<td>High School without a Diploma</td>
<td>Small Town</td>
<td>Wielkopolskie</td>
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<td>Adrian</td>
<td>25</td>
<td>S</td>
<td>Yes</td>
<td>Private</td>
<td>Student/Automation Engineer</td>
<td>M.S.</td>
<td>Medium-sized Town</td>
<td>Slaskie</td>
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<tr>
<td>First Name/Nickname</td>
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<td>Religious</td>
<td>Working in Private/State-owned Corporation</td>
<td>Occupation</td>
<td>Education</td>
<td>Residence</td>
<td>Voivodeship/Province</td>
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<td>22</td>
<td>S</td>
<td>Yes</td>
<td>Yes</td>
<td>Not applicable</td>
<td>Student</td>
<td>High School</td>
<td>Medium-sized Town</td>
<td>Slaskie</td>
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<td>Piotr</td>
<td>30</td>
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<td>Yes</td>
<td>Rather not religious</td>
<td>Private</td>
<td>Mechanical Engineer</td>
<td>M.S.</td>
<td>City</td>
<td>Malopolskie</td>
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<tr>
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<td>45</td>
<td>M</td>
<td>Yes</td>
<td>Private</td>
<td>Philatelist</td>
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<td>City</td>
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<td>Intern</td>
<td>M.S.</td>
<td>City</td>
<td>Dolnoslaskie</td>
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<td>High School</td>
<td>City</td>
<td>Pomorskie</td>
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<td>Yes</td>
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<td>M.S.</td>
<td>Countryside</td>
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<tr>
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<td>Supply Specialist</td>
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<td>Private</td>
<td>Car Dealer</td>
<td>M.S.</td>
<td>Medium-sized Town</td>
<td>Slaskie</td>
<td></td>
</tr>
</tbody>
</table>
Recruitment Script

Hello, my name is Beata Kaczowska. I am a Master’s student in the School of Communication at the University of Miami. I am conducting a research study which is a part of my Master’s thesis.

The purpose of this study is to examine attitudes toward and effectiveness of cause-related marketing initiatives in Poland.

I am recruiting individuals to online interviews which will take approximately 45 minutes.

I am looking for participants who
- are 21 or older
- are Polish
- have never lived abroad for a longer period of time than 3 years
- have lived in Poland for the last year

If all of these statements apply to you, will you be willing to participate in this study? Your participation is voluntary. If you have any questions concerning the research study, please contact me at b.kaczowska@gmail.com.
Verbal Consent

Hello, my name is Beata Kaczkowska. I am a Master's student in the School of Communication at the University of Miami. I am conducting a research study which is a part of my Master's thesis.

You are being asked to participate in this research study. The purpose of this study is to examine attitudes toward and effectiveness of cause-related marketing initiatives in the Polish culture.

You have been asked to participate because:
- you are 21 or older
- you are Polish
- you have never lived abroad for a longer period of time than 3 years
- you have lived in Poland for the last year

At the start of the session, you will complete a pre-interview questionnaire about yourself. You can send the completed pre-interview questionnaire by e-mail or answer the questions verbally. Your participation consists of a 45-minute interview. The interview will be conducted in real time via internet using Skype software. Your voice will be recorded. If you feel uncomfortable with it, the tape recorder and Sound Recorder software can be turned off at any time at your request. I will take notes during the interview. The interview will be transcribed and translated from Polish to English. The transcripts will be coded for similarities, analyzed and interpreted.

Please remember that there is no right or wrong answer. You are asked to express your opinions and describe your experiences.

There are no physical or psychological risks associated with this study. You will not experience any discomfort or inconvenience during this interview.

You will not receive any compensation for participating in this study. You will not benefit directly from participating in this study. There are no costs for participating in this study.

Participation in this study is completely voluntary. You can stop the interview at any time without any penalty. You can refuse to answer any of the questions without any negative consequences.

The interview is confidential. It will be conducted over secure server. Skype calls are encrypted using Advanced Encryption Standard to ensure privacy and protect information. As stated in Skype official website: "Skype encryption ensures that no other party can eavesdrop on your call or read your instant messages". For more information, log onto www.skype.com/intl/en/security/safety.
Tapes and notes will be kept in a secure place and erased after the completion of the study which is approximately April 2008. You will have access to the recordings at any time at your request by e-mail.

All names of the participants will be known only to the researchers. No names of the participants or references to their identity will be used in the publications or disclosed to any unauthorized persons in any way. No precise names will be used in the transcripts. All of your answers will be coded by a special identifying number.

Results of this study can be shared with you via e-mail at your request.

If you have any questions or would like to receive additional information about this study, please contact Beata Kaczkowska at (404) 944-5710, bkaczkowska@gmail.com or Dr. Alyse Lancaster, my faculty advisor, School of Communication, Frances L. Wolfson Building 3013, 5100 Brunson Drive, Coral Gables, FL 33146, (305) 284-2843, alancaster@miami.edu.

If you have any questions or concerns about your rights as a participant, please contact the UM Institutional Review Board Director at (305) 243-3195.

Do you have 45 minutes to participate in this research study? Would you like to participate now or later?

Do you have any questions? May we continue the interview?
Appendix 5: Pre-interview Questionnaire – English version
Pre-interview questionnaire

Please complete the following questionnaire. Your responses will be kept confidential. You can refuse to answer any of the questions without penalty, and you can withdraw from the questionnaire at any time without any negative consequences. You can send the completed pre-interview questionnaire by e-mail or answer the questions verbally. Thank you for your participation!

What is your first name or nickname?

What is your Skype nickname?

What is your e-mail address?

What is your gender?

What is your age?

Are you:
○ single
○ married
○ divorced
○ widowed?

How many children or dependents do you have?

Who does live with you in the same household?

Do you consider yourself religious?

What is your approximate monthly gross income?
○ 1499 zł or below
○ 1500 zł – 2499 zł
○ 2500 zł – 3499 zł
○ 3500 zł – 4499 zł
○ 4500 zł – 5499 zł
○ 5500 zł or above

What is your approximate monthly household gross income?
○ 2499 zł or below
○ 2500 zł – 3499 zł
○ 3500 zł – 4499 zł
○ 4500 zł – 5499 zł
○ 5500 zł – 6499 zł
○ 6500 zł – 7499 zł
○ 7500 zł or above

What is your occupation?

Do you work in a private or state sector?

Approximately how many employees are there in the company you work for?

What is your highest level of education?
○ gymnasium/technical school
○ high school (with a diploma)
○ associate
○ bachelor
○ master
○ doctorate or above

In which voivodeship (province) do you live?

Do you live in:
○ the countryside
○ small town
○ medium-sized town
○ city?

Have you ever worked abroad? If yes, for how long? Where?

Do any of your family members work abroad? If yes, for how long? Where?

Are you a light (L), medium (M) or heavy (H) user of the following media:
- Television
- Radio
- Press
- Internet

Do you have internet access at home?

During TV commercial breaks, do you:
○ watch the commercials
○ change the channel
○ leave the room?

Who in your household does usually buy the groceries and everyday products for the whole family?

What is your favorite beauty product brand?
What is your favorite yoghurt and milk product brand?

Beata A. Kaczkowska
b.kaczkowska@gmail.com
QUESTIONNAIRE

Polish culture and economy

What are the main values in life for you and Poles in general?
- PROBES: Material wealth, personal achievements, career, self-realization, belonging, freedom, self-respect, social recognition, exciting life, beauty, happiness, wisdom, family, religion, purity.

Do you have any authority figures in your life?

Do you belong to any organizations, associations? Do you manifest your membership in any way?

Do you feel as a part of any community: your parish, school, corporation you work for?

How much time do you spend with your family? How often do you see your relatives?

How would you evaluate the Polish transition after 1989? How did capitalism affect Polish society and everyday life?

Do you think Poles can afford the same products and to the same extent as their counterparts in Western Europe and the United States?

Do you think there is a material gap between manual and intellectual workers in Poland? Is it significant?

Charities

How would you evaluate charities/foundations/nonprofit organizations in Poland?
- Are they trustworthy?
- Do they work effectively?
- Do they have an impact on the society and its issues?
- What should they improve in their activities and management practices?
- Can you give any examples?

What is the role of charities in solving social issues?

How often do you donate to charities? To which charities do you donate? Why?

Would you donate more if you had more opportunities to do so?
Social issues and role of businesses

What are the most important social issues in Poland?
- **PROBES**: Education, health issues, cancer, hospital equipment, unemployment, poverty, hunger, winter-related issues, elderly people, homelessness, environmental issues.
- If any charity or corporation organized a program to solve these issues, would you donate money to it?

Whose responsibility is it to solve the social issues, such as unemployment, poverty, natural disasters and catastrophes?
- Government/state, charities/nonprofit organizations, religious organizations, corporations/business sector. To what extent?

Should businesses support the societies and communities they operate in?

Should businesses be ethical? Is it acceptable if they obey the law or abuse their employees?
- Did you change your attitude toward Biedronka Supermarkets after you found out about the abuse of employees? In what way?

Have you ever boycotted any products because of unethical conduct of their manufacturer/distributor?

Do businesses in Poland understand the interdependence between them and Polish society?

**Attitudes toward advertising**

Do you enjoy watching TV commercials? Which ones do you like the most?

How would you evaluate Polish advertising?

Do you often watch, for instance on YouTube, any TV commercials/ads that are aired/published in Western Europe and the United States? How would you evaluate them?

**Purchase decisions**

Based on what factors do you make your purchase decisions?
- Price, quality, manufacturer’s/distributor’s reputation, emotions associated with the product? To what extent?
How do you think: do you purchase goods based on your emotions or factual information about their quality and price?

Do you take into consideration if the product is environmentally friendly, was tested on animals, company’s reputation and image: if its manufacturer/distributor is a good employer and community member, donates money and resources to charities?

Do you have any information about the manufacturers or distributors of the goods you purchase in everyday life?

Do you think there are enough products to choose from in the Polish market?

**Cause-related marketing campaigns**

Have you ever purchased any goods which manufacturer/distributor contributed certain amount of the profit to a specific charity?

Would you decide to buy such a product if the price and quality was equal with the other ones?

Would you have a more positive attitude to such manufacturers/distributors? Would you trust them more?

Can you recall the Dove Campaign for Real Beauty?
- Can you give any examples of their ads?
- How would you evaluate them?
- Do you think it is an effective way of solving the problem of low self-esteem among Polish women?
- Did you change your attitude toward the Dove brand after the campaign was launched? Did you buy any of their products for you/your wife/girlfriend?

Can you recall the Danone Share Your Meal campaign?
- What do you think of it? Is it affective? Is it organized and managed in a right way?
- Did you change your opinion about Danone brand after the campaign was launched?
- Did you buy more/any of their products after you saw their ads/commercials?

Do you think such a form of donation is more convenient than a traditional one?

What do you think about such campaigns? Do they really solve problems in Polish communities/society?
Appendix 7: Recruitment Script [Scenariusz Rekrutacji] – Polish version
Scenariusz Rekrutacji

Witam!
Nazywam się Beata Kaczkowska. Studiuje w Szkole Komunikowania na University of Miami. Obecnie prowadzę badania naukowe będące częścią mojej pracy magisterskiej.

Celem tych badań jest poznanie poglądów/stosunku do inicjatyw z zakresu „cause-related marketing” czyli marketingu społecznie zaangażowanego oraz ich skuteczności w Polsce.

Poszukuję osób, które chciałoby wziąć udział w wywiadach przez internet. Jeden wywiad zajmuje w przybliżeniu 45 minut.

Poszukuję uczestników, którzy:
• maja 21 lat lub więcej
• są Polakami
• nigdy nie mieszkali zagranica przez dłuższy okres czasu niż 3 lata
• mieszkali w Polsce przez ostatni rok.

Jesli spełnia Pan(i) powyższe warunki, czy zgodziłbyś się Pan(i) wziąć udział w tych badaniach? Pan(i) udział jest dobrowolny. Jeśli ma Pan(i) jakieś polówki pytania, prosze skontaktować się ze mną poprzez e-mail: b.kaczkowska@gmail.com.
Appendix 8: Verbal Consent [Ustna Zgoda] – Polish version
Ustna Zgoda

Witaj!
Nazywam się Beata Kaczowska. Studiuje w Szkole Komunikowania na University of Miami. Obecnie prowadzę badania naukowe będące częścią mojej pracy magisterskiej.

Został(a) Pan(i) poproszony(a) o udział w badaniach naukowych. Celem tych badań jest poznanie poglądów/stosunku do inicjatywy z zakresu „cause-related marketing” czyli marketingu społecznego zaangażowanego oraz ich skuteczności w polskiej kulturze.

Został(a) Pan(i) poproszony(a) o udział, ponieważ:
- ma Pan(i) 21 lat lub więcej
- jest Pan(i) Polakiem/Polką
- nigdy nie mieszkał(a) Pan(i) zagranica przez dłuższy okres czasu niż 3 lata
- mieszkał(a) Pan(i) w Polsce przez ostatni rok.

Na początku sesji, zostanie Pan(i) poproszony(a) o wypełnienie kwestionariusza na temat swojej osoby. Może Pan(i) przesłać wypełniony kwestionariusz poprzez e-mail/poczta elektroniczna lub też utnie odpowiedzieć na zawarte w kwestionariuszu pytania. Pan(a) udział w badaniach składa się z 45-minutowego wywiadu. Wywiad ten będzie przeprowadzony w czasie rzeczywistym przez internet przy użyciu programu komputerowego Skype. Pan(i) głos będzie nagrywany. Jeśli z tego powodu nie będziecie czuli Pan(i) komfortowo, w każdej chwili na Pan(i) zwrócenie dyktfon kasetowy i program komputerowy do nagrywania głosu zostana wyłączone. Podczas wywiadu będzie robić notatki. Cały wywiad zostanie spisany i przetłumaczony z języka polskiego na angielski. Transkrypty zostaną zakodowane na podstawie podobieństw, przeanalizowane i zinterpretowane.

Prosze pamiętać, że nie ma prawidłowych lub niepoprawnych odpowiedzi. Jest Pan(i) poproszony(a) o wyrazenie opinii i opinie swoich doświadczeń.

Z udziałem w tych badaniach nie wiąza się żadne fizyczne ani psychologiczne zagrożenia. Nie doświadczycy Pan(i) zadnego dyskomfortu ani niedogodności podczas tego wywiadu.

Nie otrzyma Pan(i) zadnego wynagrodzenia za udział w badaniach. Badania nie przyniesie Pan(i) zadnych bezpośrednich korzyści. Nie otrzyma Pan(i) żadnych kosztów za udział w badaniach.

Udział w tych badaniach jest całkowicie dobrowolny. Ma Pan(i) prawo do przerwania wywiadu w każdej chwili bez żadnych konsekweacji. Może Pan(i) odmówić udzielenia odpowiedzi na którekolwiek z pytań bez żadnych negatywnych konsekwencji.

Wywiad ten jest całkowicie poufny. Bedzie on przeprowadzony na zabezpieczenym serwerze. Rozmowy na serwerze Skype są kodowane używając Advanced Encryption Standard (Zaawansowany Standard Kodowania) w celu zapewnienia prywatności i
ochrony informacji. Jak oświadczone na oficjalnej stronie internetowej Skype:
„Kodowanie używane na serwerach Skype gwarantuje swoim użytkownikom, że nikt niepozadany nie będzie w stanie podsłuchiwać Państwa rozmów ani czytać wiadomości wysyłanych na czacie.” Więcej informacji może Pan(i) uzyskać na:

Kasety i notatki beda przechowywane w bezpiecznym miejscu i zostana
skasowane/zniszczone po zakończeniu badań czyli w przybliżeniu w kwietniu 2008. W
każdej chwili bedzie miec Pan(i) dostęp do nagran z wywiadu na Pana(i) prosze
skierowan na moj adres e-mail.

Wsrodzie informowanych uczestników badan beda znane tylko badaczom. Zadne imiona
uczestników ani odniesienia do ich towarzyszy nic beda uzyte w publikacjach ani
udostepnione niepowolonym do tego osobom w jakikolwiek sposob. Zadne konkretne
imiona nie beda uzyte w transkrypcjach. Wszystkie Pana(i) odpowiedzi beda zakodowane
uzwajac specjalnego numeru identyfikacyjnego.

Wyniki tych badan beda dostepne poprzez e-mail/poczta elektroniczna na Pana(i) prosbe.

Jesli ma Pan(i) jakiekolwiek pytania lub chciecia Pan(i) uzyskać wiecej informacji na
temat tych badań naukowych, prosze sie skontaktować ze mną, Beata Kaczkowska pod
numerem telefonu 001 404 944 5710, lub adresem e-mail: b.kaczkowska@gmail.com,
lub z dr Alyse Lancaster, moim promotorem, w School of Communication, Frances L.
Wolfson Building 3013, 5100 Brunson Drive, Coral Gables, FL 33146, pod numerem
telefonu 001 305 284 2843, lub adresem e-mail: alancaster@fiu.edu.

Jesli ma Pan(i) jakiekolwiek pytania lub zastrzeżenia dotyczace Pana(i) praw jako
uczestnika badan, prosze sie skontaktować z dyrektorem UM Institutional Review Board
pod numerem telefonu 001 305 243 3195.

Czy ma Pan(i) 45 minut czasu, aby uczestniczyć w tych badaniu? Czy chciecia Pan(i)
uczestniczyć teraz czy w późniejszym czasie?

Czy ma Pan(i) jakiekolwiek pytania? Czy mozemy kontynuować wywiad?
Kwestionariusz (do wypełnienia przed rozpoczęciem wywiadu)

Bardzo proszę wypełnić poniższy kwestionariusz. Pana(i) odpowiedzi pozostaną scisłe poufne. Może Pan(i) odmówić udzielenia odpowiedzi na którekolwiek z pytań bez żadnych konsekwencji, a także może Pan(i) wycofać się z wypełniania poniższego kwestionariusza w każdej chwili bez negatywnych konsekwencji. Może Pan(i) przesyłać wypełniony kwestionariusz poprzez e-mail/poczta elektroniczna lub też uśnić odpowiedzieć na zawarte w kwestionariuszu pytania. Dziękuję za udział w badaniu!

Jakie jest Pana(i) imie lub nick/pseudonim?

Jaki jest Pana(i) nick/pseudonim użytkownika w komunikatorze internetowym Skype?

Jaki jest Pana(i) adres e-mail/internetowy?

Plec:
- Kobieta
- Mężczyzna

W jakim jest Pan(i) wieku?

Jaki jest Pana(i) stan cywilny?
- Panna/kawaler
- Pozostaję w związku małżeńskim
- Rozwiedziony(a)
- Wdowa/wdowiec

Ile ma Pan(i) dzieci lub podopiecznych na utrzymaniu?

Kto mieszka z Panem/Panią w tym samym gospodarstwie domowym?

Czy uważa się Pan(i) za osobę religijną?

Jaki jest Pana(i) przybliżony dochod miesięczny brutto?
- 1499 zł lub poniżej
- 1500 zł – 2499 zł
- 2500 zł – 3499 zł
- 3500 zł – 4499 zł
- 4500 zł – 5499 zł
- 5500 zł lub powyżej

Jaki jest przybliżony dochod miesięczny brutto przypadający na Pana(i) gospodarstwo domowe?
- 2499 zł lub poniżej
- 2500 zł – 3499 zł
- 3500 zł – 4499 zł
Jaki jest Pan(i) obecnie wykonywany zawód?

Czy pracuje Pan(i) w sektorze prywatnym czy państwowym?

W przybliżeniu ile pracowników zatrudnia firma/organizacja, w której Pan(i) pracuje?

Jakie jest Pan(i) najwyższe posiadane wykształcenie?
  - Gimnazjum/szkola zawodowa
  - Liceum/technikum (zakonczone egzaminem maturalnym)
  - Studium pomaturalne
  - Studia licencjackie/techniczne
  - Studia magisterskie
  - Studia doktorskie i powyżej

W jakim województwie Pan(i) mieszka?

Czy mieszka Pan(i):
  - Na wsi
  - W miasteczku
  - W mieście średniej wielkości
  - W dużym mieście?

Czy kiedykolwiek pracował(a) Pan(i) zagranica? Jeśli tak, jak długo? Gdzie?

Czy kiedykolwiek z członków Pana(i) rodziny pracuje zagranica? Jeśli tak, jak długo? Gdzie?

Jak często: rzadko lub nieregularnie (R), czasami (CZ), często lub codziennie (C) korzysta Pan(i) z następujących mediów?
  - Telewizji
  - Radia
  - Prasy
  - Internetu

Czy ma Pan(i) w domu dostęp do internetu?

W trakcie przerw reklamowych:
  - Ogłada Pan(i) reklamy
  - Zmienia kanał
  - Wychodzi z pokoju?
Kto zwykle w Pana(i) gospodarstwie domowym robi codzienne zakupy dla całej rodziny?

Jaka jest Pana(i) ulubiona marka kosmetyków do codziennej pielęgnacji?

Jaka jest Pana(i) ulubiona marka jogurtów i produktów mlecznych?
Appendix 10: Interview Guide – Polish version
KWESTIONARIUSZ

Polska kultura i ekonomia/gospodarka

Jakie sa dla Pana(i) i ogolnie dla Polakow najwazniejsze wartości w zyciu?
- WARTOSCI BADANE: bogactwo materialne, osiagniecia, kariera
  zawodowa, samorealizacja, poczucie przynaleznosci, szacunek dla samego siebie,
  uznane spoleczne, pasjonujace/eksytujace zycie, uroda/piekno, szczescie, madrosc,
  rodzina, religia, czystosc (rowniez duchowa).

Czy ktokolwiek jest dla Pana(i) w zyciu autorytetem?

Czy przynalezy Pan(i) do jakichkolwiek organizacji, stowarzyszen? Czy w jakikolwiek
sposob manifestuje Pan(i) swoja przynaleznosc do tych organizacji/stowarzyszen?

Czy czuje sie Pan(i) czescia jakiekolwiek spolecznosci: parafii, szkoly, firmy, dla ktorej
Pan(i) pracuje?

Ile czasuPENDza Pan(i) ze swa rodzina? Jak czesto widuje Pan(i) swoich krewnych?

Jak ocenia Pan(i) transformacje Polski po 1989 roku? Jak kapitalizm wpynal na polskie
spoleczestwo i zycie codzienne?

Czy uwaazu Pan(i), ze Polakow stac na te same produkty i w tym samym zakresie, jak ich
odpowiednikow w Europie Zachodniej i Stanach Zjednoczonych?

Czy uwaazu Pan(i), ze istnieje materialna przepase pomiędzy pracownikami fizycznymi i
umyslowymi w Polsce? Czy jest ona znaczaca?

Organizacje charytatywne

Jak ocenia Pan(i) organizacje charytatywne/fundacje/organizacje dobroczynne w Polsce?
- Czy sa godne zaufania?
- Czy pracuja skutecznie/efektywnie?
- Czy maja wpływ na spoleczestwo i jego problemy/kwestie?
- Co powinny poprawie w swojej dzialalnosci i organizacji/zarzadzaniu?
- Czy mozne Pan(i) przytoczyd jakie przykłady?

Jaka jest jest rola organizacji charytatywnych w rozwiazywaniu problemow spolecznych?

Jak czesto przekazuje Pan(i) datki na organizacje charytatywne? Na jakie organizacje
charytatywne? Dlaczego?

Czy przekazal(a)by Pan(i) wiecej, gdyby mial(a) Pan(i) wiecej okazji, zeby to zrobić?

Problemy/kwestie spoleczne i rola sektora biznesowego
Jakie są najważniejsze problemy/kwestie społeczne w Polsce?

- **WARTOŚCI BADANE:** Edukacja, zdrowie, rac, wyposażenie szpitali, bezrobocie, ubóstwo, głód, problemy związane z zimą, starsi ludzie, bezdomność, ochrona środowiska
- Gdyby jakakolwiek organizacja charitatywna lub korporacja/firma zorganizowała program do zwalczania tych problemów, to czy przekazalby Pan(i) datkę pieniężn na taka inicjatywy?

Na kim spoczywa odpowiedzialność za rozwiązywanie problemów społecznych, takich jak bezrobocie, ubóstwo, kleski żywiołowe i katastrofy?
- Rząd/państwo, organizacje charitatywno/dobroczynne, organizacje religijne, korporacje/sektor biznesowy. W jakim zakresie/do jakiego stopnia?

Czy firmy powinny wspierać społeczeństwa i społeczności, w obrębie których prowadzą swoja działalność?

Czy firmy powinny działać etycznie? Czy jest to do przyjcia, jeśli firma nie przestrzega prawa lub wykorzystuje swoich pracowników?
- Czy zmieni(a) Pan(i) swój stosunek do supermarketów Biedronka po tym, jak Pan(i) dowiedział(a) się o wykorzystywaniu przez nie swoich pracowników? W jaki sposób?

Czy kiedykolwiek zbojkotowałeś(a) Pan(i) jakiekolwiek produkty z powodu nieetycznego zachowania producenta/dystrybutora tych produktów?

Czy firmy/sektor biznesowy w Polsce rozumieje istnienie współzależności pomiędzy nimi a polskim społeczeństwem?

**Stosunek do reklamy**

Czy z przyjemnością oglądasz Pan(i) reklamy w telewizji? Które z nich najbardziej się Pan(i) podoba?

Jak ocenia Pan(i) polskie reklamy?

Czy często oglądasz Pan(i), na przykład na YouTube, reklamy, które są emitowane/publikowane w Europie Zachodniej lub Stanach Zjednoczonych? Jak je Pan(i) ocenia?

**Decyzje kupna**

Na podstawie jakich czynników podejmuje Pan(i) decyzje o zakupie produktów?
- Cena, jakość, reputacja producenta/dystrybutora, emocje związane/kojarzone z produktem? W jakim zakresie/do jakiego stopnia?
- Jak Pan(i) radzi: czy kupuje Pan(i) towar, kierując się emocjami czy też na podstawie rzeczowych informacji na temat ich jakości i ceny?
Czy bierze Pan(i) pod uwagę, czy produkt jest przyjazny dla środowiska, był testowany na zwierzętach; reputacja i wizerunek firmy; czy producent/dystrybutor jest dobrym pracodawcą i członkiem społeczności, w obrębie której prowadzi swoja działalność, przeznacza fundusze i inne środki na działalność organizacji charytatywnych?

Czy posiada Pan(i) informacje na temat producentów lub dystrybutorów towarów, które kupuje Pan(i) na codzeniu?

Czy uważa Pan(i), że na polskim rynku jest dostatecznie duży wybór produktów?

Kampanie z zakresu cause-related marketing/marketingu społecznego zaangażowanego

Czy kiedykolwiek zakupił(a) Pan(i) towary, których producent/dystrybutor przenosił określona czesc zysku z nich na działalność określonej organizacji charytywnej?

Czy zdecydował(a)by się Pan(i) na zakup takiego produktu jeśli jego cena i jakość byłaby na tym samym poziomie jak cena i jakość innych produktów?

Czy miał(a)by Pan(i) bardziej pozytywny stosunek do producenta/dystrybutora takich produktów? Czy ufalaby im Pan(i) bardziej niż innym producentom/dystrybutorom?

Czy przypomina sobie Pan(i) kampanie Dove na rzecz „Prawdziwego Piekna”?
• Czy moze Pan(i) przytoczyć jakieś przykłady ich reklam?
• Jak je Pan(i) ocenia?
• Czy uważa Pan(i), że jest to skuteczny sposób na rozwiązanie problemu niskiej samooceny wśród Polaków?
• Czy zmieniła(a) Pan(i) swój stosunek do marki Dove po wprowadzeniu tej kampanii?
• Czy zakupiła(a) Pan(i) którykolwiek z produktów Dove dla siebie/swojej zony/dzieciwczyny?

Czy przypomina sobie Pan(i) kampanie Danone’a „Podziel się Posiłkiem”?
• Co Pan(i) o niej sądzi? Czy jest ona skuteczna? Czy jest zorganizowana i nadzorowana w odpowiedni sposób?
• Czy zmieniła(a) Pan(i) swoją opinię na temat marki Danone po rozpoczęciu tej kampanii?
• Czy zakupiła(a) Pan(i) jakiekolwiek/inne produkty Danone po obejrzeniu reklam wchodzących w skład tej kampanii?

Czy sądzisz Pan(i), że taka forma datku na rzecz organizacji dobroczynnej jest przystępniejsza/dogodniejsza niż tradycyjna forma?

Co Pan(i) sądzi o takich kampaniach? Czy rzeczywiście rozwiazuje one problemy polskiego społeczeństwa/polskich społeczności?