Consumer mindsets matter: Benefit framing and firm–cause fit in the persuasiveness of cause-related marketing campaigns☆

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ABSTRACT

The current research investigates the factors associated with the efficacy of cause-related marketing campaigns. A pilot study and three experiments using different supported causes demonstrate that consumers' beliefs about changeability influence their responses to CRM efforts. Specifically, we examine under what conditions and why self-benefit frames (vs. other-benefit frames), which highlight how supporting a cause can also be beneficial for consumers (vs. emphasize helping those in need), promote or inhibit the persuasiveness of CRM campaigns. We demonstrate that growth mindsets respond more positively to CRM campaigns with other-benefit (vs. self-benefit) frames when the fit between the firm and the supported cause is high. The findings show that procedural-fairness beliefs and positive-outcome perceptions drive this effect. Conversely, fixed mindsets respond more favorably to CRM campaigns focused on helping others when the firm–cause fit is lower. Positive-outcome perceptions appear to drive this effect.

1. Introduction

As part of their social responsibility efforts, companies often volunteer to help others (e.g., contributing a portion of sales to charity) while marketing their products and services. These cause-related marketing (CRM) efforts—a type of corporate social responsibility initiative (Varadarajan & Menon, 1988)—can enhance consumers' purchase intentions (Nan & Heo, 2007). For this reason, companies increasingly engage consumers through this channel. In 2018, North American spending in overall corporate sponsorship was $24.2 billion (IEG, 2018). Importantly, of the total sponsorship spending, 9% was dedicated to worthy causes, totaling $2.14 billion in 2018 and expected to be $2.23 billion in 2019 (IEG, 2019).

Firms can implement CRM campaigns with different marketing strategies to attract various consumer groups and encourage their engagement while being socially responsible. For example, CRM messages can appeal to consumers through the self or through the beneficiaries. With every pair of shoes purchased, TOMS promises to donate one pair to a child in Ethiopia. This message constitutes an other-benefit appeal (White & Peloza, 2009) due to its focus on helping others.

Conversely, a self-benefit appeal (White & Peloza, 2009) is evident in a Wendy's campaign: consumers can purchase a $2 key tag supporting the Dave Thomas Foundation and receive a free Jr. Frosty with food purchases for the rest of the year (self-benefit to the consumer as a result of supporting the cause). The current research explores ramifications of implementing these two types of appeal in CRM campaigns by focusing on consumers' individual differences.

Extant research has examined factors leading to stronger CRM results. Donation amounts (Elfenbein & McManus, 2010) and sponsored product features (Chang, 2008) contribute significantly to the effectiveness of CRM campaigns. However, previous research yields mixed results on the benefit appeals used to foster donations. While some evidence suggests that other-benefit appeals are more effective than self-benefit appeals (Fisher, Vandenbosch, & Antia, 2008), a few studies found that people prefer appeals focusing on self-benefits (vs. other-benefits) of donations (Gao, Wu, Shin, & Mattila, 2020; Ryoo, Sung, & Chechelnytska, 2020). We suggest that these contradictory findings may have occurred because past research did not consider differences in individuals' characteristics that affect how they process marketing stimuli.

CRM is steadily gaining in popularity, yet research linking consumer

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characteristics to CRM remains limited (see Gao et al., 2020, and Ryoo et al., 2020, for exceptions). We suggest that effects of CRM campaigns may not be uniform for all consumers. Specifically, the present research extends the literature by examining the impact of people's implicit mindset of change on the effectiveness of CRM messages. Extant research has already proven how consumers' implicit mindsets—whether they believe that human characteristics can change (growth mindset) or not (fixed mindset)—influence their preferences and behaviors and, more central to our research, their responses to advertising appeals (see Jain & Weiten, 2020, for a recent review). Because fixed and growth mindsets value outcomes and processes differently, their perceptions of procedural fairness are also different. Consumers with growth mindsets, who value procedural fairness more than fixed mindsets do, may be curious to know if companies use fair procedures in their CRM endeavors.

The current research suggests that consumers' implicit mindsets, benefit framing used in the ad, and the fit between company and sponsored cause can influence the effectiveness of CRM campaigns. These relationships can have consequential implications for marketers in terms of communication strategies used for different consumer segments (Mathur, Chun, & Maheswaran, 2016). Results from three online experiments (a pilot study and Studies 1 and 2) and a study that entails real choice (Study 3) confirm that not all consumers respond similarly to companies' prosocial behavior. In addition, we posit that the interactive effect of benefits offered and firm–cause fit moderates the results such that growth mindsets respond more positively to CRM ads that utilize other-benefit rather than self-benefit appeals when the company and the cause it supports fit well together. On the contrary, fixed mindsets are more likely to be influenced by other- (vs. self-) benefit appeals when the fit is not very strong.

This research makes three contributions. First, it augments the CRM literature by demonstrating how different benefit appeals and consumers' implicit mindsets influence the efficacy of CRM efforts that match the supported cause. It also advances the understanding of approaches to enhance persuasiveness of CRM appeals for sponsored causes weakly aligning with the company. Second, this work enriches implicit-mindset literature by showing how beliefs in fixedness and changeability can affect consumer evaluations of company donations, a consideration that Mathur et al. (2016) encourage. This research is the first to examine the interactive effects of implicit mindsets, benefit framing, and firm–cause fit on CRM campaign effectiveness. As a third contribution, two novel psychological processes are identified that underlie these effects: procedural-fairness beliefs and positive-outcome perceptions.

2. Conceptual framework and hypotheses

2.1. CRM and benefit framing

CRM campaigns can elicit higher purchase intentions than campaigns without a CRM message (Nan & Heo, 2007), though not all CRM efforts are equally persuasive (Chang, 2008). Prior research identifies message-related factors as influential on the effectiveness of CRM campaigns, such as donation amount that the CRM garners (Elfenbein & McManus, 2010) or the framing of donations in percentage-of-price or absolute-dollar terms (Chang, 2008). Public versus private donations are also shown to impact consumers' willingness to donate: individuals with independent self-construal are less likely to donate when their donation is recognized in public (vs. not known by others; Simpson, White, & Laran, 2018). Research further reveals that individual-related factors can affect the outcome of CRM campaigns (Zasuwa, 2016). Given the need to learn more about the interactive effects of stimulus and individual-related factors, we add to this area of study by presenting benefit framing as another factor affecting marketers' CRM efforts.

Extant research distinguishes between two types of appeals that may influence prosocial behavior: other-benefit and self-benefit appeals

(White & Peloza, 2009). Both are used to convince consumers to be part of a cause either by donating money to a charity or by buying the products of a company that supports a cause, but the framing of these appeals is different. Other-benefit appeals emphasize the benefits of the sponsored cause for recipients without linking them to the donor (e.g., "As a caring person, you are going to do something good for others in need," Chang, 2012). In other words, the focus of other-benefit appeals is helping others (Park & Lee, 2015). Conversely, the focus of self-benefit appeals is the personal benefit for the giver/consumer as a result of participating in the sponsored cause (Park & Lee, 2015). As such, self-benefit appeals emphasize how helping others can also benefit the self because one will experience some sort of future benefit (Chang, 2012). Here, it is important to note that CRM campaigns using other-benefit appeals do not offer consumers any additional physical or concrete benefits other than knowing that the company from which they buy the product will help others. However, CRM campaigns using self-benefit appeals offer additional benefits to consumers when they buy the product from that company, such as a free gift or a free membership (the product purchased by the consumer does not count as the benefit of the sponsored cause). As we argue below, this self-oriented appeal to convince the consumer to buy the product from that company may backfire under certain conditions.

The current research explores for whom and under what conditions self- and other-benefit appeals enhance or hinder the effectiveness of CRM. We also consider differences in consumer characteristics—mainly the implicit mindsets at work. Following well-established research, we use implicit mindsets as individual orientation factors and benefit framing as a message-related factor. Literature recognizes the impact of abstract versus concrete thinking in evaluating self- and other-benefit appeals used for improving purchase intentions (Goldsmith, Newman, & Dhar, 2016). However, to the best of our knowledge, the link between implicit mindsets and benefit appeals in the CRM context has not been investigated although these effects may have noteworthy implications (Mathur et al., 2016). Therefore, we aim to determine which combination of framing and positioning is most effective for marketers and CRM beneficiaries. We utilize the literature on implicit mindsets to build our hypothesis that consumers with a growth mindset, rather than those with a fixed mindset, will prefer CRM campaigns with other-benefit (vs. self-benefit) appeals that offer both procedural fairness and positive outcomes.

2.2. Implicit mindsets and benefit framing

Extant literature identifies two mindsets from which people make judgments: fixed and growth (Dweck & Leggett, 1988). Those with a fixed mindset perceive things as unchangeable entities, while those with a growth mindset perceive the world in a more dynamic, flexible way. Fixed mindsets believe that people's characteristics are static, while growth mindsets believe in the process of evolvement and trust that characteristics can change (Dweck, 2006). Butler (2000) argues that beliefs in immutability make fixed mindsets more receptive to outcome-related information. Conversely, growth mindsets are sensitive to information about intermediary processes (Molden, Plaks, & Dweck, 2006). Although implicit mindsets have largely been investigated in psychology, they have also been the focus of business research recently (see Jain & Weiten, 2020, for a recent review). Specifically, Jain, Mathur, and Maheswaran (2009) show that while viewing an ad, fixed mindsets generate more outcome-related thoughts, while thoughts of a growth mindset are mostly related to ad tactics, illustrating the latter's focus on the process. Fixed and growth mindsets' differences in personal characteristics lead to different thoughts and actions. For example, implicit mindsets' differential focus on process influences their responses to illness-prevention and illness-detection messages (Mathur, Jain, Hsieh, Lindsey, & Maheswaran, 2013), evaluations of ads for supporting those with less and more controllable health conditions (Hsieh & Yucel-Aybat, 2018), and goal-pursuit strategies (Mathur, Block, & Yucel-

Aybat, 2014). As outlined below, the current research suggests that differences in outcome versus process orientation of fixed and growth mindsets may also impact perceptions of CRM appeals. As Dweck, Chiu, and Hong (1995) suggest, implicit mindsets, which are individual orientation factors, are beliefs in changeability and fixedness; whereas benefit framing, a message-related factor, refers to the types of appeals that may be used to influence consumers (White & Peloza, 2009).

Importantly, in line with previous research, we expect that, given their focus on process, growth (vs. fixed) mindsets more strongly value fairness of procedures used to achieve positive outcomes. Note that because process-oriented thinking entails a simultaneous dual focus on the procedure and the outcome (Thompson, Hamilton, & Petrova, 2009), we expect growth (but not fixed) mindsets to appreciate procedural fairness, while both types of mindset are likely to value positive outcomes. As Mathur et al. (2016) indicate, if growth mindsets perceive procedures as unfair, they may not be satisfied even in the case of positive outcomes; conversely, fixed mindsets focus on outcomes, so they may not value procedural fairness as much.

Other researchers differentiate between outcome favorability and procedural fairness, the former being the extent to which a decision generates potential benefits (Brockner & Wiesenfeld, 1996; Robison, Schmid, & Siles, 2002). Some researchers refer to outcome favorability as distributive justice representing the fairness of the outcomes, with procedural justice representing the fairness of the decision-making processes (Colquitt et al., 2013). Literature on organizational psychology shows that individuals evaluate decision makers' actions based on the outcome of their decisions as well as the procedure(s) used to reach that outcome (Bianchi et al., 2015). In this context, what the decision makers do represents the favorability of the outcome, and how they achieve that outcome represents the fairness of the procedure. In our CRM context, the perceived favorability of the outcomes (henceforth referred to as outcome favorability) captures the extent to which the CRM campaigns bring positive outcomes to those in need. Moreover, as Brockner and Wiesenfeld (1996) suggest, reactions to outcome favorability may also depend on the perceived fairness of the procedures used to achieve that outcome. People perceive procedures as fair when these comply with ethical standards and do not involve self-interest (Leventhal, Karuza, & Fry, 1980). In our research, a fair procedure (henceforth referred to as procedural fairness) occurs when companies have no self-interest in supporting a cause or when no additional benefits are offered to the focal customers when they support the cause.

Leventhal et al. (1980) argue that individuals perceive procedures to be fair when they are applied in the same manner to everybody and when they represent the basic values of those affected by the decision. However, research has shown that individuals perceive and respond to others' decisions and especially to advertisers' efforts based on their own beliefs and expectations (Zasuwa, 2016). Therefore, because they focus on the procedure (Carnevale, Yucel-Aybat, & Kachersky, 2018), we expect that only growth mindsets, not fixed mindsets, will be sensitive to the fairness of CRM procedures, whereas both types of mindset value outcome favorability. Here, it is worth noting that for a CRM campaign, the desired outcome is that the cause gets help as the company promised (otherwise, the purpose would be defeated). Thus, for our conceptualization, the focus on outcome is not the key differentiator, which instead is growth mindsets' focus on the process (which is not characteristic of fixed mindsets). Because growth mindsets are concerned with procedural fairness of positive outcomes, we expect that other-benefit appeals can enhance growth mindsets' purchase intentions due to appreciation of the company's fair procedure to help others. However, when the ad highlights how CRM campaigns also benefit consumers, growth mindsets may not perceive these self-benefit appeals as fair procedures. This is consistent with Leventhal et al.'s (1980) suggestion that fair procedures should be implemented consistently and without self-interest. Relatedly, Konovsky (2000) reviews the psychology of procedural justice and states (p. 493) that "social exchange relationships are based on individuals trusting that the other parties to the exchange will fairly discharge their obligations in the long run (Holmes, 1981)." In our research, procedural fairness relates to customers trusting that the company implementing the CRM campaign will keep its promise and help those in need.

Perks, Farache, Shukla, and Berry (2013) show that when consumers believe that a firm violates principles of procedural fairness, they may be suspicious that the corporate social responsibility endeavor is merely a strategy to boost its own image. Following this research, we suggest that some consumers do indeed hold this assumption, especially those who care about procedural fairness (i.e., growth mindsets). This is also consistent with Romani, Grappi, and Bagozzi's (2013) argument that when motivated by achieving justice, consumers may choose to punish socially irresponsible firms in multiple ways. Mathur and Jain (2020) show that even when firms deliver favorable outcomes, if consumers perceive the procedures used by the firms to be unfair, their satisfaction will decline, especially when procedural fairness is salient. Together, these findings suggest that deviations from norms of procedural fairness will lead to unfavorable outcomes.

Because the main goal of CRM campaigns should be to help others, and not to offer benefits to consumers, a focus on self-benefits may backfire with growth mindsets that value procedural fairness as much as outcome favorability. In line with Martin, Ponder, and Lueg's (2009) argument, benefits offered to the parties other than the cause (i.e., self-benefit appeals) may seem less fair to some consumers—mainly those with growth mindsets—and will likely lower their trust in the company. This lowered trust would be due to beliefs that the company uses CRM campaigns to its own advantage by offering customers something extra to prompt them to consume the company's products. Consumers may be suspicious that the firm simultaneously focusing on pleasing the customer in CRM efforts is less likely to keep its promise and help those in need. Following Martin et al.'s (2009) research, we suggest that in CRM campaigns, companies need to emphasize that their procedures are fair—favoring only those in need (i.e., the cause) and not offering additional favors to parties other than the cause (e.g., customers who buy the company's products). In other words, self-benefit CRM appeals could indicate to growth mindsets unfairness of the procedures followed to achieve the positive outcome. Conversely, because of their focus on the outcome over the procedure, fixed mindsets are expected to evaluate CRM campaigns based solely on the positive outcomes generated when companies donate to causes, regardless of other- or self-benefit framing, and to be indifferent to benefit framing as long as companies support a cause. Formally stated:

H1. Growth mindsets will express higher purchase intentions when CRM campaigns use other- (vs. self-) benefit appeals.

3. Pilot study

We conducted a pilot study to test if the differences between fixed and growth mindsets indeed lead to differences in persuasiveness of other-benefit and self-benefit CRM appeals. In a study with one manipulated factor, benefit frame, and one measured factor, implicit mindsets, 225 participants from Amazon Mechanical Turk (MTurk) (49% male, $M_{age} = 42$, SD = 14) were asked to review the description of an ad prepared for a fictitious notebook company, Brand X, which was said to be donating 5% of its sales to the National Education Association (Robinson, Irmak, & Jayachandran, 2012). In the other-benefit condition, the tagline of the ad emphasized helping future generations have a better life by contributing to their education; the tagline in the self-benefit condition emphasized getting a National Education Association membership. We measured participants' purchase intentions with three 7-point scale items ("How likely are you to buy Brand X notebooks?" "How likely are you to recommend Brand X to others?" and "How likely are you to try to find out more about Brand X?" 1 = not at all likely, 7 = very likely, $\alpha = 0.88$). As manipulation checks, participants indicated the extent to which they believed the ad focused on helping others

as well as the extent to which it was benefiting oneself (1 = not at all, 7 = very much so; Park & Lee, 2015). Importantly, to measure their implicit mindset, we asked participants to complete the Implicit Theory General World Order Scale (Levy, Stroessner, & Dweck, 1998). Participants indicated their agreement/disagreement (1 = strongly disagree, 7 = strongly agree) with statements such as "There is something very basic about the kind of person someone is, and it can't be changed very much"; "People can do things differently, but the important parts of who they are can't really be changed" ($\alpha = 0.95$). Higher scores indicate fixed mindset, and lower scores represent growth mindset. Participants then answered demographic questions.

One standard deviation above the mean of implicit mindset score is considered as fixed mindset, while one standard deviation below the mean is considered as growth mindset. Results show that our benefit-frame manipulations were successful: those in the other- (vs. self-) benefit condition more strongly believed that the ad focused on benefiting others ($M_{Other} = 5.88$, SD = 1.20, $M_{Self} = 5.00$, SD = 1.46; $F(1, 223) = 23.99$, $p < .001$). Similarly, those in the self- (vs. other-) benefit condition more strongly believed that the ad focused on benefiting oneself ($M_{Self} = 4.02$, SD = 1.87, $M_{Other} = 2.63$, SD = 1.76; $F(1, 223) = 32.73$, $p < .001$). Regression analysis (Hayes, 2013; Model 1) revealed a significant main effect of benefit framing ($\beta = 1.38$, $t = 3.06$, $p < .01$) and a significant two-way interaction between benefit framing and implicit mindset on purchase intentions ($\beta = -0.23$, $t = -2.11$, $p < .05$). Specifically, growth mindsets were more likely to purchase the Brand X notebooks after reviewing the other- (vs. self-) benefit appeal ($M_{G-Other} = 5.47$, $M_{G-Self} = 4.55$, $t = 3.39$, $p < .001$), supporting Hypothesis 1. However, as expected, fixed mindsets were not influenced by benefit framing ($M_{F-Other} = 5.02$, $M_{F-Self} = 4.91$, $t = 0.40$, $p > .10$).

The pilot study offered preliminary evidence that growth mindsets are persuaded more by other-benefit than by self-benefit appeals. Consistent with literature demonstrating that implicit mindsets can be primed (Jain et al., 2009; Mathur et al., 2013) as well as measured as chronic orientations (Levy et al., 1998), we next manipulate implicit mindsets via different methods and product categories to test our hypotheses and increase the robustness of results.

4. Study 1

4.1. Method

4.1.1. Participants and procedure

Study 1 is a 2 (implicit mindsets: fixed vs. growth) × 2 (benefit frame: self vs. other) between-subjects design with 176 participants from MTurk (31% male, $M_{age} = 39$, SD = 15). First, we manipulated implicit mindsets by presenting participants with three proverbs that supported either a fixed ("You cannot teach an old dog new tricks," "Old habits die hard," and "A leopard cannot change its spots") or a growth mindset ("Experience is the best teacher," "It is never too late to learn," and "When in Rome, do as Romans do"; Poon & Koehler, 2006). Participants indicated their familiarity with each proverb, re-stated them in their own words, and described situations to which each proverb could be applied. In the ostensibly unrelated second part of the study, they viewed the ad of a (fictitious) shoe company that donates to UNICEF for every pair sold. In the self- (other-) benefit condition, the ad emphasized buying Brand X shoes and getting a UNICEF membership (helping children enjoy life; Park & Lee, 2015; see Supplementary Appendix A).

4.1.2. Measures

Participants responded to three purchase-intention questions, as in the pilot study ($\alpha = 0.92$) and expressed attitudes toward Brand X on three 7-point scales (1 = unfavorable, unlikable, worthless, 7 = favorable, likable, valuable, $\alpha = 0.95$). As part of the manipulation checks, they indicated their agreement/disagreement with statements from the Implicit Theory General World Order Scale (Levy et al., 1998; $\alpha = 0.90$) and the extent to which they believed the ad focused on benefiting

others or benefiting oneself (Park & Lee, 2015), as before. Demographic information was obtained at the end of the study.

4.2. Results

4.2.1. Manipulation checks

A two-way ANOVA validated our manipulations of implicit mindsets ($M_F = 4.10$, SD = 1.60, $M_G = 3.52$, SD = 1.63; $F(1, 172) = 5.27$, $p < .05$). Also, those in the other- (vs. self-) benefit condition more strongly believed that the ad focused on benefiting others ($M_{Other} = 5.51$, SD = 1.54, $M_{Self} = 4.73$, SD = 2.13; $F(1, 172) = 8.22$, $p < .01$); whereas those in the self- (vs. other-) benefit condition more strongly believed that the ad focused on benefiting oneself ($M_{Other} = 3.71$, SD = 1.84, $M_{Self} = 4.28$, SD = 2.04; $F(1, 172) = 4.24$, $p < .05$).

4.2.2. Purchase intentions

ANOVA revealed a main effect of benefit frame ($M_{Other} = 4.69$, SD = 1.45, $M_{Self} = 3.95$, SD = 1.97; $F(1, 172) = 9.19$, $p < .01$) and a two-way interactive effect of implicit mindset and benefit frame ($F(1, 172) = 8.60$, $p < .01$). More specifically, in support of H1, growth mindsets were more likely to purchase Brand X shoes when viewing an other- (vs. self-) benefit appeal ($M_{G-Other} = 5.05$, SD = 1.34, $M_{G-Self} = 3.51$, SD = 1.90; $F(1, 172) = 17.07$, $p < .001$), while fixed mindsets were indifferent ($M_{F-Other} = 4.33$, SD = 1.49, $M_{F-Self} = 4.30$, SD = 1.98; $F(1, 172) = 0.005$, $p > .10$). We found similar results for attitudes toward the brand, which are explained in Supplementary Appendix D.

4.3. Discussion

Study 1 provides support for H1 by showing that growth (vs. fixed) mindsets have higher purchase intentions when viewing other- (vs. self-) benefit appeals. However, these findings do not explicitly indicate which particular causes firms should support to enhance the effectiveness of CRM campaigns. In terms of the fit between the charity and the firm, CRM messages can either align or not align with the company's general business practices. A high degree of firm–cause fit reflects a company's sponsorship of a cause that matches its image (Gray, 2000). Therefore, to check participants' perceptions of firm–cause fit in Study 1, we ran a follow-up study with 102 participants from MTurk (40% male, $M_{age} = 41$, SD = 14). We again manipulated implicit mindsets by using proverbs. Next, participants were presented with the same ads of a shoe company that donates to UNICEF (see Supplementary Appendix A). Participants then indicated the extent to which they believed UNICEF fit with Brand X, its core product line, its image, and its target market, as well as how compatible UNICEF is with Brand X (1 = not at all, 7 = very much so, $\alpha = 0.94$; adapted from Barone, Norman, & Miyazaki, 2007; Kuo & Rice, 2015). As expected, we found no effect of implicit mindsets ($F(1, 98) = 0.46$, $p > .10$), no effect of benefit frame ($F(1, 98) = 1.88$, $p > .10$), and no interaction between the two ($F(1, 98) = 0.01$, $p > .10$) on firm–cause fit perceptions. Moreover, means for both mindsets and both frames were above the midpoint of the scale, indicating a high fit between UNICEF and Brand X ($M_{F-Self} = 5.01$, SD = 2.02, $M_{F-Other} = 5.55$, SD = 2.45, $M_{G-Self} = 5.25$, SD = 2.18, $M_{G-Other} = 5.89$, SD = 2.04). One-sample t-tests confirmed that all means were significantly higher than the midpoint of the scale, which was the neutral option (all p's < 0.01). Therefore, we concluded that Study 1 may have represented higher firm–cause fit scenarios, and that other- (vs. self-) benefit appeals enhanced growth mindsets' purchase intentions and attitudes toward companies supporting higher-fit causes. Because firms also partner with organizations that do not match their businesses perfectly, we examined the impact of firm–cause fit in Study 2.

5. Firm–cause fit and implicit mindsets

Consider how Pampers sponsors UNICEF: for every pack of Pampers

purchased, Procter & Gamble donates one maternal and neonatal tetanus vaccine, an example of high firm–cause fit because Pampers are for babies and babies get vaccinated. Conversely, for every pink yogurt lid mailed in, Yoplait donates $0.10 to Susan G. Komen, an organization that addresses breast cancer, an example of low firm–cause fit because yogurt and breast cancer are not closely related. A donation in this latter format would more likely be out of happenstance or pure generosity of the company and the customer. Firm–cause fit helps improve efficacy of CRM campaigns (Kuo & Rice, 2015) and clarity of positioning (Simmons & Becker-Olsen, 2006). If the firm–cause fit is strong, consumers view the company as capable of assisting the charity because it can leverage its expertise and resources (Alcañiz, Cáceres, & Pérez, 2010) to bring more positive outcomes. Conversely, low fit blurs the company's positioning and increases cognition elaboration (Simmons & Becker-Olsen, 2006), and thus consumers may view the company as less competent in helping the charity (Robinson et al., 2012).

Weiner (1985) suggests that low fit causes greater elaboration because uncertainty leads to more thinking and searching for reasons. Mandler (1982) argues that people perceive thoughts related to low fit, such as incongruity and unexpectedness, as negative—which in turn may lead to negative attitudes toward the sponsorship (Fazio & Williams, 1986; Houston & Fazio, 1989). However, the potentially negative impact of low fit can be alleviated if companies design messages that better establish the fit between the company and its sponsorship, as well as redirect attention to the cause (Simmons & Becker-Olsen, 2006). Low fit also activates persuasion knowledge, which can lead consumers to believe that the company has firm-serving motivations, such as financial gain and brand-image enhancement (Rifon, Choi, Trimble, & Li, 2004; Weiner, 1985)—motivations that may be perceived as unethical and cast doubt on the company's social responsibility aspirations. This may have a negative impact on customer–brand relationships (Skarmeas & Leonidou, 2013).

Thus, we expect that Study 1′s results will be replicated only in higher-fit scenarios.

Specifically, when a company supports a cause aligning with its core business, growth mindsets will perceive other- (vs. self-) benefit frames to be fairer procedures to help those in need. As a result, growth mindsets will evaluate the company more favorably. Meanwhile, fixed mindsets will perceive the same company as capable of helping the cause because the firm can leverage its resources (Alcañiz et al., 2010) to bring positive outcomes, regardless of the benefit framing. Both self-benefit and other-benefit frames indicate good deeds. Consequently, when the firm–cause fit is higher, fixed mindsets' responses to the CRM campaigns do not differ across benefit framing.

Importantly, this effect will be reversed when firm–cause fit is lower. In line with prior research, we expect that in this case, growth mindsets (because of their concern with procedural fairness) will elaborate more on the ad (Weiner, 1985), potentially leading them to question why the company donates to a cause that is weakly connected to its core business, and to suspect firm–serving motivations (Rifon et al., 2004). Thus, they may oppose the procedures even when outcomes are positive (Mathur et al., 2016), and regardless of whether the appeals focus on other-benefit or self-benefit. Das, Agarwal, Malhotra, and Varshneya (2019) show that perceived brand ethicality (i.e., a brand's ethical and moral principles such as fairness and honesty) influences brand evaluations. Therefore, lower perceptions of fairness negatively affect growth mindsets' evaluations and purchase intentions when firm–cause fit is low (a less fair scenario compared to higher firm–cause fit), regardless of benefit framing.

Moreover, aligned with previous research, we suggest that when the firm–cause fit is low, fixed mindsets will also elaborate more on the ad (Weiner, 1985), leading them to pay attention to message-related details (central cues; Petty, Cacioppo, & Schumann, 1983). As Cacioppo, Petty, and Morris (1983) show, individuals are persuaded when they *carefully* review the information provided (i.e., when they elaborate more on the ad). According to "central routes of persuasion" theory, consumers will

have more favorable thoughts if the arguments in the ad are compelling. In our CRM context, because a lower firm–cause fit will lead fixed mindsets to elaborate more on the ad (Weiner, 1985), they will be highly involved and consider the ad's central cues more carefully. Importantly, the central cues on which fixed mindsets will elaborate are the self-benefit or other-benefit appeals used in the CRM ad (this phenomenon, as shown in Study 1, is not the case in higher-fit scenarios). Hence, when firm–cause fit is lower, we expect fixed mindsets to perceive the firm as less (vs. more) capable of bringing positive outcomes when benefits to consumers (self-benefit) are emphasized rather than benefits to recipients (other-benefit; Rifon et al., 2004). Because fixed mindsets value positive outcomes, they will have lower purchase intentions when the outcomes of helping seem less attainable (i.e., self-benefit appeals and lower firm–cause fit). Conversely, when other-benefit appeals are used for a lower-fit cause, fixed mindsets may believe in the attempt to maximize the outcome of helping a cause. Consequently, other-benefit appeals for a lower-fit cause may increase fixed mindsets' purchase intentions similarly to a higher-fit cause. This reversal effect is consistent with literature suggesting that when an implicit mindset is exposed to challenging information, individuals' perceptions might occasionally reverse (Jain et al., 2009).

In summary, we suggest that the firm–cause fit moderates the effects of implicit mindsets and benefit appeals. Furthermore, we expect that positive-outcome perceptions drive the effectiveness of CRM campaigns for both mindsets, while procedural-fairness beliefs drive the effectiveness of CRM campaigns for growth mindsets only. Formally stated:

H2a. When firm–cause fit is higher, growth mindsets will express higher purchase intentions when CRM campaigns use other-benefit (vs. self-benefit) appeals.

H2b. When firm–cause fit is lower, fixed mindsets will express higher purchase intentions when CRM campaigns use other-benefit (vs. self-benefit) appeals.

6. Study 2

Study 2 examines the moderating role of firm–cause fit on the joint effect of implicit mindsets and benefit framing used in CRM campaigns. We operationalize a higher firm–cause fit by presenting the CRM campaign of a notebook company supporting the National Education Association and a lower firm–cause fit by describing the cooperation between the same notebook company and the Conservation Fund. We also examine the process by testing the mediating effect of procedural-fairness beliefs and positive-outcome perceptions on purchase intentions.

6.1. Method

6.1.1. Participants and procedure

In this 2 (implicit mindsets: fixed vs. growth) × 2 (benefit frame: self vs. other) × 2 (firm–cause fit: higher vs. lower) between-subjects design with 286 participants from MTurk (36% male, $M_{age} = 41$, SD = 13), we first manipulated implicit mindsets by asking participants to review three proverbs. We then manipulated the perceptions of fit between the firm and the supported cause (Robinson et al., 2012). Participants read an other- or self-benefit message of a notebook company donating to the National Education Association (Conservation Fund) in the higher-fit (lower-fit) conditions (see Supplementary Appendix B).

6.1.2. Measures

We measured purchase intentions using the same 7-point scales as before ($\alpha = 0.92$), and the same items measured participants' brand attitudes ($\alpha = 0.95$). Participants indicated their agreement (1 = strongly disagree, 7 = strongly agree) with statements about procedural fairness (e.g., "The procedures used by Brand X are fair," "Brand X is fair"; $\alpha = 0.78$) and positive outcomes of this CRM campaign (e.g., "I believe

that the outcome of this campaign will benefit those in need," "This campaign will bring many positive outcomes"; $\alpha = 0.91$), adapted from Wu, Wu, and Wang (2016). Next, participants rated how well the charity fit with Brand X ("How well do you think the charity to which Brand X will donate fits with Brand X?" and "How compatible do you think the charity to which Brand X will donate is with Brand X?" 1 = extremely poorly, 7 = extremely well, $\alpha = 0.96$). The questions from Study 1 were included as implicit-mindset and benefit-frame manipulation checks, followed by demographic questions.

6.2. Results

6.2.1. Manipulation checks

A three-way ANOVA confirmed that the manipulation of implicit mindsets was successful ($M_F = 4.02$, SD = 1.74, $M_G = 3.39$, SD = 1.73; $F(1, 278) = 8.42$, $p < .01$). Participants in the other- (vs. self-) benefit conditions more strongly believed that the ad was primarily supporting the interests of others ($M_{Other} = 5.03$, SD = 1.98, $M_{Self} = 4.67$, SD = 1.78; $F(1, 278) = 2.73$, $p = .05$). Additionally, participants in higher-fit (vs. lower-fit) conditions more strongly agreed that Brand X fit the charity well ($M_{Higher} = 5.39$, SD = 1.49, $M_{Lower} = 4.68$, SD = 1.44; $F(1, 278) = 18.13$, $p < .001$). Moreover, those in the higher-fit (vs. lower-fit) conditions believed that the CRM campaign would lead to more positive outcomes ($M_{Higher} = 5.12$, SD = 1.41, $M_{Lower} = 4.71$, SD = 1.38; $F(1, 278) = 6.27$, $p < .02$) and used fairer procedures ($M_{Higher} = 5.02$, SD = 1.14, $M_{Lower} = 4.77$, SD = 1.07; $F(1, 278) = 3.74$, $p = .05$).

6.2.2. Purchase intentions

A three-way ANOVA revealed a significant three-way interaction of implicit mindsets, benefit framing, and firm–cause fit ($F(1, 278) = 4.98$, $p < .05$). Growth mindsets were more likely to purchase Brand X notebooks when viewing other- (vs. self-) benefit appeals in higher-fit conditions ($M_{G-Other-Higher} = 5.53$, SD = 1.40, $M_{G-Self-Higher} = 4.41$, SD = 1.91; $F(1, 278) = 7.49$, $p < .01$; see Table 1); but no such effect emerged for fixed mindsets ($M_{F-Other-Higher} = 4.80$, SD = 1.45, $M_{F-Self-Higher} = 4.90$, SD = 1.58; $F(1, 278) = 0.05$, $p > .10$). Conversely, in lower-fit conditions, fixed mindsets expressed higher purchase intentions in the other- (vs. self-) benefit conditions ($M_{F-Other-Lower} = 5.14$, SD = 1.43, $M_{F-Self-Lower} = 4.10$, SD = 1.95; $F(1, 278) = 6.57$, $p < .02$); but purchase intentions of growth mindsets did not significantly differ between benefit frames ($M_{G-Other-Lower} = 4.78$, SD = 1.62, $M_{G-Self-Lower} = 4.34$,

SD = 1.95; $F(1, 278) = 1.33$, $p > .10$; see Fig. 1), confirming H2.

6.2.3. Procedural fairness and positive outcomes

ANOVA revealed a significant three-way interaction of implicit mindsets, benefit framing, and firm–cause fit on fairness measures ($F(1, 278) = 5.23$, $p < .05$). Under higher firm–cause fit, growth mindsets perceived the procedure to be fairer when viewing other- (vs. self-) benefit appeals ($M_{G-Other-Higher} = 4.89$, SD = 0.84, $M_{G-Self-Higher} = 4.27$, SD = 1.04; $F(1, 278) = 6.92$, $p < .01$); and no such effect emerged for fixed mindsets ($M_{F-Other-Higher} = 4.45$, SD = 1.07, $M_{F-Self-Higher} = 4.65$, SD = 1.03; $F(1, 278) = 0.68$, $p > .10$). In lower-fit conditions, procedural-fairness beliefs for fixed ($M_{F-Other-Lower} = 4.60$, SD = 0.83, $M_{F-Self-Lower} = 4.27$, SD = 1.20; $F(1, 278) = 1.96$, $p > .10$) and growth mindsets ($M_{G-Other-Lower} = 4.42$, SD = 0.88, $M_{G-Self-Lower} = 4.34$, SD = 0.80; $F(1, 278) = 0.13$, $p > .10$) did not significantly differ across benefit frames.

Similarly, ANOVA revealed a significant three-way interaction on positive-outcome perceptions ($F(1, 278) = 4.13$, $p < .05$). With the higher firm–cause fit, growth mindsets perceived the CRM campaign as bringing more positive outcomes when they viewed other- (vs. self-) benefit appeals ($M_{G-Other-Higher} = 5.74$, SD = 0.96, $M_{G-Self-Higher} = 4.83$, SD = 1.47; $F(1, 278) = 8.13$, $p < .01$); however, the positive-outcome perceptions for fixed mindsets did not significantly differ for benefit frames ($M_{F-Other-Higher} = 5.11$, SD = 1.29, $M_{F-Self-Higher} = 4.97$, SD = 1.55; $F(1, 278) = 0.17$, $p > .10$). In lower-fit conditions, fixed mindsets

Table 1
Study 2: Ratings by implicit mindsets and firm–cause fit under other- and self-benefit frames.

	Lower firm–cause fit		Higher firm–cause fit	
	Other-benefit frame	Self-benefit frame	Other-benefit frame	Self-benefit frame
Mean ratings of purchase intentions				
Growth mindsets	4.78	4.34	5.53	4.41
Fixed mindsets	5.14	4.10	4.80	4.90
Mean ratings of attitudes toward the brand				
Growth mindsets	5.27	4.95	5.83	5.12
Fixed mindsets	5.44	4.66	5.23	5.11
Mean ratings of procedural-fairness beliefs				
Growth mindsets	4.42	4.34	4.89	4.27
Fixed mindsets	4.60	4.27	4.45	4.65
Mean ratings of positive-outcome perceptions				
Growth mindsets	4.89	4.79	5.74	4.83
Fixed mindsets	5.10	4.48	5.11	4.97

A. Higher Fit

B. Lower Fit

Fig. 1. Study 2: Purchase intentions by implicit mindsets and benefit frames.

perceived the outcomes of the CRM campaign as more positive when viewing other- (vs. self-) benefit appeals ($M_{\text{F-Other-Lower}} = 5.10$, SD = 1.13, $M_{\text{F-Self-Lower}} = 4.48$, SD = 1.55; $F(1, 278) = 3.86$, $p = .05$); and no such effect emerged for growth mindsets ($M_{\text{G-Other-Lower}} = 4.89$, SD = 1.37, $M_{\text{G-Self-Lower}} = 4.79$, SD = 1.14; $F(1, 278) = 0.12$, $p > .10$).

6.2.4. Moderated mediation

To test the underlying mechanism of this effect, we conducted a moderated mediation analysis (Hayes, 2013; PROCESS Model 12, 5,000 bootstrap samples). We specified purchase intentions as the dependent variable, implicit mindsets as the predictor, benefit framing as the first moderator, firm–cause fit as the second moderator, and procedural-fairness beliefs and positive-outcome perceptions as the two mediators. Analysis revealed a significant index of moderated mediation for procedural-fairness beliefs ($\beta = 0.60$, SE = 0.28; 95% CI: 0.13, 1.23) and positive-outcome perceptions ($\beta = 0.79$, SE = 0.39; 95% CI: 0.06, 1.60), confirming the mediation. The results showed that procedural-fairness beliefs mediated growth mindsets' purchase intentions in the higher-fit conditions ($\beta = 0.35$, SE = 0.14; 95% CI: 0.12, 0.70) but not in the lower-fit conditions ($\beta = 0.04$, SE = 0.11; 95% CI: −0.16, 0.27). There were no significant indirect effects through procedural-fairness beliefs for fixed mindsets in either higher-fit ($\beta = -0.11$, SE = 0.15; 95% CI: −0.44, 0.18) or lower-fit conditions ($\beta = 0.18$, SE = 0.14; 95% CI: −0.05, 0.54). Positive-outcome perceptions mediated purchase intentions of growth mindsets in higher-fit conditions ($\beta = 0.56$, SE = 0.19; 95% CI: 0.23, 0.97) but not in lower-fit conditions ($\beta = 0.06$, SE = 0.18; 95% CI: −0.29, 0.43). Positive-outcome perceptions mediated fixed mindsets' purchase intentions in lower-fit conditions ($\beta = 0.38$, SE = 0.21; 95% CI: 0.02, 0.84) but not in higher-fit conditions ($\beta = 0.08$, SE = 0.23; 95% CI: −0.32, 0.58; see Fig. 2).

6.3. Discussion

Study 2 replicates the results of Study 1 by demonstrating the advantage of other-benefit appeals over self-benefit appeals used in cause-related campaigns in enhancing growth mindsets' purchase intentions in higher-fit scenarios. The results also indicate that in lower-fit scenarios, priming individuals to believe in fixedness and using other-benefit (vs. self-benefit) appeals can enhance the effectiveness of CRM campaigns. Study 2 also investigates the psychological processes driving purchase intentions: positive-outcome perceptions mediate fixed mindsets' purchase intentions, whereas both procedural-fairness beliefs and positive-outcome perceptions mediate growth mindsets' responses.

7. Study 3: Real-choice study

Study 3 aimed to increase external validity of our findings and gain convergent evidence for our theory. We manipulate implicit mindsets by integrating them into the advertising stimuli rather than using implicit-mindset inductions that are incidental to the focal stimuli. Moreover, we use a real brand and monitor participants' real choice—that is, if they choose to visit the website of the company, thereby indicating their interest—as our main dependent variable.

7.1. Method

7.1.1. Participants and procedure

Study 3 had a 2 (implicit mindsets: fixed vs. growth) × 2 (benefit frame: self vs. other) × 2 (firm–cause fit: higher vs. lower) between-subjects design for which we recruited 491 participants from MTurk (48% male, $M_{\text{age}} = 40$) to review online a two-page pamphlet about the
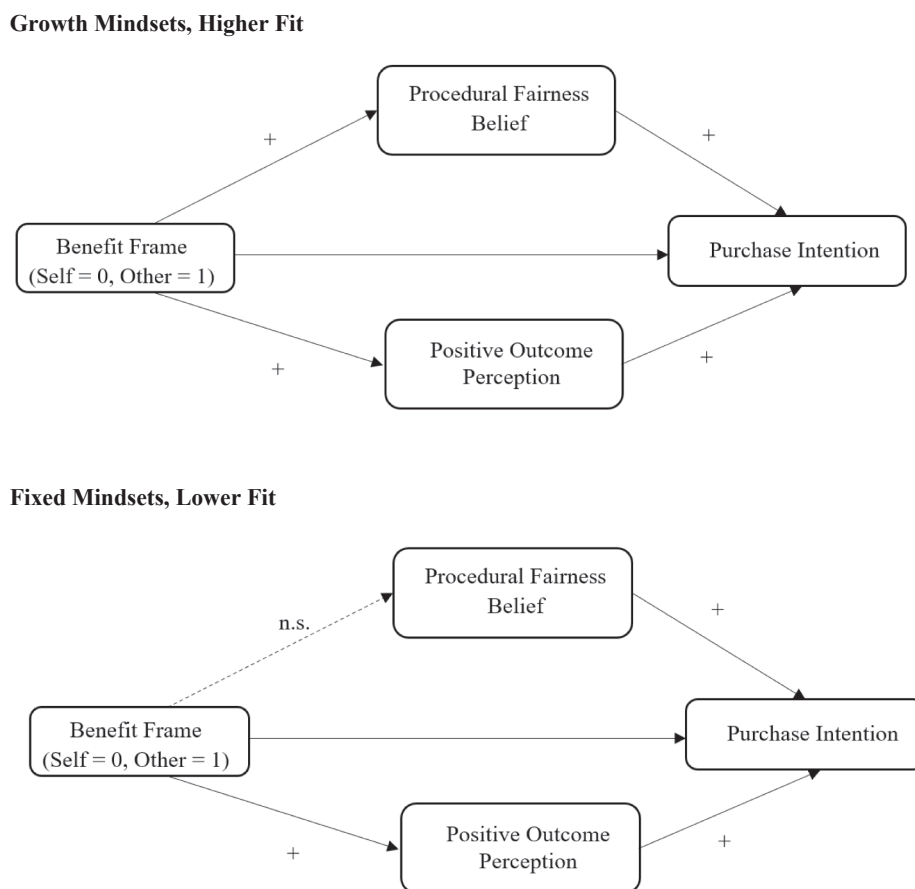

Fig. 2. Dual mediation through procedural-fairness belief and positive-outcome perception.

advertising campaign of a shoe company. Implicit mindsets were manipulated by information on the first page of the pamphlet (adapted from Mathur et al., 2013), which discussed recent studies showing that personality is fixed (vs. not fixed) and cannot be changed (vs. can be changed) over time (Chiu, Hong, & Dweck, 1997). On the second page, participants reviewed the other- or self-benefit message of the shoe company Roma Boots about donating to the Roma Foundation (Conservation Fund) in higher-fit (lower-fit) conditions (adapted from Robinson et al., 2012, see Supplementary Appendix C).

7.1.2. Measures

After reviewing the pamphlet, participants were asked if they would like to visit the Roma Boots website (0 = No; 1 = Yes), which was our real-choice dependent variable. Those who clicked on the "yes" button were redirected to the Roma Boots website without leaving the study window. There was no limit to how much time participants could spend reviewing the website. Those who clicked "no" were redirected to the next page of the survey and responded to demographic questions.

7.2. Results

7.2.1. Manipulation checks

We ran a pretest to validate our manipulations and to make the flow of the main study look more realistic. We recruited 505 participants from MTurk (45% male, M_{age} = 42, SD = 13) to review the same stimuli used in the main study. Participants responded to questions serving as manipulation checks of implicit mindset, benefit frame, and firm–cause fit using the same items as in Study 2. They rated how well the Roma Foundation (Conservation Fund) fit with Roma Boots by answering the questions "How well do you think the Roma Foundation (Conservation Fund) fits with Roma Boots?" and "How compatible do you think Roma Foundation (Conservation Fund) is with Roma Boots?" (1 = extremely poorly, 7 = extremely well).

A three-way ANOVA validated our manipulations of implicit mindsets (M_F = 4.08, SD = 1.90, M_G = 2.87, SD = 1.67; $F(1, 497)$ = 56.18, $p < .001$). Moreover, participants in the other-benefit conditions more strongly believed that the ad was other-centered (M_{Other} = 5.44, SD = 1.32, M_{Self} = 5.00, SD = 1.56; $F(1, 497)$ = 10.77, $p = .001$); whereas those in the self-benefit conditions more strongly believed that the ad was self-centered (M_{Self} = 3.27, SD = 1.74, M_{Other} = 2.81, SD = 1.57; $F(1, 497)$ = 9.53, $p < .01$). Additionally, those in the higher-fit (vs. lower-fit) conditions more strongly believed that Roma Foundation (vs. Conservation Fund) fit well with Roma Boots (M_{Higher} = 5.49, SD = 1.30, M_{Lower} = 4.82, SD = 1.58; $F(1, 497)$ = 26.59, $p < .001$).

7.2.2. Participants' choice to visit the company website

Logistic regression analysis (Model 3; Hayes, 2013) revealed a significant three-way interaction effect of implicit mindsets, benefit framing, and firm–cause fit (β = 1.46, t = 1.96, $p = .05$). Notably, growth mindsets were more likely to visit the website when viewing other- (vs. self-) benefit appeals in higher-fit conditions ($M_{G-Other-Higher}$ = 70%, $M_{G-Self-Higher}$ = 45%; β = 1.06, t = 2.80, $p < .01$); but the likelihood of fixed mindsets visiting the website did not vary across benefit framing in higher-fit conditions ($M_{F-Other-Higher}$ = 59%, $M_{F-Self-Higher}$ = 50%; β = 0.35, t = 0.97, $p > .10$). Conversely, in lower-fit conditions, fixed mindsets were more likely to visit the website in the other- (vs. self-) benefit conditions ($M_{F-Other-Lower}$ = 63%, $M_{F-Self-Lower}$ = 44%; β = 0.76, t = 2.02, $p < .05$); but no such effect occurred for growth mindsets ($M_{G-Other-Lower}$ = 56%, $M_{G-Self-Lower}$ = 55%; β = 0.01, t = 0.03, $p > .10$; see Fig. 3).

7.3. Discussion

Study 3 provides behavioral evidence and further support for the expected interaction of implicit mindset, benefit framing, and firm–cause fit on responses to cause-related marketing campaigns. This
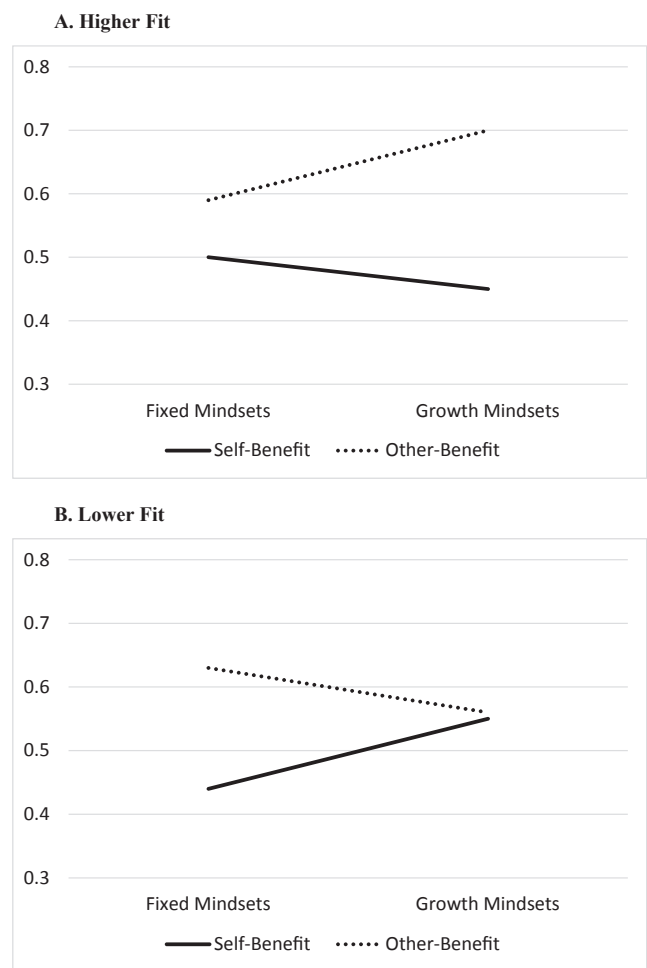

Fig. 3. Study 3: Choice by implicit mindsets and benefit frames.

study used a real company in the context of a CRM campaign and made implicit-mindset manipulations integral to the focal stimuli. Furthermore, we used a real-choice outcome to test our hypotheses: whether or not participants chose to visit the website.

8. General discussion

We identify when, why, and for whom benefit framing helps or hurts the effectiveness of CRM strategies. We demonstrate that growth mindsets have higher purchase intentions through both procedural-fairness beliefs and positive-outcome perceptions when they view other- (vs. self-) benefit appeals sponsoring a cause that fits the company's brand image. Meanwhile, fixed mindsets have higher purchase intentions through positive-outcome perceptions, especially when they view other- (vs. self-) benefit appeals supporting a cause that weakly aligns with the company.

8.1. Theoretical contributions

This research provides novel insights into two theoretical areas. First, we show the advantages of using other-benefit (vs. self-benefit) appeals in CRM campaigns. Although prior research claims that a higher (vs. lower) firm–cause fit is more effective for consumer engagement (Rifon et al., 2004), the current research identifies a condition to bolster the effectiveness of CRM efforts when a company intends to support a lower-fit cause. Specifically, we show that other-benefit appeals paired with lower firm–cause fit can be effective for fixed mindsets. We also examine the interplay between benefit framing and consumer characteristics in

the CRM context—an under-explored research topic. Second, we introduce implicit mindsets to the CRM context and identify unique psychological mechanisms driving the effect. Although prior research indicates that fixed mindsets are frame-insensitive (Mathur et al., 2013), we show that they can be sensitive to benefit framing under lower firm–cause fit.

8.2. Practical implications and future research

This research provides practical insights for higher and lower firm cause–fit scenarios. The results of Study 2 show that emphasizing self-motivations in a CRM campaign may backfire with growth mindsets under higher firm–cause fit. Therefore, when a company's image fits well with the sponsored charity, CRM campaigns may be more effective if managers use appeals that emphasize change (i.e., inducing a growth mindset) and portray other-benefit appeals such as "We keep improving and donate 1% of our sales to protect the natural environment" (Hodgson, 2019). Consistent with the findings of Study 3, advertisers might also integrate proverbs that highlight change (e.g., "Experience is the best teacher") in ad appeals. Conversely, under lower firm–cause fit, CRM could be effective by emphasizing no change (i.e., inducing a fixed mindset) and benefiting others with appeals such as "We never change, we are constantly helping others" (Hsieh & Yucel-Aybat, 2018).

Though our studies consistently support our hypotheses, additional research is needed to better understand the persuasiveness of appeals used in CRM campaigns for fixed and growth mindsets. We examined more concrete and economic self-benefits such as a free membership; future research could explore less concrete self-benefit frames highlighting psychological benefits for consumers (e.g., feeling good by supporting CRM campaigns; White & Peloza, 2009). Growth mindsets may perceive such benefits as altruistic and procedures as fair; thus, their purchase intentions may be equal for psychological self-benefit and other-benefit appeals. Moreover, future research could explore the effectiveness of CRM campaigns that use appeals emphasizing personal emotional benefits with different motives and consequences (Carlson & Zaki, 2018) and determine under which conditions consumers would feel comfortable with other-centered benefits that involve benefiting both oneself and others. Similarly, research could also test whether combining self- and other-benefit appeals encourages both mindsets to attend to CRM campaigns, regardless of whether the cause fits well with the brand. Merging egoistic and altruistic elements can elicit better evaluations than using only egoistic elements in ads (Kareklas, Carlson, & Muehling, 2014), and CRM campaigns may also benefit from hybrid appeals.

In addition, our results show that fixed mindsets can be sensitive to framing when they elaborate more on the message appeal in lower firm–cause fit scenarios. Future research could explore other approaches to increase fixed mindsets' elaboration such as enhancing engagement or personal relevance. Another avenue would be to investigate how growth and fixed mindsets respond to other types of CRM framing, such as vague or concrete donation framing (a portion or 5% of sales; Das, Guha, Biswas, & Krishnan, 2016) and temporal framing (company's response in one month or one year; Tangari, Folse, Burton, & Kees, 2010).

Small and Loewenstein (2003) show that when an individual victim is identified, people are more generous. In our other-benefit appeals, we use a large and vaguely defined group that needs help. Future research could explore the effectiveness of CRM campaigns using "more specific" other-benefit appeals that feature an identifiable person under hardship, such as showing his/her picture (Small & Verrochi, 2009).

Future research could also explore how a company can encourage consumers to engage with its brand after negative events. If a company is recovering from a crisis (e.g., Volkswagen's engine scandal), will consumers with growth mindsets respect its CRM efforts or consider them to be insincere and not credible? Last, research could test our findings by examining brand cooperation with different non-profit groups

supporting immediate (e.g., health charities) versus long-term causes (e. g., protecting nature).

Appendix A. Supplementary material

Supplementary data to this article can be found online at https://doi.org/10.1016/j.jbusres.2021.02.051.

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