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**An assessment of the Literature on Cause-Related  
Marketing: Implications for International Competitiveness  
and Marketing Research**

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## **An assessment of the Literature on Cause-Related Marketing: Implications for International Competitiveness and Marketing Research**

### **Abstract**

**Purpose:** A substantial, albeit scattered, body of research evidence is accumulating in the cause-related marketing (CRM) research stream. Thus, there is a need of a systematic overview of extant literature to map and holistically understand the CRM domain.

**Design/methodology/approach:** To address this issue and make progress in this important area, the authors systematically review and critically examine the state of academic research on CRM.

**Findings:** Based on a systematic review of 105 journal articles published over the past 30 years, the results reveal that CRM research is a vibrant and rapidly growing domain in the broader marketing field. This assessment exercise also shows that the current state of knowledge about CRM is characterized by persisting knowledge gaps, conflicting empirical results, theoretical inconsistencies, as well as by the absence of international marketing research on the CRM domain.

**Originality/value:** Therefore, the authors critically evaluate the extant CRM research with the aim of increasing its coherence, quality, scope, impact and international dimension. Based on this evaluation, the authors develop an ambitious research agenda that addresses a number of promising research paths embracing different international perspectives. Finally, the authors discuss the contributions to the literature and the implications for both academics and practitioners.

**Keywords:** cause-related marketing; systematic review; critical appraisal; international marketing research; research agenda.

**Article Classification:** Literature review

## 1. Introduction

Nearly 30 years after the publication of the first article on cause-related marketing by Varadarajan and Menon (1988), the concept is a valuable marketing tool widely deployed (Robinson et al., 2012; Christofi et al. 2018; He et al. 2019). Defined as the marketing practice of donating a specified amount from product sales to designated charitable causes (Robinson et al., 2012), CRM is reported as the fastest-growing strategy of sponsorship spending in the USA, with average annual growth rates that exceed 12% (Koschate-Fischer et al., 2012). Some recent examples of CRM include Samsung, which donated 1 Euro to a breast cancer foundation for each sale of special pink phone accessories (De Vries and Duque, 2018), and the Product (RED) campaign, in which firms such as Gap and Apple donated up to 50% of profits from designated brands to support AIDS patients in Africa (Robinson et al., 2012). In addition, a growing body of research is acknowledging the role of CRM as a viable business tool that may enhance a company's sales performance and corporate reputation, and that may serve as a potential source of sustainable competitive advantage (e.g., Larson et al., 2008; Liu, 2013; Duarte and Silva, 2018).

Given that all theories and concepts must undergo repeated attempts at empirical falsification before they can be acknowledged as 'true' (Godfrey and Hill, 1995), one might assume that the CRM concept owes its significance to well-documented assessments of the theoretical and/or empirical support for its core tenets. Surprisingly, this is not the case. In fact, although there are many individual tests of CRM's fundamental hypotheses in the literature, a scholarly review of the results of this research strand is limited. In particular, although there are reviews of the broader field of Corporate Social Responsibility (CSR) in the literature (e.g., Vaaland et al.,

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3 2008; Pelozo and Shang, 2011; and Aguinis and Glavas, 2012), only two studies provide a  
4 partial review and critical appraisal of the rapidly increasing research concerning the CRM  
5 domain. Specifically, Guerreiro et al. (2016), provides a summary of the most discussed topics  
6 in the CRM field in the period 1988–2013, by applying a text mining approach, and Lafferty et  
7 al. (2016) conduct a systematic review of the empirical literature on CRM from 1988 to 2016.  
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18 In contrast to these efforts, the present this study seeks to advance our understanding of the  
19 CRM concept by conducting a descriptive analysis of the extant literature between 1988 and  
20 2018, as well as to provide various suggestions for further research concerning CRM and  
21 international marketing. It should be noted that the focus is not to provide a comprehensive  
22 overview of extant literature of the growing body of CRM domain or to cite every study in this  
23 research area. Rather, attention is given in this research effort to extending knowledge  
24 developed in the general CRM area to the domain of international marketing with the view to  
25 identifying and discussing promising avenues of future investigation. International market  
26 operations have become increasingly important for the survival, growth and long-term viability  
27 of modern business organizations, as a result of growing globalization of markets and  
28 production, intensifying competition worldwide and rapid technological developments (e.g.,  
29 Katsikeas et al., 2006; Steenkamp, 2019). Given that international markets and marketing  
30 practices are likely to differ from domestic market conditions and practices across developed  
31 and emerging economies (e.g., Samiee and Chirapanda, 2019; Spyropoulou et al., 2018), the  
32 study of CRM within the context of international marketing will add to the literature base,  
33 pinpoint interesting future research directions in the area, and help managers responsible for the  
34 development and success of company operations in foreign markets.  
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6 Closely following the methodology developed by Tranfield et al. (2003), as well as the  
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8 guidelines for conceptual contributions in marketing provided by Yadav (2010) and MacInnis  
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10 (2011), this study contributes to the literature in multiple ways. First, we systematically review  
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12 the extant literature on CRM, drawing from a variety of disciplines, and assess the manner in  
13  
14 which the CRM domain is conceptually developing and is empirically tested. Second, we create  
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16 a knowledge map of the extant literature and we highlight various theoretical, contextual and  
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18 methodological issues that exist in this important area. Third, we present various knowledge  
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20 gaps and inconsistencies, as well as the absence of international marketing research and the  
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22 importance of CRM in the global marketplace. Towards this direction, we provide directions for  
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24 further developing the field and avenues of future investigation. Fourth, we develop a  
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26 comprehensive multi-dimensional framework that organizes extant literature, provides the  
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28 theoretical basis for scholars to further expand the boundaries of the domain and serves as a  
29  
30 guiding tool for practitioners who want to use CRM initiatives to enhance understanding of their  
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32 relevance to and importance in the local and global marketplace. Finally, we elaborate on the  
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34 value of CRM in international marketing research and provide fruitful research directions for  
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36 international marketing researchers.  
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42 We organize the rest of this article as follows: First, we begin with an overview of the review  
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44 methodology used and the rationale behind it. We then conduct a descriptive analysis of the  
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46 field, followed by a thematic illustration of the extant literature. In doing so, we highlight the  
47  
48 various shortcomings of the CRM domain that emerge from the review results. Following this,  
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50 we elaborate on the value of CRM in International Marketing Research and provide several  
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52 research paths to advance knowledge of CRM principles and thinking within the International  
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3 Marketing field. Finally, we identify the study's contributions to the literature as well as the  
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5 implications for both academics and practitioners.  
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## 7 8 **2. Methodology**

### 9 10 *2.1 Choosing a Literature Review Methodology*

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12 To investigate all aspects of the extant literature in a thorough and pragmatic manner, we adopt  
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14 a systematic review methodology (Christofi et al. 2019). Systematic reviews apply an explicit  
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16 algorithm to search and critically analyze the existing wisdom (Tranfield et al., 2003; Crossan  
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18 and Apaydin, 2010). Such reviews are dissimilar from narrative reviews because they apply a  
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20 reproductive and scientific procedure that aims to eliminate bias through thorough literature  
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22 searches (Tranfield et al., 2003; de Menezes and Kelliher, 2011). In parallel, systematic reviews  
23  
24 differ from meta-analyses because the latter concentrate on empirical studies and especially on  
25  
26 the aggregate correlation structures of their data (ibid.). Thus, we decided to conduct a  
27  
28 systematic review rather than a meta-analysis because this type of review makes it possible to  
29  
30 include all the empirical and non-empirical studies available (Van De Voorde et al. 2012) ,  
31  
32 thereby giving a representative overview of the whole body of quantitative and qualitative  
33  
34 empirical research, as well as theoretical contributions on CRM. In general, systematic reviews  
35  
36 aim to create collective insights through the theoretical synthesis of findings, thereby increasing  
37  
38 methodological rigor and developing a reliable knowledge base from which to orient future  
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40 research (Macpherson and Holt, 2007). Specifically for academics, systematic reviews enhance  
41  
42 the quality of review procedures and results by implementing transparent protocols and  
43  
44 replicable processes (Tranfield et al., 2003; Crossan and Apaydin, 2010; Katsikeas et al., 2016).  
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46 For practitioners, this method helps create a reliable knowledge base by accumulating  
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48 knowledge from multiple studies (ibid.). Although this methodology entails various difficulties,  
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3 such as the vast amount of material for review and the difficulty of synthesizing data from  
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5 various disciplines (Pittaway et al., 2004), we adjudged that it was significant to have a  
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7 methodology that could manage the breadth of the CRM domain.  
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## 10 *2.2 Logic behind the Systematic Review Process*

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12 We followed Tranfield et al. (2003) three-stage procedure of (1) planning, (2) execution, and (3)  
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14 reporting, as well as various state-of-the-art systematic reviews in the business field (i.e.,  
15  
16 Christofi et al. 2017; Christofi et al. 2018; Leonidou et al. 2018; Vrontis and Christofi, 2019)  
17  
18 but certain methods were adjusted. During the planning and execution stages, we first defined  
19  
20 the research objectives and review protocols. Then, we accessed, retrieved, and judged the  
21  
22 quality and relevance of the research in accordance with the topic. At the third stage, we  
23  
24 conducted a descriptive and thematic analysis of the extant literature to report the findings,  
25  
26 identify gaps, and ground propositional conclusions for future directions in CRM research.  
27  
28 Because the aim of this review, beyond the descriptive analysis of the extant literature, was a  
29  
30 comprehensive overview and a theoretical consolidation of the CRM domain, a corresponding  
31  
32 data analysis method was used. In other words, we favored breadth over depth, and thus, we  
33  
34 choose to apply a descriptive rather than statistical methodology to analyze the review results.  
35  
36 Among the various qualitative analysis methodologies, the explanation-building and pattern-  
37  
38 matching (the researcher must look for gross matches and mismatches) techniques (Yin 1994)  
39  
40 conducted by Crossan and Apaydin (2010) were also chosen for this review. The overall review  
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42 process and results are summarized in Appendix 1.  
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## 49 **3. Conducting the Systematic Review**

### 50 *3.1 Planning and Execution*

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3 A systematic review is navigated by a review question (de Menezes and Kelliher, 2011) that  
4 shapes and guides the overall review procedure. In this study, the review question is “What  
5 work has been done in the CRM domain thus far?” Next we focus on the outline of the exact  
6 nature of the research objectives in relation to the review question and the primary purpose of  
7 the study. As a result, the objectives of the present review are intentionally broad and somewhat  
8 standard for such types of comprehensive reviews: to inventory and critically appraise the  
9 extant CRM research to advance the quality, scope, and impact of future CRM studies; to  
10 identify possible shortcomings and knowledge gaps in the extant literature; and to develop an  
11 agenda for future research. Prior to undertaking the systematic review, we conduct a scoping  
12 study to assess the size and relevance of literature and to delimit the CRM domain (Tranfield et  
13 al., 2003). This initial investigation assists in the development of the focus for the subsequent  
14 stages.

15  
16 This study’s search strategy aims, as far as possible, to minimize bias and be widespread  
17 through the use of general search terms in multiple databases, cross-reference between  
18 researchers, and with the application of specific inclusion and exclusion criteria. We choose  
19 EBSCO Host, Science Direct, and Emerald as search databases for our review . This choice is  
20 based on the fact that they provide the greatest coverage coupled with functionality and full  
21 article access. Then, taking into consideration, that researchers might have used the term cause-  
22 related marketing in different ways, we employ a general selection requirement for the initial  
23 pool to minimize the possibility of excluding relevant studies. For the initial search of the  
24 electronic databases we use the following basic search strings: ‘Cause-Related Marketing’ OR  
25 ‘Cause Marketing’. We search the Titles, keywords/subject terms, and abstracts parts of the  
26 studies, and the numbers of articles returned are recorded. In addition, we do not limit the  
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3 search to a specific publication period but instead we include all relevant studies irrespective of  
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5 their publication dates.  
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8 Moreover, we expand the review to include literature from all business disciplines. Following  
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10 the methodology of Ordanini et al. (2008), Crossan and Apaydin (2010), Keupp et al. (2012),  
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12 and Laufs and Schwens (2014), the review is restricted to published peer-reviewed academic  
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14 articles because these can be viewed as validated knowledge and most probably have the  
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16 highest impact on the discipline (e.g., Keupp et al. 2012; Ordanini et al. 2008). Books, book  
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18 chapters, conference proceedings, periodicals, working papers and other non-refereed  
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20 publications are excluded from the review, as such research usually goes through a less rigorous  
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22 peer-review process, and they are less readily available (Katsikeas et al., 2000; Podsakoff et al.,  
23  
24 2005; Laufs and Schwens, 2014).  
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29 Clearly this approach provides a precise and representative context of relevant academic  
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31 research. The initial sample of potentially relevant articles retrieved using the search strings in  
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33 the selected databases is 2722. This large number of studies is not entirely surprising given the  
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35 general nature of the search strings. It is not unusual in literature reviews to have a large number  
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37 of manuscripts on the first round of searching (see Pittaway et al., 2004; Bakker, 2010). In  
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39 increasingly more fine-tuned stages of the analysis, the number is systematically reduced.  
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42 *Literature selection process.* Next, we remove non-article publications that cannot be examined  
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44 using the same analytical constructs as those for journal articles, such as objectives and  
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46 methodology. Articles that are not written in English, do not focus on CRM and/or appear  
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48 irrelevant (i.e., judgments of irrelevancy are made on the basis of whether there is an indication  
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50 in the title that the article falls into the broader field of CSR), or are duplicate studies are also  
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52 excluded. The elimination of articles using such principles is mainly based on title reading. This  
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3 step resulted in the exclusion of a total of 2278 studies. However, it must be noted that in a good  
4 number of articles, non-comprehensive titles make it difficult to understand the studies'  
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6 relevancy to the CRM domain. This creates the need to review the abstracts of a large number of  
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8 articles.  
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11 In cases in which the title does not provide, with maximum clarity, the field or focus of the  
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13 study, we do not exclude the study but, instead, leave it for additional processing in the next  
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15 stage. We apply this in order to eliminate the possibility of excluding relevant studies. The  
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17 remaining 444 articles are reviewed according to the inclusion criteria. Specifically, we include  
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19 both theoretical and review papers because they provide the definitional and theoretical  
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21 foundation of the review. Conceptual papers are also included in order to ensure coverage and  
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23 examination of all conceptual thinking in the field. Moreover, all empirical papers that adopt  
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25 both qualitative and quantitative methodologies are included in order to capture all empirical  
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27 evidence without the possibility of excluding significant and highly relevant studies.  
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32 Furthermore, this review includes forthcoming articles as well as articles in press in order to  
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34 provide coverage of the most current research. Finally, we incorporate all geographic regions in  
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36 which the empirical studies took place to ensure cross-cultural comparisons, as well as all  
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38 industries in order to examine how knowledge is applied within and across industry sectors.  
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42 It must be noted that the selection criteria of the current review intend to crystallize and define  
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44 the incorporated literature. By specifying distinct inclusion and exclusion criteria we minimize  
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46 the risk of reviewer bias. Only studies that meet all the inclusion criteria specified in the review  
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48 protocol are selected. The strict criteria we apply in this systematic review are closely linked to  
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50 the desire to base the review on the best-quality evidence. Additionally, at this step, we study  
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52 the abstracts of all articles to ensure they are relevant to the research question and the review's  
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3 objectives. This stage resulted in a preliminary list of 272 studies. At this point, we also use  
4 manual cross-referencing to identify additional studies that had been overlooked by the search  
5 databases, and this additional step results in an addition of 7 more studies.  
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10 Next, we review and critically assess the quality of an article as high (3), medium (2), low (1),  
11 or absent (0) depending upon its score on each of the quality criteria presented in Appendix 2. If  
12 the article fully satisfies a criterion, it gets a score of 3. If the article partially satisfies a  
13 criterion, it receives a score of 2. If it minimally satisfies a criterion it receives a score of 1, and  
14 if it doesn't satisfies the criterion or there is no information regarding the criterion it receives a  
15 score of 0. The final selection of papers pass the quality assessment process if they have an  
16 average score above or equal to 2. Thus, an empirical article with a highly original conceptual  
17 contribution has the possibility to be included in the review even if the empirical stage suffers  
18 from quality problems. The quality checklist used in this study is designed according to the  
19 guidelines given by Popay et al. (1998) and, subsequently, by Pittaway et al. (2004). At this  
20 point, the quality checklist is given to an independent academic researcher to check the  
21 robustness and clarity of the quality criteria used. The aim of the quality appraisal is to assess  
22 the validity of the studies and select high-quality studies with low risk of bias or error. The  
23 external academic researcher also repeats the quality assessment of the preliminary list of 272  
24 studies to identify any oversights in the final study selection. The independent academic  
25 researcher's results are cross-checked with those of the study's authors, and after mutual  
26 agreement based on the quality criteria set, the number of manuscripts (the list of which is  
27 available upon request) is reduced to 180. Finally, to further ensure the quality of the work, we  
28 follow the quality practices of other systematic reviews (e.g., John and Lawton, 2018;  
29 Franco-Santos and Otley, 2018) and we also apply a second quality step: we focus on studies  
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3 published in 3 and 4 star publication outlets according to the ABS Academic Journal Guide.

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5 The same quality appraisal process is applied for the identified papers from both the search  
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7 output from the databases and cross-referencing. The final sample of the review includes 105  
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9 studies.

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12 Once the final decision has been made regarding the studies to be included in a review, data can  
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14 be extracted from the selected studies. This process can be performed through data extraction  
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16 forms that reduce human error and document the process (Tranfield et al., 2003; White and  
17  
18 Schmidt, 2005). Therefore, for the final stage of the review process we develop a data extraction  
19  
20 form that aids in reading and in the descriptive and thematic analysis of the reviewed field. The  
21  
22 data extraction form attempts to divide the core elements of the studies into eight categories  
23  
24 according to the research question and review objectives: (1) publication details (author,  
25  
26 journal, year of publication); (2) type of paper (theoretical, conceptual, review, meta-analysis,  
27  
28 empirical); (3) scope of study; (4) methodology applied (qualitative, quantitative, mixed); (5)  
29  
30 sample information (sample size, industry type from which the sample was drawn); (6)  
31  
32 geographic location (country from which the sample was drawn); (7) key results; and (8)  
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34 research gaps and avenues for future research.  
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### 40 *3.2 Reporting and Dissemination*

#### 41 *3.2.1 Descriptive analysis*

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43 Assessing the quality of research and synthesizing and reporting the findings using a variety of  
44  
45 methodologies is a challenging task (Macpherson and Holt, 2007). Thus, to minimize subjective  
46  
47 interpretation biases and ensure a high-quality review, the independent academic researcher  
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49 again read all the selected articles and independently analyzed all the elements included on the  
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51 data extraction form. The individual assessments were then combined and synthesized. If there  
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3 were disagreements (which is natural), the issue was resolved with dialogue. With the resulting  
4 classification and information, we are able to construct a map of prior research in the domain in  
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6 terms of frequency, density, and emerging patterns and preferences.  
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10 This systematic review has no time delimiters, but approximately 73% of the selected articles is  
11 published during the last decade; in fact, 44 papers 90 (42%) are published during the last five  
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13 years (see Figure 1). The evidence clearly indicates that this is a growing area of research.  
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17 "Insert Figure 1 about here"  
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20 The research is also published in a wide variety of publications (25 journals). Appendix 3 shows  
21 that the European Journal of Marketing accounts for the largest single portion, with 15 articles  
22 (14%), followed by the Journal of Business Research with 12 articles (12%), and the Journal of  
23  
24 Business Ethics with 11 articles (10%). Other journals that feature considerably in the review  
25  
26 include the Journal of the Academy of Marketing Science, the Journal of Advertising, the Journal  
27  
28 of Consumer Psychology, the Journal of Retailing and Psychology & Marketing with 6 articles  
29  
30 each. All other articles are distributed over a range of marketing, general management, social  
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32 science, and hospitality journals.  
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41 Among our consideration set, theoretical papers comprise 8% (8). The largest share is accounted  
42 for by empirical papers (94, 89%). We also identify 3 (3%) literature reviews, however, no meta-  
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44 analyses are found. In terms of the methods employed in the research, quantitative  
45  
46 methodologies are used in 88% (83) of the empirical studies, whereas qualitative methodologies  
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48 comprise only 7% (6) of the sample. A similarly small portion of studies, 5% (5), use mixed  
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50 quantitative and qualitative methods. The sample sizes in the studies are considerably different,  
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52 with as few as 48 respondents (Guerreiro et al., 2015) and as many as 40.800 individuals (Dubé  
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3 et al. 2017). The majority of the quantitative studies report surveys with between 100 and 500  
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5 respondents. In terms of interviews, the studies' sample sizes also differ to a significant degree,  
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7 with as few as 43 interview respondents (Liu et al. 2010) and as many as 160 (Liston-Heyes and  
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9 Liu, 2013). Another characteristic of these empirical studies is the samples used: almost half (45  
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11 studies, 48%) of the studies use students who complete a questionnaire or are used in  
12  
13 experimental settings. In terms of sector, there is an appreciable bias toward manufacturing, with  
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15 29% (27) of studies. The retail sector accounts for 6% (6 studies) respectively. An equally small  
16  
17 portion of studies reports on multiple sectors. Furthermore, and despite the changing structures  
18  
19 of developed economies, it is concerning that only 7 studies (7%) report solely on the service  
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21 sector. Forty-eight studies (51%) do not indicate their industrial focus. Appendix 4 summarizes  
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23 the industries that the empirical articles focus on.  
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28 Continuing, Appendix 5 shows the countries from which the study populations of the empirical  
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30 studies in this review are drawn. In total, the empirical studies examine CRM in 18 economies,  
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32 with the most studies (including papers with a focus on multiple economies which accumulates  
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34 to 101 empirical studies by 94 empirical papers), 46 (46%), focusing on USA, followed by 8  
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36 from the UK (8%), 6 from Canada (6%), and 4 from Germany (4%). In terms of geographic  
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38 region (continents), North America and Europe receives the most attention, with studies from the  
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40 UK and Germany being most common in the latter, followed by Asia, where studies of Cina and  
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42 Taiwan dominate (3 studies each). The least frequently studied continent is Australia/Oceania,  
43  
44 whereas no CRM study is identified as coming from South America and Africa. Meanwhile, only  
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46 three studies (3%) from among the selected empirical papers are conducted with study  
47  
48 populations from different economic contexts (i.e., Choi et al. 2016; Jae-Eun and Johnson, 2013;  
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50 La Ferle et al., 2013), and another 14 studies give no indication of their geographic coverage. To  
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3 identify any interesting degrees of influence in terms of research approaches, correlation  
4 analyses between locations and methodologies is conducted. The outcome confirms that  
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6 research out of the USA is quite different compared with that from Europe, with North America  
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8 tending almost absolutely toward quantitative methods (94%) and only one study adopting a  
9  
10 mixed methods approach, whereas Europe toward a quantitative (59.4%) but also with some  
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12 qualitative (18%) and mixed method (9) approaches. Adding to this, Asia tends toward  
13  
14 quantitative methods only (100%). As regards to the 3 multi-country studies, all adopt  
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16 quantitative approaches. With regard to Australia/Oceania, it is clear that no generalizable  
17  
18 conclusions can be extracted from relevant research because it represented only 1% of the  
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20 sample.  
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26 Mapping the field in CRM research by means of descriptive analysis is an important first step  
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28 toward seeing all the parts of the fragmented literature combined. To understand how they fit  
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30 together to form a whole, a thematic analysis follows in the next section.  
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### 33 *3.2.2 Thematic analysis*

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35 We conduct a thematic analysis of this body of literature (Tranfield et al., 2003) that lead us to  
36  
37 (1) classify the literature into three distinct perspectives, with stakeholder focus (see Pracejus et  
38  
39 al. 2003) being the grouping criterion; (2) further classify results of each perspective according  
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41 to the authors' primary focus; and (3) compare and contrast these perspectives according to key  
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43 findings. The subsequent subsections present these three outcomes. Meanwhile, we first  
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45 rationalize the need for classifying the extant literature and detail the analytical procedures that  
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47 lead to these outcomes.  
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51 *Categorizing the literature.* Categorization is a process that plays out across various contexts  
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53 (Vergne and Wry, 2014). Although the boundaries between categories cannot always be clear,  
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3 categories nonetheless play a crucial role in imposing cohesion on the social world by  
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5 apportioning items into groups (Wittgenstein, 2010; Vergne and Wry, 2014). As such, they are  
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7 formulated by perceptions and through shape cognition, thereby helping individuals to rapidly  
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9 and efficiently process huge amounts of information (ibid.). Toward this aim, an important  
10  
11 objective of this review is to synthesize the literature in a meaningful way. The studies included  
12  
13 in the review investigate hundreds of dependent and independent variables from various  
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15 perspectives as well as various contextual, moderating and mediating dimensions. However, the  
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17 findings can be grouped into a reduced number of more general categories based on their  
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19 substantive conceptual meanings (Leonidou et al., 1998; Zoo and Stan, 1998). The aim is to  
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21 balance the risk of having too many determinants for and perspectives of CRM success, as well  
22  
23 as micro- and macro-level dimensions that are specific but lack parsimony, against the risk of  
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25 having too few categories, which would have been parsimonious but may have lacked meaning.  
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27 As a starting point, we read the 105 studies carefully to identify the main CRM insights and  
28  
29 research questions that each emphasizes and investigates, respectively. This allows us to develop  
30  
31 three distinctive clusters of studies differentiated by the different types of CRM stakeholders  
32  
33 they emphasized. Giving these clusters appropriate theoretical labels, we divide the literature into  
34  
35 three distinct perspectives: for-profit (donor), nonprofit and consumer. In most cases,  
36  
37 determining where each study and its results fell is relatively straightforward once sufficiently  
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39 robust perspectives are formed. However, a small number of studies draws on arguments from  
40  
41 multiple perspectives. Nevertheless, for these studies we extract the key findings and classify  
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43 each into the appropriate perspective, and we further categorize the results within each  
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45 perspective according to their primary focuses. Below, we detail the three perspectives, and we  
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3 compare and contrast them according to their key results. Also, Table 1 provides the dependent  
4 variables and the independent variables of the empirical studies of all three clusters.  
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8 "Insert Table 1 about here"  
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12 *The for-profit perspective.* The for-profit (donor) perspective incorporates all literature on for-  
13 profit organizations, which are the donors in the cause-related marketing relationship. CRM  
14 studies that fall into this perspective generally explore either the determinants (independent  
15 variables) or the outcomes (dependent variables) of CRM on the donor companies. Overall, the  
16 for-profit perspective comprise 86 empirical studies, 7 of which focus on multiple stakeholders.  
17  
18 In Table 1, we observe that certain dependent variables are researched more intensively, namely,  
19 corporate image, consumers' purchase intentions, and positive attitudes toward CRM campaigns.  
20  
21 Second, the majority of studies mainly focus on the positive outcomes of CRM on the donor. For  
22 the aforementioned reasons, we classify the dependent variables and its respective independent  
23 variables into five categories according to the focus of the dependent variable: 1) organization  
24 level (e.g., corporate image); 2) brand level (e.g., brand preference); 3) product level (e.g., price  
25 premium for a product); 4) employee level (e.g., selling confidence); and 5) For profit  
26 organizations's competitors level (customer profitability for a focal brand's main rival). Finally,  
27 in Table 1, we also observe that a number of independent variables are more researched than  
28 others, such as large donation amounts/high donation magnitudes, and brand-cause/charity fit.  
29  
30 In addition, this review reveals that a portion of the research addresses and empirically tests  
31 various moderators. For instance, Koschate-Fischer et al. (2012) examine a number of  
32 moderating variables, such as the customer's warm glow motive, cause involvement, and attitude  
33 toward helping others, and their effects on donation amounts. These studies comprise a fair share  
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3 of all instances in which researchers attempt to detect moderating effects, all of which are  
4 illustrated in Table 2. A relatively small share of the reviewed papers also focus on multiple  
5 mediators and their direct effects on either the independent or dependent variables (see Table 3).  
6  
7 In addition, with regard to contextual dimensions, researchers typically focus on only one  
8 dimension, the most prominent being the culture. Other identified contextual variables include  
9 industry level of analysis, the selling context, the for-profit organization's reputation with  
10 regards to social responsibility, the level of consumer involvement with the cause, and identity-  
11 congruent donations (consumer social identity - cause congruence).  
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21 *The nonprofit perspective.* We refer to the second perspective on CRM research as the nonprofit  
22 perspective. It emphasizes the benefits (dependent variables) nonprofit organizations derive from  
23 CRM alliances as well as the determinants (independent variables) that drive these CRM  
24 benefits. Continuing, all dependent variables are positive in nature, and the studies of this cluster  
25 also empirically test 14 independent variables that relate to these dependent variables. Moreover,  
26 few studies in this category examine a handful of moderating and mediating variables. Adding  
27 to this, no contextual variables are identified within the selected papers from the nonprofit  
28 perspective.  
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40 *The consumer perspective.* The consumer perspective emphasizes the effects of CRM on  
41 consumers from their point of view. By reviewing the selected papers, we identify six outcomes  
42 from CRM campaigns that four empirical papers research and include both negative and positive  
43 outcomes. Moreover, we also identify the determinants that are related with the outcomes that  
44 focus on the consumer perspective (for further details see Table 1).  
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51 *Comparison of the CRM research perspectives.* From the 94 empirical articles that incorporate  
52 all three perspectives, 7 focus on multiple stakeholders. In particular, all 7 multi-stakeholder  
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3 studies focus on the for-profit and nonprofit perspectives. Among the three perspectives, the for-  
4 profit (donor) perspective comprises the largest share of the empirical literature with 79 studies,  
5 followed by the nonprofit and consumer perspective with 4 articles each. Moderating (Table 2)  
6 and mediating (Table 3) variables are identified only from the for-profit (donor) and nonprofit  
7 perspectives. Adding to this, from the eight conceptual papers, six focus on the for-profit  
8 perspective, whereas the remaining two focus on multiple stakeholders (for-profit and nonprofit  
9 perspectives). Lastly, the three review papers summarize extant literature without focusing on a  
10 particular perspective.  
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#### 23 24 25 26 27 28 **4. Expanding the boundaries of the CRM domain: The value of CRM in international** 29 **marketing research and further research directions** 30

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33 The importance of Corporate Social Responsibility and related initiatives in the global arena is  
34 continuously increasing notwithstanding the recent economic downturn (Becker-Olsen et al.  
35 2011; Endacott 2004; Madden et al. 2012). Global research, i.e. on General Electric posits that  
36 accountability, transparency, and strategic engagement with government will become  
37 increasingly important (Madden et al. 2012). A survey conducted by McKinsey in 2009, which  
38 includes more than 1000 global corporate executives, shows that business leaders think the  
39 recent economic crisis has increased the public's expectations of companies' role in society. Of  
40 those, more than 85% state that addressing safety, privacy, environmental, workplace conditions,  
41 health, and developing country investment issues generates competitive value for their  
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3 shareholders and companies. A similar survey conducted by IBM shows that CSR is viewed as  
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5 an investment that entails financial returns (ibid.)  
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8 However, relating to the CRM domain, being one of the main CSR branches, the association of  
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10 CRM research with global competitiveness and international marketing research is absent as the  
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12 results of this review illustrate (Endacott 2004; La Ferle et al. 2013). Whilst within the  
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14 international marketing domain there are fine examples of studies that emphasize the importance  
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16 of CSR in the global landscape (i.e. Becker-Olsen et al. 2011; Eisingerich and Rubera 2010;  
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18 Laughlin, and Ahsan 1994; Madden et al. 2012; Özsomer and Altaras 2008), however, the  
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20 international aspect of CRM domain is almost non-existent. One notable exception is the recent  
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22 study of Strizhakova and Coutler (2019), which focuses on effects of the spatial proximity of the  
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24 firm (domestic vs. foreign multinational), cause (domestic vs. global) and consumer cultural  
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26 identity (locally oriented vs. distantly oriented) on consumer attitudes towards the firm in Russia.  
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28 Hence, one aim of this research is to identify and propose several research paths that provide  
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31 fruitful avenues for further research of CRM issues in international marketing.  
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35 To fulfil this aim we provide in Figure 2 a future research directions framework that figurarly  
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37 illustrates the four main future research paths of CRM in international marketing research,  
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39 further explained below. In particular, the framework provides a roadmap and a research agenda  
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41 for future scholars into the following areas: *the role of CRM in global competitiveness; the role*  
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43 *of CRM communications in global promotional initiatives; the association of CRM with*  
44  
45 *Multinational Enterprises, and; Cause proximity, multinational corporations and global brands.*  
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49 The framework continues with more specific research directions that relate to each of these four  
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51 research areas. The following sub-sections provide a more detailed analysis of the proposed four  
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53 future research areas that link CRM with international marketing research.  
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"Insert Figure 2 about here"

*The role of CRM in global competitiveness.* Research demonstrates that CSR is a significant association that consumers use when choosing among global brands (Holt, Quelch, and Taylor 2004; Özsomer and Altaras 2008). For instance, in their study on global brand dimensions, Holt, Quelch, and Taylor (2004) find that the size of the global citizen segment, which includes consumers who care about a company's environmental behavior and other related issues, is more than 40% in 12 countries. Based on this association, consumers expect from global brands to act in a socially responsible manner when doing their businesses (Özsomer and Altaras 2008). On a theoretical level, Laughlin and Ahsan (1994) introduce a model for developing social responsibility strategies for multinational corporations in developing nations. Another conceptual contribution in the international marketing literature which utilizes the value of CSR on global competitiveness is the study of Özsomer and Altaras (2008). In their study, the authors develop a conceptual framework that explains the processes leading to consumers' attitudes toward and likelihood of purchasing global brands. In the course of developing their framework, the authors show, on a theoretical level, a positive association between social responsibility and global brand credibility, global brand attitude and purchase likelihood. However, Waldman et al. (2006) state that, even though the diffusion of awareness of the value of CSR initiatives in the global landscape has been occurring, little is known about the factors affecting such practices (Park and Ghauri 2015), a statement that Özsomer and Altaras (2008) also confirm. Thus, as CRM is a CSR strategy, it would be interesting for scholars in their future research efforts in this area to empirically investigate the effects of such CRM initiatives on global brands with respect to purchase attitudes and behavior, reputation and innovativeness, among others.

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3 In addition, Vanhamme et al. (2012) stress another avenue for further research in the CRM  
4 domain that could extend the role of CRM in global brand competitiveness. According to the  
5 authors, various global brands have recently made an alliance to the same CRM initiatives. Thus,  
6 it is unclear how multibrand CRM campaigns, like the Product (RED) campaign in which major  
7 international firms such as Gap and Apple donated up to 50% of their profits from designated  
8 brands to support AIDS patients in Africa (Robinson et al. 2012), actually affect any one brand  
9 owner. Other CRM initiatives supported by various brands, such as UNICEF that is supported by  
10 Pampers and IKEA or the Susan G. Komen Breast Cancer Foundation supported by Yoplait and  
11 Ford Credit, also tend to receive support from multiple brands (Vanhamme et al. 2012). Thus,  
12 various questions for which future scholars could investigate are generated, such as: Does these  
13 multibrand campaigns dilute the impact of identification with any one brand? What is the impact,  
14 both negative and positive, of such multibrand CRM campaigns on the global competitiveness of  
15 the various brands involved, as well as on the brands themselves?  
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18 Moreover, according to Endacott, (2004) there is a positive trend of consumers' attitudes, on a  
19 global scale, towards CRM. However, in global and multinational organizations as well as  
20 NPOs, creating a CRM alliance with a good cause or benefactor that identifies with all their  
21 customers and employees emotions and desires on a global scale, could prove a formidable task.  
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24 In particular, with few data available regarding consumer as well as employees opinions on a  
25 global scale, and the problem that these differ over time and from country to country, marketers  
26 may experience difficulties increasing their global brand's value by relating with just one good  
27 cause (ibid.). Thus, future cross-functional research on both international marketing and human  
28 resource management could provide valuable insights into this under-researched path.  
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3 Finally, attention could broadly be given to connecting CSR practices deployed by international  
4 firms to various aspects of their international growth, development and success. For instance, it  
5 would be enlightening if future research efforts on the subject examine the role that the adoption  
6 of CRM strategies play in influencing earliness of initiating international engagement and  
7 accelerated pace of international development and the overall process of internationalization (cf.  
8 Wu and Zhou 2018). Likewise, it would be interesting to investigate relationships of CRM  
9 initiatives with international marketing adaptation/standardization and performance and  
10 conditions under which such initiatives can facilitate profit growth in foreign market operations  
11 (cf. Lee and Griffith, 2019). Here the study of CSM practices and how they affect the design and  
12 implementation of traditional marketing mix strategies such as the development of new products  
13 and pricing (cf. Hofer et al., 2019) would be value-enhancing. Another particularly important  
14 direction for future research could be the role of CRM practices in influencing drivers and the  
15 achievement of competitive advantage and enhanced performance outcomes in foreign markets.  
16 In this context, for instance, linking CRM programmes to marketing capabilities required for the  
17 deployment of such strategies in international markets and how their role differs between  
18 developed and emerging markets (cf. Ju et al., 2018) would certainly add to our understanding of  
19 the role of CRM phenomena.

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42 *The role of CRM communications in global promotional initiatives.* Resulting from the  
43 systematic review, CRM practices receive increased attention from the scholarly community in  
44 recent years. However, due to the fact that most of this scholarly work is conducted in the US  
45 and some other developed countries, such as the UK and Germany, the findings offer little  
46 guidance for international firms seeking to systematically promote multinational CRM efforts  
47 adjusted to idiosyncratic market conditions. These localized theories seem to be urgently  
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3 required as CRM efforts with global brands and execution tactics are gaining momentum in the  
4 marketplace (Endacott 2004). There is an observed trend that efforts relating to CSR initiatives  
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6 of European and other multinational firms based outside the US are becoming similar to those of  
7  
8 US businesses, which favor explicit programs and policies, as well as enhanced transparency in  
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10 reporting and communications (Becker-Olsen et al. 2011). In addition, recent research on  
11  
12 international marketing indicates that there are benefits associated with the use of global  
13  
14 promotional approaches and global branding, as well as the positive impact of CSR initiatives on  
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16 such global practices (Becker-Olsen et al. 2011; Özsomer and Altaras 2008).

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18 However, few scholars in the international marketing literature examine the role of marketing  
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20 communications in global CSR initiatives and how these translate into diverse cultures. For  
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22 instance, Becker-Olsen et al. (2011) examine the effects of marketing-oriented CSR  
23  
24 communications on perceptions of the firm and its brands among consumers in Mexico and  
25  
26 United States, two countries with different economies, cultures, and political landscapes. Their  
27  
28 results show that multinational businesses emphasizing global CSR efforts are perceived more  
29  
30 positive across multiple dimensions. However, regarding tactical and marketing communication  
31  
32 issues, the results of their study also show the significance of some specific needs according to  
33  
34 local experiences and tastes. Furthermore, La Ferle et al. (2013) explore the attitudes toward  
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36 CRM campaigns in India and the United States, two countries at different levels of economic  
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38 development. Their results show different attitudes towards the CRM campaigns from the two  
39  
40 nations. Therefore, international marketing and CRM scholars could investigate whether  
41  
42 polycentric and localized CRM initiatives, instead of global ethnocentric ones, are more effective  
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44 for global brands and multinational corporations, and how country specific factors could be  
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46 embedded in such initiatives to adjust in the cultural and other contextual dimensions of the  
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3 various host countries. In the same vein, future research could also examine the role of marketing  
4 communications in translating global CRM campaigns of global brands to the local character of  
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6 communications in translating global CRM campaigns of global brands to the local character of  
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8 each host country. Summarizing, CRM and international marketing research should focus on  
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10 increasing our understanding of the role of CRM communications adjusted to local context by  
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12 global firms, a research path that appears particularly interesting considering the increasing  
13  
14 implementation of standardized global promotional efforts (Vanhamme et al. 2012).  
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17 *The association of CRM with Multinational Enterprises (MNEs).* The relationship between CSR  
18  
19 and the literature on MNE is at its infancy (Park and Ghauri 2015) and, as Husted and Allen  
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21 (2006) indicate, the lack of scholarly research is one of the reasons that MNEs regularly fail to  
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23 respond effectively to CSR issues in host countries. In particular, by reviewing the International  
24  
25 Business literature, there are only a handful of studies that focus on this research stream (i.e.:  
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27 Park, Chidlow and Choi 2014; Park and Ghauri 2015) and the significance of this association  
28  
29 remains under-researched. Similarly, the association between CRM (which falls under the wider  
30  
31 CSR umbrella) and MNE literature is scant. In particular, the results from the review indicate  
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33 that there is no study focusing on relationships of CRM and MNE strategies. Thus, we urge  
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35 international marketing scholars to undertake research in this important area. It would be fruitful  
36  
37 if attention is given to investigating CRM practices of multinational firms and how these differ  
38  
39 between developed markets and emerging economies that are marked by the increasing role,  
40  
41 power, and sophistication of middle-class consumers (e.g., Cavusgil et al., 2018) who play a  
42  
43 more important role in the operations and international marketing strategies of these companies.  
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45 For instance, the increasing interdependence of world economies through globalization of trade  
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47 requires firms based in developed countries to find new markets for their products (Cateora and  
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49 Graham 2007; La Ferle et al. 2013; Mueller 2004). Thus, businesses now seek to gain first mover  
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3 advantage by offering innovative products and features to differentiate their brands from the  
4 competition in the minds of consumers in the host countries. However, as the competitive  
5 landscape becomes more intense, differentiation strategies based only on functional attributes  
6 become insufficient (La Ferle et al., 2013). Therefore, marketing practitioners are developing  
7 more innovative communication strategies to help their brands stand out. In this context, CRM  
8 initiatives emerge as one such communication strategy creating differentiation of businesses in  
9 new markets (Barnes and Fitzgibbons 1991; La Ferle et al. 2013). However, researchers in  
10 International Marketing seem to have completely overlooked the strategic importance of CRM as  
11 a foreign market entry strategy, a research avenue that should be pursued at a rapid pace in view  
12 of continuing globalization and changing competitive pressures worldwide.  
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26 *Cause proximity, multinational corporations and global brands.* Cause-proximity, which refers  
27 to the distance between the donation activity of the charity in a CRM alliance and the potential  
28 consumers that would make the donation (Varadarajan and Menon 1988), is one of the most  
29 important structural elements of CRM campaigns. According to prior CRM literature, cause  
30 proximity is classified as local, regional, national or international (e.g. Cui et al. 2003; Grau &  
31 Folsle 2007; Vanhamme et al. 2012). Towards this direction, extant literature examines  
32 consumers' preferences of cause proximity in a CRM campaign; nonetheless, the effects of this  
33 structural construct on consumers' response towards CRM campaigns are mixed (Anuar &  
34 Mohamad 2011). However, prior CRM literature fails to examine whether: (a) the geographical  
35 scope of the cause affects a local, national and global brand or product; (b) how the geographical  
36 scope of the brand translates into consumers' preferences towards the cause proximity in a CRM  
37 campaign; and, (c) how these associations are applied in various cultural contexts. Thus, for  
38 example, even if prior CRM literature reveals evidence that consumers prefer local causes (Lii,  
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3 Wu and Ding 2013; Vanhamme et al. 2012), if a CRM campaign is linked with a global brand,  
4 then a local cause could have minimal effect on the intended outcomes from the campaign.  
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6 Hence, future research on these issues would find advantage in attempts to explain the various  
7 inconsistencies identified in the CRM literature and thus extend and deepen understanding of  
8 CRM phenomena in the international marketing field.  
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## 14 **5. Conclusions**

### 15 **5.1 Limitations**

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17 As with any systematic review, the findings reported here should be viewed in the context of the  
18 limitations that are endemic to such review approaches. First, this review uses only three,  
19 although the most recognized, databases of record: EBSCO Host, Science Direct and Emerald.  
20 These databases may have omitted some relevant studies. Third, the filtering process may have  
21 also omitted some potentially relevant research. However, it is our belief that the rigorous  
22 procedure of the systematic review adopted here reduced the probability that the omitted  
23 research would have contained information that would critically alter the conclusions. Despite its  
24 limitations, this study provides substantive contributions to the CRM domain, along with the  
25 identification of extensions within the international marketing field, which are analyzed in the  
26 following section.  
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### 42 **5.2 Substantive Contributions**

#### 43 *Contributions to the Literature*

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45 This study provides the first systematic review and critical appraisal of extant CRM research for  
46 the past 30 years, including both empirical and conceptual articles. Systematic approaches are  
47 still rare in reviews, especially in the marketing field. As a number of scholars argue (e.g.,  
48 Newbert, 2007; Xiao and Nicholson, 2011), without a systematic approach, even highly  
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3 comprehensive reviews by academic experts in the field will not be free from selection bias  
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5 toward the literature that is familiar to the reviewers. Thus, conducting a systematic review of the  
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7 academic literature on CRM helps the development of rigorous standards in this evaluation  
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9 exercise and advances understanding of the CRM concept and scholarly research knowledge in  
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11 this area. Second, this study maps the field of CRM, structures the results from the extant  
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13 literature, and provides unique and deeper insights, allowing for easier and better understanding  
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15 of the relevant literature. Particular attention is given in extending CRM knowledge to  
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17 international marketing and suggestions are made for fruitful avenues of future research in this  
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19 area.  
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### 23 *Pragmatic Implications*

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25 In addition to contributing to the literature, this study also informs practice. First, this systematic  
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27 review will assist marketing practitioners of local and global for-profit organizations in (1)  
28  
29 understanding the various direct and indirect linkages between CRM determinants and outcomes  
30  
31 and (2) formulating appropriate CRM campaigns in a structured and systematic way. Second,  
32  
33 given the breadth of literature that this review covers, the insights from all three perspectives will  
34  
35 help marketers of donor companies to use the results productively. For example, a donor that  
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37 aims to enhance consumers' purchase intentions will benefit by applying the various independent  
38  
39 variables identified through this systematic review. Third, this review's findings will also help  
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41 nonprofit organizations better understand the CRM concept, establish more successful CRM  
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43 alliances, and achieve their charity goals.  
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### 48 *Implications for Academics*

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50 To our knowledge, our review complements recent review articles on CRM by providing  
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52 researchers with a structured overview of the nature and scope of CRM studies. Adding to this, it  
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3 may also serve as a basis for beginning a discourse on how CRM is understood from the for-  
4 profit, nonprofit, and consumer perspectives. In this regard, future research could take a closer  
5 look at the commonalities and differences between the three perspectives that we analyze here.  
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7 Such an analysis could reveal important aspects of the CRM domain that have not yet received  
8 adequate research attention. Moreover, this review's results highlight a number of knowledge  
9 gaps, inconsistencies, and conflicting theoretical predictions that future CRM research should  
10 resolve. In this context, in order to further expand the boundaries of the CRM domain, we  
11 elaborate on the lack of international marketing studies that focus on the value of CRM for  
12 global competitiveness and we propose several avenues for further research that will spur  
13 international marketing research towards this embryonic, but highly significant, research stream.  
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15 For each of these aims, we provide a rationale for why it is relevant to close the particular  
16 knowledge gap or to resolve the conflicting theoretical predictions and empirical inconsistencies.  
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18 These arguments may provide the basis for the emergence of research efforts that can make a  
19 substantial contribution to developing the domain. It should be remembered that the underlying  
20 gaps and inconsistencies in the literature reveal the weaknesses in prior work that should be  
21 avoided in future research. At the very least, such an analysis may provide a more holistic  
22 understating of the nature of CRM, constitute the basis for international marketing research on the  
23 CRM concept, and stimulate conceptual expansion and empirical investigation in an area of  
24 study that may have more theoretical and practical relevance than ever before.  
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**TABLE 1**  
**Antecedents and Outcomes within the Cause-Related Marketing context**

International Marketing Review

***For-Profit Organization***  
*Organizational Level*

1			
2	High utilitarianism (consumer shopping orientation)		
3	Individualistic mindset		
4	CSR message with low processing fluency (For individuals low in need for cognition )	→	Increased skepticism towards the CRM claim
5	Taxonomic CRM partnerships (implies that the partners share common features)		
6			
7	Familiarity with CRM campaigns		
8	Collectivistic mindset		
9	High hedonism (consumer shopping orientation)		
10	CSR message that is difficult (low processing fluency) to process (For individuals high in need for cognition)	→	Reduced skepticism towards the CRM claim
11			
12	CSR message with high processing fluency (For individuals low in need for cognition )		
13	Thematic CRM partnerships (similarity refers to partners that interact in the same context)		
14			
15	Status of the cause (the degree to which it is viewed as significant and important by consumers)		Perceived sincerity of a cause sponsor
16	Company-cause fit	→	(consumers' evaluation of a company's motives underpinning a CRM initiative- altruistic versus self-interested)
17	Proactive community engagement of the company		
18			
19			
20	Consumers' perception of the organization's prestige		
21	The number of years the individual has participated in the event promoted by the organization	→	Consumer's organizational identification with an NPO
22	Consumers' primary motivation for participation in the event		
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26	High levels of processing motivation of the ad by consumers	→	Perceptions of nonprofit endorsement
27	Brand-cause fit		
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30	High donation amount	→	Perceptions of fair pricing
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32	Company-cause fit	→	Positive consumer evaluation of the company's CRM effort
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Novelty of CRM campaigns  
Consumer attribution of altruistic company motivations  
Company-community fit (local companies-local communities)  
Collectivistic Mindset  
CM campaign adopts an international scope  
Company participation in a CRM campaign  
Low benefit-salience of CRM activity  
Proactive community engagement of the company



Corporate Image

Linking a product with a cause



Sales Performance

Linking a product with a cause



Sales Performance of other products of the firm (via a spillover effect)

Consumer Perceptions of a Firm's Motives for Engaging in CSR Actions - Stakeholder-driven attributions (-)  
Consumer Perceptions of a Firm's Motives for Engaging in CSR Actions - Strategic-driven attributions (-)  
Consumer Perceptions of a Firm's Motives for Engaging in CSR Actions - Egoistic-driven attributions (-)  
Consumer Perceptions of a Firm's Motives for Engaging in CSR Actions - Values-driven attributions  
Economic-Oriented Aspects of a Firm's Competitive Positioning - Perceived Service Quality  
Prosocial consumers  
Consumers exposed to a CRM essence parody (-)



Word of mouth

Novelty of CRM campaigns  
Consumer attribution of altruistic company motivations  
Company-community fit (local companies-local communities)  
Collectivistic Mindset



Advertising Effectiveness

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5 Consumer Perceptions of a Firm's Motives for Engaging in CSR Actions - Stakeholder-driven attributions (-)

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7 Consumer Perceptions of a Firm's Motives for Engaging in CSR Actions - Strategic-driven attributions (-)

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9 Consumer Perceptions of a Firm's Motives for Engaging in CSR Actions - Egoistic-driven attributions (-)

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11 Consumer Perceptions of a Firm's Motives for Engaging in CSR Actions - Values-driven attributions

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13 Economic-Oriented Aspects of a Firm's Competitive Positioning - Perceived Service Quality  
14 Prosocial consumers

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19 Consumer Perceptions of a Firm's Motives for Engaging in CSR Actions - Stakeholder-driven attributions (-)

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21 Consumer Perceptions of a Firm's Motives for Engaging in CSR Actions - Strategic-driven attributions (-)

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23 Consumer Perceptions of a Firm's Motives for Engaging in CSR Actions - Egoistic-driven attributions (-)

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25 Consumer Perceptions of a Firm's Motives for Engaging in CSR Actions - Values-driven attributions

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28 Thematic CRM partnerships (similarity refers to partners that interact in the same context)

29 Firm size: small firms

30 Consumers who are stimulated by the guilt appeal of a CRM promotion - (condition: When a consumer's goodwill is recognized publicly)

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32 Consumers with the desire to elevate their social status (status seeking) - (condition: When a consumer's goodwill is recognized publicly)

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34 Self-serving company attributions (for consumers with strong resultant self-transcendence values) (-)

35 Other-serving company attributions

36 Perceptual congruence between a firm and cause

37 Positive attitude towards the cause/ NPO

38 Self-oriented consumer conspicuous donation behaviour

39 Other-oriented consumer conspicuous donation behaviour (-)

40 Hedonic product

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Consumer Trust towards the corporate sponsor

Patronage intentions

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- Messages with textual claims that include visuals
- Existing brand social responsibility image
- Brand emotional attachment
- Emotional arousal, pleasure and visual attention towards the product (hedonic product)
- Pleasure, donation amount and brand logo visual attention (utilitarian product)
- Donation type: nonmonetary giving strategy (High product-cause fit)
- Donation type: monetary giving strategy (Low product-cause fit)
- Donation type: nonmonetary giving strategy (Low product-cause fit for a utilitarian product)
- Donation type: monetary giving strategy (Low product-cause fit for a hedonic product)
- Company-cause fit
- Large donation amount
- Large purchase quantity (-)
- Brand-cause fit
- High corporate credibility
- Consumers' identification with the charity (Consumer-cause affinity)
- Giving consumers the option to choose the cause of a CM campaign
- Moral emotions (ego and other-focused moral emotions)
- Younger consumers
- Temporal frame (ad is framed in terms of a proximal corporate response) - for consumers that are present oriented
- Societal need framed in distal terms coupled with a corporate response framed in distal terms - for consumers that are future oriented
- Societal need framed in distal terms coupled with a corporate response framed in proximal terms - for consumers that are present oriented
- Donation framing: in absolute money terms
- Low-priced products promoted with a cause
- Donation amount expressed as a percentage of a sale price (for high-priced products)
- Higher level of consumer skepticism toward CRM (-)
- Hedonic or frivolous products
- Linking of an organization's product with a donation
- Customization in a CRM campaign (consumers select the cause)
- Status of the cause (the degree to which it is viewed as significant and important by consumers)
- Personal involvement with the cause (consumers' identification with a particular cause)
- Positive consumers' attitude to the company
- Perceived ubiquity (consumers' assessment of the focus and clarity of positioning in a company's CRM initiatives) (-)
- Perceived sincerity of a cause sponsor
- Consumers exposed to a CRM essence parody (-)
- Buy-one Give-one (BOGO)-format promotions
- Product-cause fit



Purchase Intentions

International Marketing Review

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3 Concrete donation quantifier  
4 Conducting a CRM campaign  
5 Consumer perceptions of company corporate social responsibility  
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8 Novelty of CRM campaigns  
9 Consumer attribution of altruistic company motivations  
10 Company-community fit (local companies-local communities)  
11 Donation situation: disaster related causes (not ongoing cause)  
12 Incongruency of donations with the firms core business  
13 High effort exerted by the for-profit organization for the cause marketing offer implementation



Positive attitudes toward the CRM offer

14 Brand-cause fit  
15 Campaigns that involve a primary need  
16 High consumers' public self-consciousness  
17 Sense of personal and social responsibility  
18 Consumers' high interpersonal trust  
19 Religious belief  
20 Strong social networks  
21 External locus of control  
22 High level of advertising skepticism  
23 Societal need framed in distal terms coupled with a corporate response framed in distal terms - for  
24 consumers that are future oriented  
25 Societal need framed in distal terms coupled with a corporate response framed in proximal terms -  
26 for consumers that are present oriented  
27 Local causes  
28 Positively framed messages  
29 Consumers that possess interdependent self-construals  
30 Other-serving company attributions  
31 Self-serving company attributions (for consumers with strong resultant self-transcendence values)  
32 (-)  
33 Consumers with the desire to elevate their social status (status seeking) - (condition: When a  
34 consumer's goodwill is recognized publicly)  
35 Consumers who are stimulated by the guilt appeal of a CRM promotion - (condition: When a  
36 consumer's goodwill is recognized publicly)  
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Positive attitudes toward the CRM campaign



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Advertising message with a CRM component  
Firms with a reputation for social irresponsibility  
Donation framing: in absolute money terms  
Gender: target female consumers  
Prosocial consumers  
Domestic firms  
Consumers exposed to a CRM essence parody (-)  
Donation type: nonmonetary giving strategy (High product-cause fit)  
Donation type: monetary giving strategy (Low product-cause fit)  
Donation type: nonmonetary giving strategy (Low product-cause fit for a utilitarian product)  
Donation type: monetary giving strategy (Low product-cause fit for a hedonic product)  
Messages with textual claims that include visuals

Positive pre-existing attitudes towards the company  
Positive pre-existing attitudes towards the charity  
Prior attitudes toward the cause and the brand  
Brand-name fit  
Cause focus: human services category

Charity auctions (items linked with charities: CRM)

Perceptual congruence between a firm and cause

High exposures to a CRM advertisement

Consumers' trust in CRM in general

Consumers' trust in a CRM campaign

Brand-cause fit

Perceptions of cause importance  
Consumers given the option to choose the cause (consumer choice of cause)



Positive perceptions towards the company



Positive attitudes towards the CRM alliance



Continuing to bid in future charity auctions even after losing one



Company-cause fit



Increased familiarity towards CRM campaign



Trust in a CrM campaign



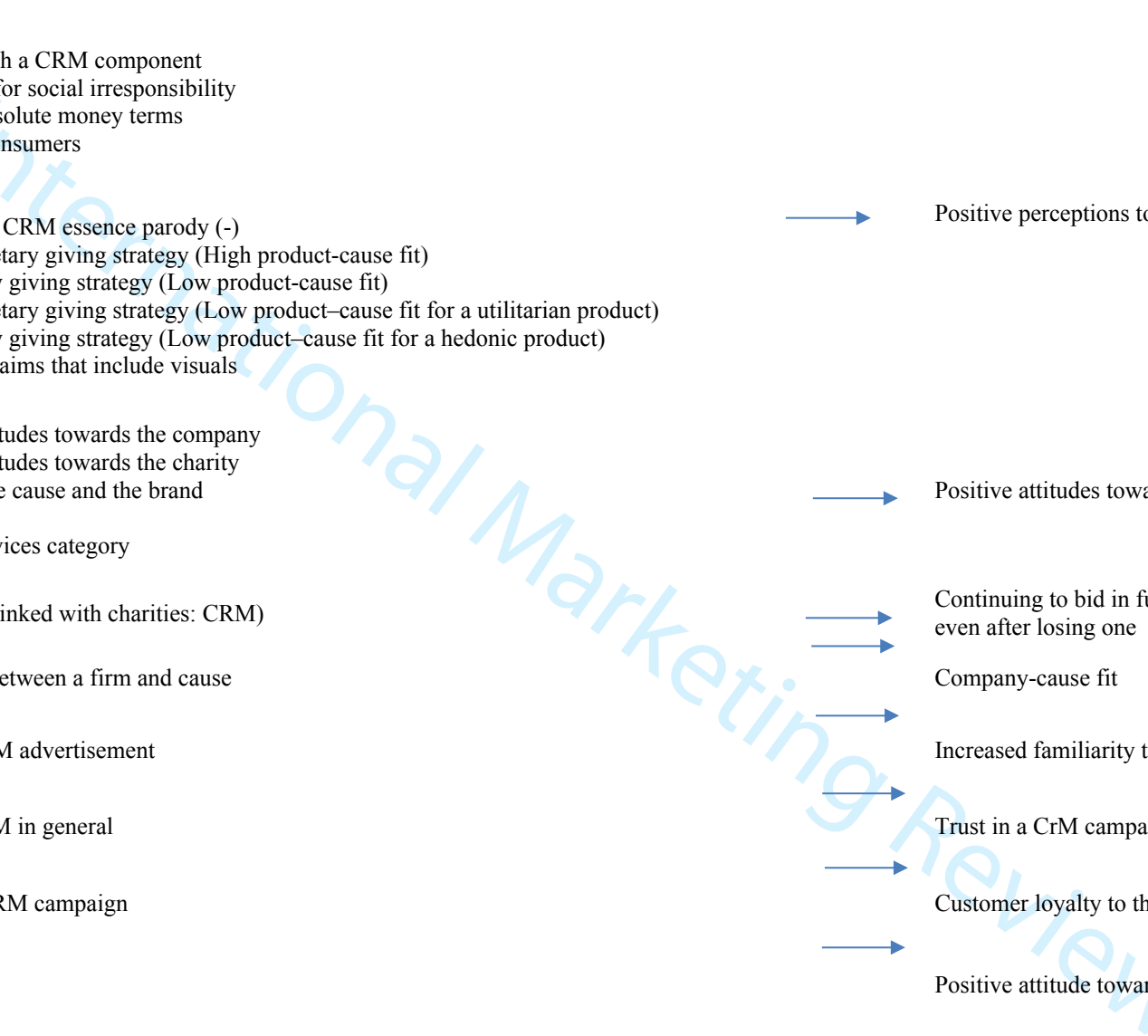
Customer loyalty to the for profit organization



Positive attitude towards the ad



Consumer perceptions of company corporate social responsibility



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4 Company-cause fit  
5 Consumers' balanced attitudes by judgment-type interaction

Sense of relationship strength between the company and charity organizations

*Brand level*

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8 A focal brand's cause marketing initiative



9 Customer profitability for a focal brand

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11 Brand-cause fit  
12 High corporate credibility  
13 Temporal frame of a corporate response  
14 Temporal frame (ad is framed in terms of a proximal corporate response) - for consumers that are present oriented  
15 Societal need framed in distal terms coupled with a corporate response framed in distal terms - for consumers that are future oriented  
16 Prior consumer attitudes towards the brand  
17 Linking of an organization's product with a donation  
18 Consumer-cause affinity  
19 Customization in a CRM campaign (consumers select the cause)  
20 Messages with buy content  
21 Consumer choice of cause



22 Positive perceptions towards the brand

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25 Consumers' self-schema (their identity-values)-cause fit  
26 Positive consumers' perceptions for company's motives to support the cause  
27 Brand's motivation to support causes  
28 High donation size (if the consumer faces no financial trade-off)  
29 Hedonic or frivolous products  
30 Practical products (when linked with small donations)  
31 Messages with buy content



32 Brand Preference/ choice

33 High donation size (if the consumer faces no financial trade-off and donation framing is nonmonetary)



34 Brand Image

35 Expiration date-based pricing



36 Perceived brand quality

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38 Consumer choice of cause



39 Brand attachment



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Cause-brand fit (image fit)  
Attribution of altruistic brand motivations

Brand credibility

The use of CRM at brand pages on social network sites



Consumer intentions to invite their friends to the brand page of a social network site

The use of CRM at brand pages on social network sites



Consumer intentions to join the brand page on social network sites

Cause-brand fit (image fit)



Attribution of altruistic brand motivations

Attribution of altruistic brand motivations



Consumer perceptions of brand corporate social responsibility

Positive pre-existing attitudes towards the brand



Positive perceptions towards the brand after the formation of the CRM alliance

*Product level*

Items linked to charity  
Large donation amount / High donation magnitude  
Items with variable donations (auction context)  
low-value products (auction context)



Higher ending price of a product (price premium)

Combination of promotional discounts and charitable donations  
Linking of an organization's product with a non-profit organization  
Hedonic products



Product Appeal/ Preference

Linking of an organization's product with a non-profit organization



Product differentiation

Linking of an organization's product with a donation  
Company-cause fit (for procosial consumers)

Positive perceptions of product quality

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4	Company participation in a CRM campaign	→	Product Promotion
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7	Company participation in a CRM campaign	→	Perceptions of enhanced product performance
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9			<i>Employee level</i>
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12	Salesperson selling confidence	→	Behavioural performance of sales representatives
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15	Construed customer attitude toward the cause campaign	→	Cognitive identification with the company
16			
17	Construed customer attitude toward the cause campaign	→	Selling confidence (sales representatives)
18	Salesperson's cognitive identification with the company	→	
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20			<i>For profit organizations's competitors</i>
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24	A focal brand's cause marketing initiative (-)	→	Customer profitability for a focal brand's main rival
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27			<i>NPO/ Charity</i>
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29	Corporate reputation		
30	Non-financial investments by the corporate partner	→	Achievement of nonprofits' social and organisational objectives
31	Cash investments by the corporate partner	→	
32			
33	Social Alliance Management Routines	→	CRM alliance performance
34	Consumer-cause identification	→	
35	Cause focus: Health cause category and human services cause category	→	
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37	Prior consumer attitudes towards the cause	→	Positive attitude towards the cause/ NPO
38	Gender: target female consumers	→	
39	Messages with informational content	→	
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Company-cause fit



Increased donations to corporate supported NPOs

Linking of an organization's product with a non-profit organization



Cause image

Brand-cause fit

Allying a cause with a familiar brand

Positive pre-existing attitudes towards the charity



Positive perceptions towards the cause after the formation of the CRM alliance

**Consumer**

Consumer Bragging (when the person's prosocial behavior is already known) (-)

Consumer Bragging (when the person's prosocial behavior is unknown)

Message content of the brag (brags and recruits others to donate)

Conspicuous cause marketing products (-)



Perceived consumer generosity (perceptions of altruism)

The inclusion of a CRM initiative with a hedonic product



Consumers' feelings of guilt associated with hedonic consumption

Participation in a CRM campaign (compared to direct charitable giving to a charity)



Decreased consumer happiness

Participation in a CRM campaign (compared to direct charitable giving to a charity)



Decreased charitable giving by the consumer

Causes that occur suddenly

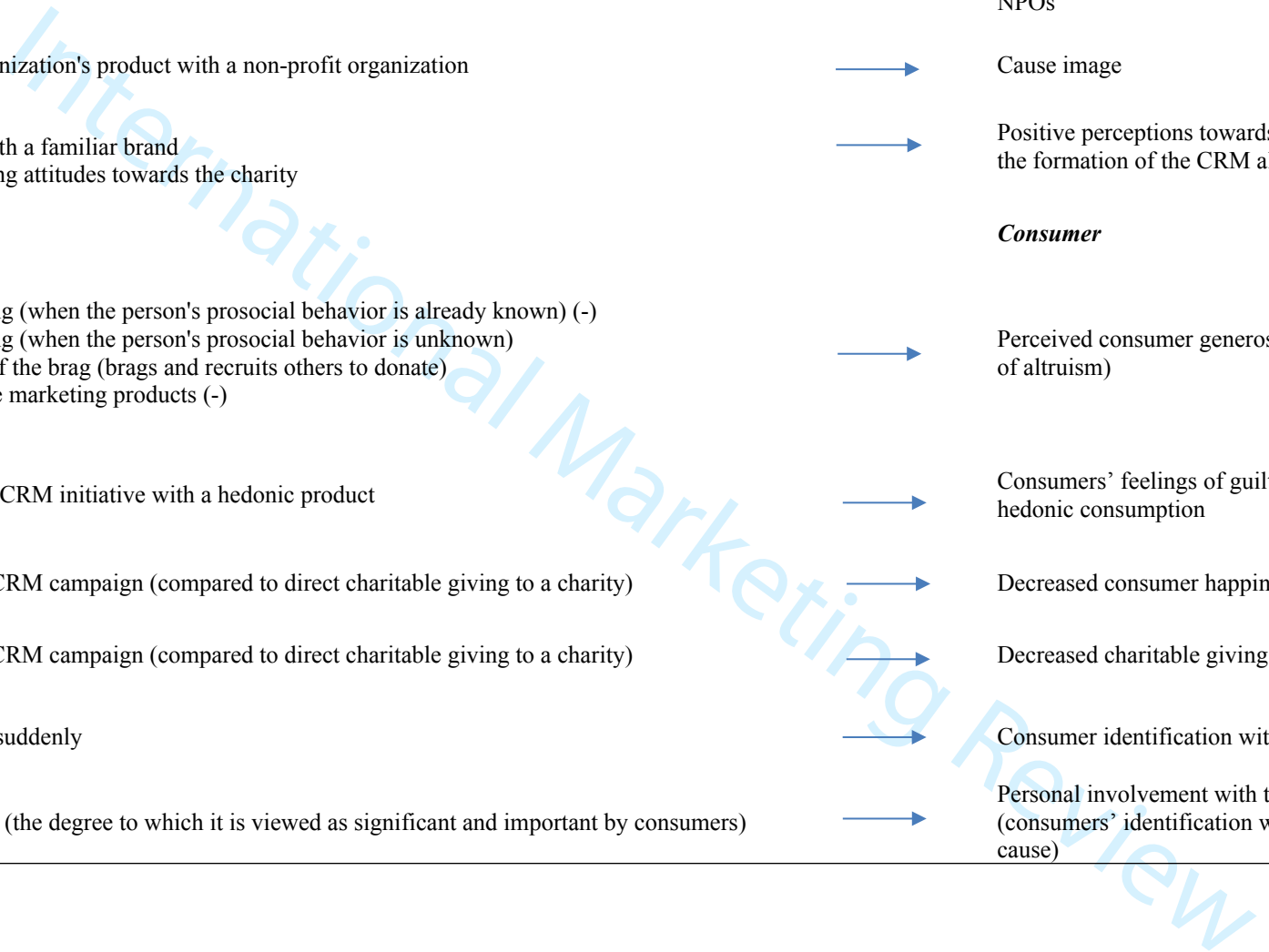


Consumer identification with the cause

Status of the cause (the degree to which it is viewed as significant and important by consumers)



Personal involvement with the cause (consumers' identification with a particular cause)



**TABLE 2**  
**Moderating variables**

Moderator	Moderators	Relationship
<i>Brand-related moderators</i>		
Brand salience	→	The positive effect of messages with buy content on attitude and behavioral intention toward the brand
Brand salience (negative moderator)	→	The positive effect of messages with buy content on attitude and behavioral intention toward the cause
Low brand-cause fit	→	The positive effect of informational message on attitude toward the brand
High brand-cause fit	→	The positive effect of message with buy content on attitude and behavioral intention toward the brand
Low brand-cause fit (negative moderator)	→	The positive effect of message with buy on attitude toward the cause
High brand-cause fit	→	The positive effect of informational message on behavioral intentions toward the cause
a) Brand social responsibility image b) Emotional brand attachment	→	The relationship between consumer Moral identity (MI) centrality and intention to purchase CRM sponsor brand
Brand familiarity	→	The relationship between type of cause and consumer attitudes and intentions
Brand loyalty	→	The effect of EDBP on brand quality image (The negative effect of EDBP is weaker (or insignificant) among non-loyal consumers)
Brand-cause fit	→	The positive effect of cause dominance on consumer favorability towards the cause
Brand-cause fit	→	The positive effect of brand dominance on consumer favorability towards the brand
Brand-Cause familiarity	→	The effect of cause-brand alliances on cause attitudes
Brand-Cause familiarity	→	The positive relationship between fit and attitude toward the sponsorship such that greater familiarity with the social cause diminishes the effect of fit on attitude toward sponsorship
Type of brand (symbolic and functional.)	→	CRM leads to the greatest consumer intention to join the social network sites (SNS) brand page, compared to a cause sponsorship
Brand consciousness (individuals high - versus low - in brand consciousness)	→	The relationships between brand/cause fit and consumer evaluative responses toward the ad message and the sponsoring brand
Popularity of a brand (unknown)	→	The positive effect of embedded premium promotion on consumer choice
<i>Product-related moderators</i>		
Low-value products	→	The effect of bidders' willingness to purchase in charity auctions
Expiration date-based pricing framing	→	The effect of EDBP on brand quality image (are insignificant or positive if EDBP is framed as a cause-related marketing activity)
Product type (functional products)	→	The effect of the match between an individual's self-schema and the sponsored cause on brand preference

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4	Product price (high)	→	The moderating negative effect of increased donation magnitude on the positive effects of donation framing on CRM
5			
6	Product price (low)	→	The positive effect of charity incentives in absolute dollar terms on CRM effectiveness
7			
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9	Product price (high)	→	The positive effect of charity incentives expressed as a percentage of a sale price on CRM effectiveness
10			
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13	Expiration date risk	→	The effect of Expiration date-based pricing (EDBP) on brand quality image (exposure to EDBP has a negative effect when consumers perceive a lower expiration date risk, but the effect is weaker (or insignificant) if consumers perceive a higher Expiration date risk
14			
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17	Hedonic or frivolous product	→	The positive impact of donation-to-charity incentives on brand preference and actual purchases
18			
19	Product type (indulgent)	→	The effect of self-construal on promotion preference for identity-congruent causes
20			
21			
22	Product type (utilitarian)	→	The concrete mindset evoked by a Buy-one Give-one promotion leads to favorable attitude toward the promotion
23			
24	a) Product-type (hedonic)		
25	b) Purchase-type (planned purchase contexts)	→	Cue congruency effect (product-cause fit and donation quantifier) positively affects purchase intentions
26			
27	Low price discount level	→	The effectiveness of a charitable donation on purchase probability
28			
29	High price discount level (negative moderator)	→	The effectiveness of a charitable donation (high) on purchase probability
30			
31			
32	High Product–cause fit	→	The relationship between corporate giving style and a) attitude toward the campaign and b) purchase intention
33			
34	High product–cause fit for both utilitarian and hedonic products	→	The positive link between nonmonetary corporate giving style and purchase intention for both utilitarian and hedonic products with a cause
35			
36			
37	Low product–cause fit for utilitarian products	→	The positive link between nonmonetary corporate giving style and purchase intention
38			
39	Low product–cause fit for hedonic products	→	The positive link between monetary corporate giving style and purchase intention
40			
41			
42	Product type (hedonic)	→	The duration of attention, pleasure and emotional arousal are positively related to the choice of cause-related products
43			
44	Product type (Utilitarian)	→	Customers focus on brand logo and donation amount while experiencing pleasure are positively related to the choice of cause-related products
45			
46	Type of product (hedonic)	→	The effect of CRM on willingness to buy
47			
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49			
50	Salespeople with lower levels of identification with the company	→	The influence of a sales representative's construed customer attitude toward the campaign on selling confidence
51			
52	Moderate Price discounts	→	The impact of CRM on sales
53			
54			
55	a) Cause scope (international causes)		
56	b) Cause acuteness (causes that occur suddenly)	→	Consumers evaluate more positively those campaigns that involve a primary need rather than a secondary need (cause type)
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**Employee-related moderators**

**Cause-related moderators**

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4	Charity efficiency (inefficient - negative)	→	The effect of self-construal on promotion preference for identity-congruent causes
5	Small Non-governmental organization (NGO)	→	The effect of firm size (small) on CM effectiveness
6	size		
7	Cause importance (health and human services	→	The relationship between type of cause and
8	cause categories)		consumer attitudes and intentions
9			
10	<b>Consumer-related moderators</b>		
11	Consumers' product expertise (less familiar)	→	The impact of the company's prosocial activities on perceived product performance
12			
13	Gender (women)	→	The positive effect of CRM on attitudes toward the firm and the cause
14			
15	Gender (women) - weaker result (negative	→	The negative effect of hedonism on consumer
16	moderator)		skepticism toward CRM advertising
17	Gender (men)	→	The positive effect of individualism on consumer
18			skepticism toward CRM advertising
19	Gender (women)	→	The negative effect of collectivism on consumer
20			skepticism toward advertising
21	Identity salience	→	the effect of self-construal on promotion preference for identity-congruent causes
22			
23	Consumers with collectivistic orientation	→	Corporate nationality (domestic firms) positively relate to consumer attitudes toward the firm
24			
25	Prosocial consumer behavior (unknown)	→	The positive effect of bragging on perceptions of altruism
26			
27	Known prosocial consumer behavior (negative	→	The positive effect of bragging on perceptions of
28	moderator)		altruism
29			
30	Altruism	→	a) The relationship between self-esteem and self-oriented Conspicuous Donation Behaviour
31			b) The relationship between materialism and other-oriented Conspicuous Donation Behaviour
32			
33			
34	Negative mood	→	The effect of processing fluency and need for cognition on skepticism and attitudes
35			
36	Individuals' need for cognition	→	the fluency effect on truth judgments
37			
38	Consumers with interdependent self-construal	→	The effect of CRM in improving brand image, consumer self-brand connection, and purchase intention
39			
40	Consumers' guilt-sensitivity	→	Hedonic products positively relate to product preference and choice
41			
42			The effect of the cause-brand alliance on post-
43	Familiarity with the cause: higher (lower)	→	attitudes toward the cause will be larger (smaller),
44	levels of cause familiarity		the effect of pre-attitudes toward the cause on the
45			cause-brand alliance will be larger (smaller), and
46			the effect of the cause-brand alliance on post-
47			attitudes toward the brand will be larger (smaller)
48	Individualistic cultural orientation	→	The influence of the association of pride (ego-focused moral emotion) on purchase intention for a social-cause product
49			
50	Self-construal (high interdependence)	→	The influence of the association of guilt (other-focused moral emotion) on purchase intention for social-cause product
51			
52	Fit between consumers' self-schema and the	→	Consumers with impression-relevant brand
53	cause		involvement positively relate to brand preference
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Consumers' temporal orientation (present oriented)	→	The positive influence of the temporal framing within the ad (proximal) for a CRM campaign on brand attitudes and purchase intentions
Consumers' temporal orientation (future oriented)	→	A societal need framed in distal terms coupled with a corporate response framed in distal terms leads to favorable (a) attitude toward the campaign, (b) brand attitude, and (c) purchase intentions
Higher levels of processing motivation	→	The effect of brand-cause fit on perceptions of nonprofit endorsement
Less-involved individuals	→	Positively framed rates on CRM campaign messages affect consumers' favorable attitudes towards the CRM campaign
Collectivism	→	The effect of novelty of a CRM campaign and perception of altruism of a company involved in a CRM campaign on consumer attitudes toward the CRM offer, advertisement, and company image.
(a) Consumers' positive perceptions of the retailer's motive for engaging in CRM (b) Consumer-cause affinity	→	The effects of retailer-cause fit on consumer evaluations and intentions associated with cause-related marketing activities
Consumer participation effort where higher participation requirements (e.g., mail-in proof-of-purchase) yield more negative purchase quantity effects.	→	The effects of purchase quantity on firm inferences and subsequent participation intentions
Consumers' direct breast cancer (cause focus) experience (negative moderator)	→	The relationship between consumers' years of participation in CRM events and consumers' identification with the organization
Ad skepticism (negative moderator)	→	Increased familiarity with an organization's CRM advertisement reduces consumer skepticism towards the CRM claim
Altruistic values	→	The relationship between attributions and consumer responses to social initiatives, including initiative evaluation and purchase intentions to corporate social initiatives
Consumer's goodwill is recognized publicly (privately)	→	Consumers who have a high (vs. low) desire to elevate their social status are more (vs. less) likely to show significantly favorable attitudes toward the CRM promotion and participate in the CRM promotion. Consumers who are stimulated (vs. not stimulated) by the guilt appeal of a CRM promotion are more (vs. less) likely to respond to the promotion positively
a) Customer's attitude toward helping others b) Consumers' warm glow motive c) Enhanced customers' cause involvement d) Cause-organization affinity	→	Donation amount effect on willingness to pay
Familiarity of consumers with Expiration date-based pricing	→	The effect of EDBP on brand quality image (weaker)
Collectivism	→	Consumers' choice of cause of a CM campaign increases a) willingness to pay for and b) purchase likelihood of products associated with such campaigns
<b>Company-related moderators</b>		
Low corporate competence	→	Promotional CSR induces a positive CSR image

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4	High corporate competence	→	Value-creating CSR induces a) positive CSR image, and; b) corporate trustworthiness
5	Property's (sponsor) national community proximity	→	The impact of community engagement on the sponsor's CSR image
6			
7	The size of performance quality trade-offs under conditions of interbrand heterogeneity increase	→	The impact of perceived CRM motivation to support causes on consumers' brand choice
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11	a) Low company - cause fit	→	Consumers' choice of cause of a CM campaign increases purchase likelihood of products associated with such campaigns
12	b) Goal proximity	→	
13	Company-cause fit (negative moderator)	→	Donation amount effect on willingness to pay
14	High perceived service quality (positive)		
15	Low perceived service quality (weakened or null)	→	The positive relationship between benevolence-motivated giving and consumer trust
16			
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18	Company's CSR history record (corporation has a weaker historical record of socially responsible behavior)	→	The positive effect of cause-related marketing on customer donations
19			
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21			The positive effect of individuals' social value orientations on: a) attitude towards the company, b) trust in the company, c) word of mouth, and d) favourable evaluations of the focal company's corporate abilities (i.e. product/service quality and innovativeness)
22			
23	High company-cause fit	→	
24			
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26			
27	(a) Positive CSR reputation		
28	(b) Low company-cause fit	→	The relationship between donation amount and perceived price fairness
29	(c) Simultaneous timing		
30	Feature (store)	→	The influence of cause marketing on customer profitability for a brand
31			
32			
33	Elaboration on firm-cause fit (negative moderator)	→	The relationship between perceptual congruence and participation intentions
34			
35	Elaboration firm-cause fit	→	The relationship between conceptual congruence) and participation intentions
36			
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38			
39	Donation framing in absolute dollar terms	→	The positive effect of product type (frivolous) on CRM effectiveness
40	Increased donation magnitude (negative moderator)	→	The positive effect of charity incentives in absolute dollar terms on CRM effectiveness
41			
42	Financial tradeoff (negative moderator)	→	The positive effect of donation size (large) on brand choice
43			
44	a) Donation framing (monetary) - negative		
45	b) Donation framing (non-monetary) - positive	→	The positive effect of donation size (large) on brand image
46			
47	High percentage of proceeds donated to charity	→	The positive effect of charity auctions on selling price (higher ending price)
48			
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51	CRM duration for the firm is lengthened	→	Collectivist consumers' favorable attitudes toward domestic firms
52	Social Alliance (SA) benefits-exploiting motive	→	The impacts of SA management routines on mutual trust and relational commitment
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4	Social Alliance relationship-building motive	→	The impacts of SA management routines on relational embeddedness and relational commitment
5			
6	a) CRM messages that combined text and image	→	The effectiveness of restaurant CRM ad on consumer attitudes toward alliance and behavioral intentions.
7	b) health cause category		
8			
9	Presence (or absence) of a charitable donation	→	Hedonic products positively relate to product preference and choice
10			
11	Regulatory focus (negatively moderates)	→	The effect of taxonomic partnerships on increasing consumer skepticism
12			

Notes: The table contains empirically tested variables that act as moderators either for independent variables or for dependent variables directly.

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**TABLE 3**  
**Mediating variables**

Mediator	Mediates	Relationship
Consumer expectancy to be seen as favorable	→	a) CRM leads to the greatest consumer intention to join the social network sites (SNS) brand page, compared to a cause sponsorship b) CRM results in the greater intention to invite friends to the brand page than cause sponsorship
Consumer inferences about the firm	→	The positive effect of firm donation amount on participation intentions
Consumer inferences about the firm	→	The negative effect of purchase quantity on participation intentions
Perceptions of strength of the CRM alliance	→	The effect of fit on CRM attitude
Attitude toward the sponsorship	→	The relationship between brand-cause fit and attitude toward the brand
Consumers' identification with the organization	→	a) Consumers' perception of organizational prestige, b) Consumers' years of participation in the event, and c) Consumers' primary motivation for participation in the event; are positively related to their identification with the organization.
Consumers' familiarity with an organization's CRM advertisement	→	Claim repetition (more exposures to a CRM advertisement) reduces consumer skepticism towards the CRM claim
Attributed company motives	→	The moderating role of company-cause fit on the donation amount effect on willingness to pay (mediated moderation)
Enhanced consumers' perceptions of personal role in helping the cause	→	The positive effect of allowing consumers to select the cause in a CM campaign on purchase likelihood and attitude toward the company
Enhanced consumers' perceptions of personal role in helping the cause	→	The moderating effects of fit and goal proximity on the effect of consumers' choice of cause of a CM campaign increases purchase likelihood of products associated with such campaigns
Consumer identification with the cause	→	The positive influence of the three cause attributes (a. cause type - causes that involve a primary need; b. cause acuteness - causes that occur suddenly, and; c. cause scope - international causes) on corporate image
Attitude toward the CRM	→	The moderating influence of consumers' temporal orientation (present and future oriented) on the link between temporal framing (proximal and distal) on purchase intentions and brand attitude (mediated moderation)
Salesperson cognitive identification with the company and selling confidence	→	The influence of a sales representative's construed customer attitude toward the cause campaign on selling behavioral performance
Consumers' belief that the firm is acting in a socially responsible manner	→	Positively framed rates on CRM campaign messages affect consumers' favorable attitudes towards the CRM campaign
Firm's consumer trust level	→	The influence of CRM induced attributions on patronage intentions and recommendation intentions
Inferred sincerity of motives	→	a) The influence of information source on company evaluations and; b) the influence of benefit salience on company evaluations
Perceived sincerity of motives	→	The effect of high CSR/Adv ratio on company evaluations
Customer-corporate identification	→	The positive effect of cause-related marketing on customer donations
a) Dependence b) Relationship	→	The positive effect of (a) reputation on the achievement of organisational and social objectives; (b) non-financial resources on the achievement of organisational and social objectives; and (c) cash investment on the achievement of organisational and social objective

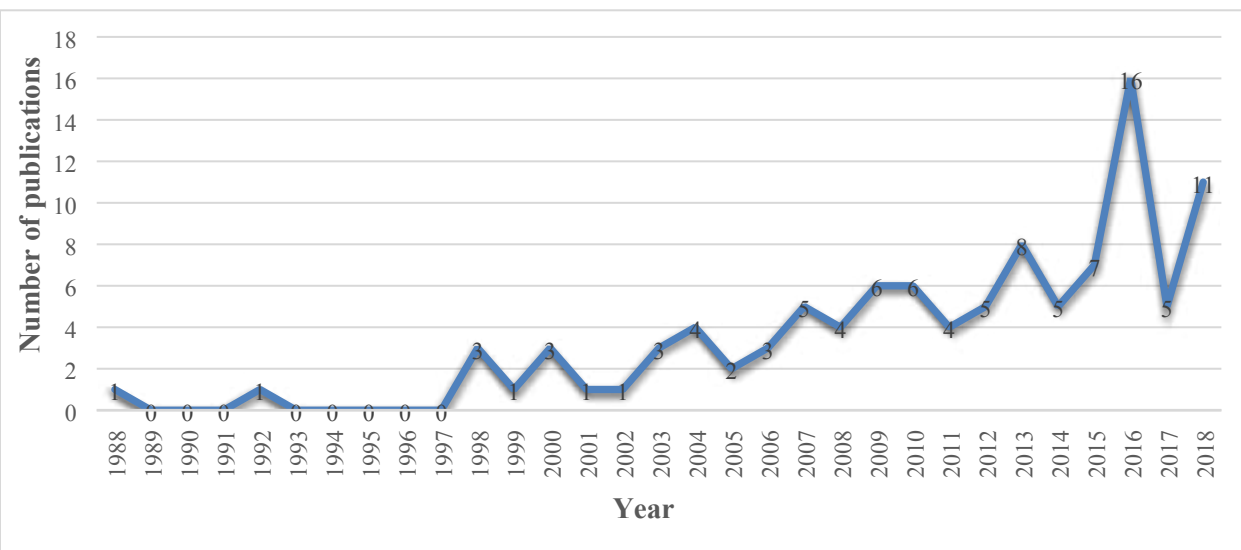
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3	Consumers' attribution of partner motives	→	The positive effects of message (informational), brand salience and brand-cause fit on attitude toward the brand and cause
4			
5	Consumers' perceptions of the company's corporate abilities (i.e. product/service quality and innovativeness)	→	The interaction between Individual's social value orientation and moderating role of company-cause fit on consumers' responses towards the company in terms of attitudes, trust, and word of mouth.
6			
7	a) Perceived sincerity	→	1) Status of cause positively influences a) interest and b) favourability
8	b) Personal involvement	→	2) Company-cause fit positively influences favourability
9			
10	a) Altruistic attributions	→	The positive effect of image fit on the formation of brand corporate social responsibility consumer perception (CSR perception) in a cause-brand alliance (CBA) context
11	b) Brand credibility	→	
12			
13	Perceived helpfulness of the donation	→	The influence of Buy-one Give-one promotions on attitude toward the CM promotion
14			
15	CSR attributions	→	The joint effect of corporate nationality and cultural orientation on attitudes toward the firm.
16			
17	Consumers' warm-glow good feelings	→	The impact of CM on purchase intention across the price discount conditions
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23	Attributed company motives	→	a) The moderating impact of CSR reputation, timing and company-cause fit on the link between donation amount and price fairness (In the context of price increase)
24			b) 1) the main effect of donation amount on purchase intention and 2) the moderating role of timing on the donation amount effect on purchase intentions.
25			
26			
27	Intrinsic motivation	→	The effect of bragging on altruism. Bragging about prosocial behavior decreases the perception that the actor was intrinsically motivated to help, which in turn decreases perceptions of altruism.
28			
29	Mutual trust, relational embeddedness and relational commitment	→	The relationship between social alliance management routines and social alliance performance
30			
31	(a) perceived cause importance	→	
32	(b) sequentially	→	
33	by both cause importance and perceived CSR	→	The relationship between effort requirements and participation intentions
34			
35			
36	Inferred company motives	→	The interaction among product-cause fit, corporate giving style, and product type with regard to participants' willingness to pay
37			
38	Visual attention, pleasure and emotional arousal	→	The effect of cause-related products on consumer's choices (foster cause-related marketing effectiveness)
39			
40	Guilt reduction	→	The effect of CRM on hedonic purchase intention
41	a) Empathy	→	The relationship between consumer self-construal and consumer responses to corporate CRM
42	b) Moral identity	→	
43	Altruistic attributions	→	The effect of community engagement on the sponsor CSR image
44	Firm motivations	→	Elaboration has a positive effect on participation intentions
45	Guilt	→	The influence of charity appeals on purchase intent toward luxury brands
46	Consumers' trust in a retailer's CrM campaign	→	The relationship between consumers' trust in CrM in general and retail store loyalty
47			
48	Consumer empowerment and engagement	→	CM with choice strengthens brand attachment and brand attitude
49			
50			
51	Consumption guilt	→	Preferences for hedonic (but not utilitarian) products are moderated by the presence (or absence) of a charitable donation and by consumers' guilt-sensitivity
52			
53	Perceived effort, then by perceived sincerity, and finally by feelings of gratitude	→	The effect of firm size (small) on CM effectiveness
54			
55	Trust in the partnership	→	The positive impact of thematic partnerships on willingness to purchase
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4	Distrust	→
5		The moderating effects of effect of Expiration date-based pricing, expiration date risk, and loyalty on brand quality image (mediated moderation)
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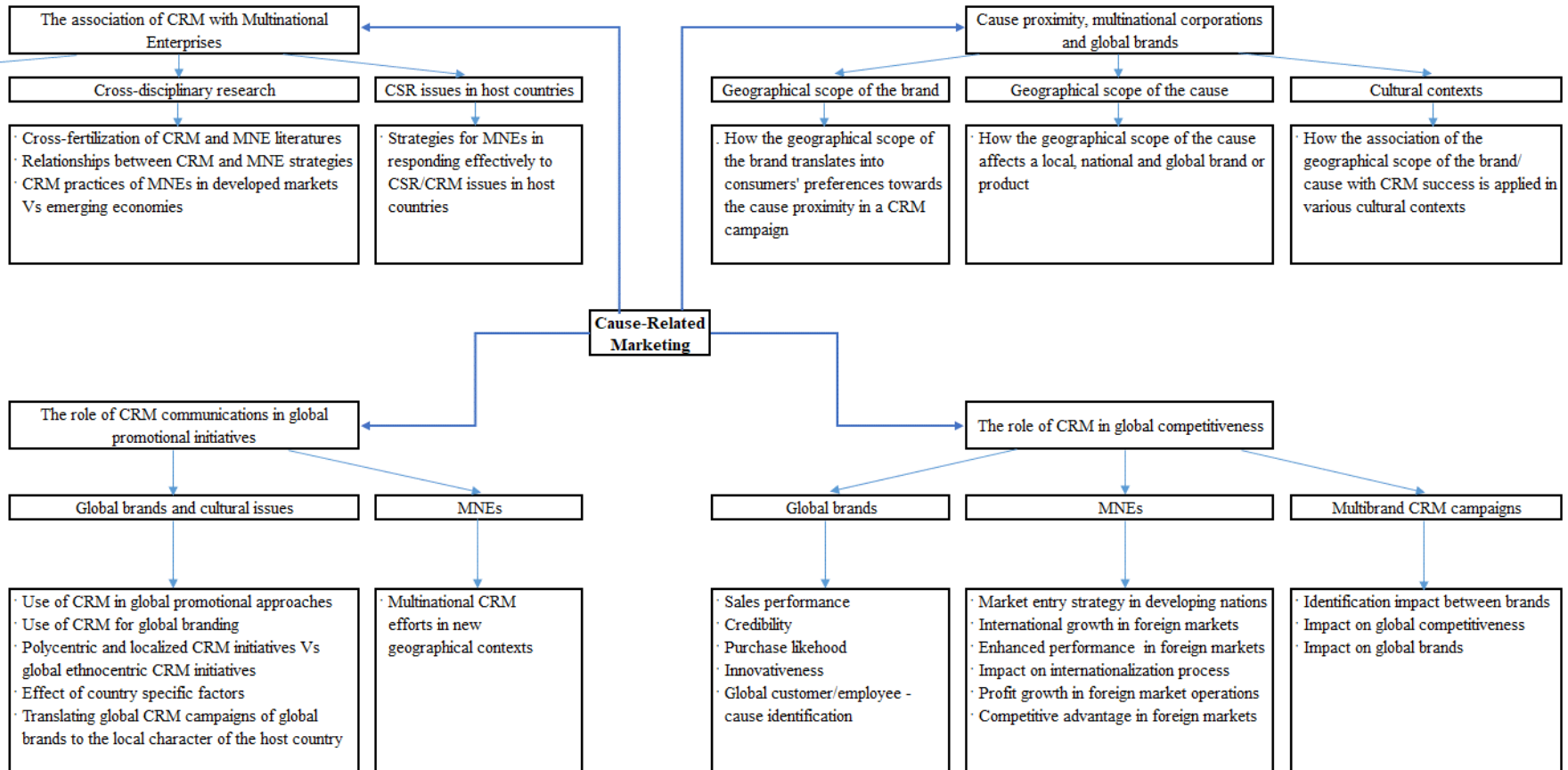
**FIGURE 1**  
**Evolutionary development of the cause-related marketing literature**



Notes: This figure illustrates the number of CRM studies published every year since the first publication in 1988 until 2018, before the writing of this paper (January 2019).

International Marketing Review

**FIGURE 2**  
**Cause-Related Marketing and International Marketing Research: a future research directions framework**

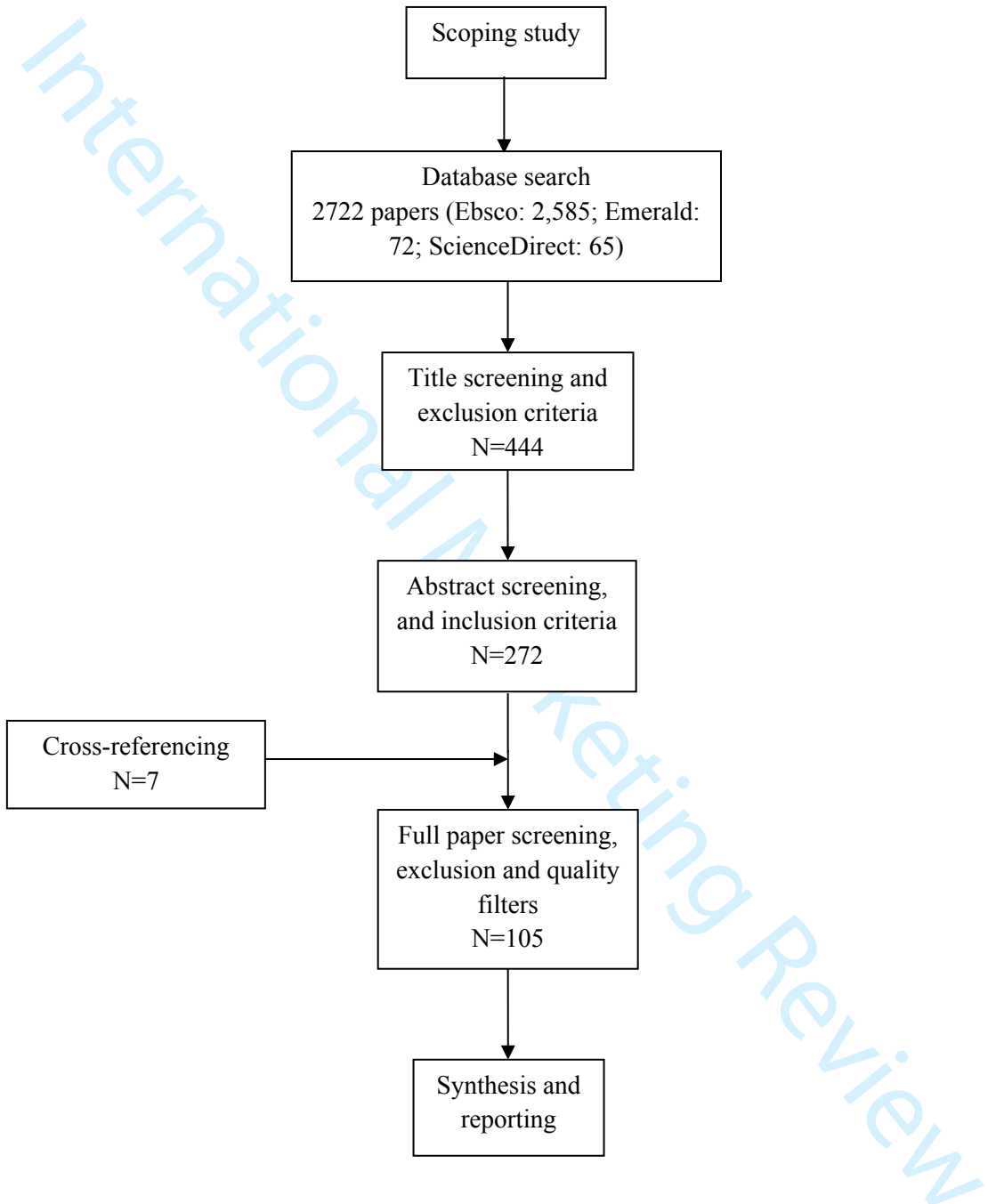




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**APPENDIX 1**

**Flow diagram of the systematic review process**



**APPENDIX 2**  
**Quality assessment criteria**

Element	Score Level				
	0: absent	1:low	2:medium	3:high	Not applicable
<b>Theoretical Contribution</b>	The article does not provide enough information to assess this criterion	Limited awareness of existing wisdom and debates and weak development of the critical insights	Basic awareness of existing wisdom and debates and fair development of the critical insights	Deep and high awareness of existing wisdom and debates good development of the critical insights	This element is not applicable to the manuscript
<b>Practical Implications</b>	The article does not provide enough information to assess this criterion	Difficult to apply the concepts and theories to practice	Findings have potential implication for organizations and policy makers	The usage of concepts and ideas in practice is clear	This element is not applicable to the manuscript
<b>Methodological rigor and rationale</b>	The article does not provide enough information to assess this criterion	Weak research design and data not related to theory	Fair research design and data related to theory although there are some gaps	Robust research design and data strongly related to theory	This element is not applicable to the manuscript
<b>Sampling adequacy (representativeness and generalizability)</b>	The article does not provide enough information to assess this criterion	Only to the population examined and not so representative	Generalizable and to businesses of similar characteristics. Fair degree of representativeness of the examined population.	High level of generalizability. Perfect representativeness of the examined population.	This element is not applicable to the manuscript
<b>Contribution</b>	The article does not provide enough information to assess this criterion	Does not make a significant contribution. No clarity of the advances it makes.	Despite applying other's ideas, Builds upon the existing wisdom.	Further develops existing wisdom and expands the field	This element is not applicable to the manuscript

**APPENDIX 3**  
**Journals with the most publications of CRM studies**

<b>Publication Outlet</b>	<b>ABS Journal Rank</b>	<b>No. of Articles</b>	<b>Weight (%)</b>
European Journal of Marketing	3	15	14%
Journal of Business Research	3	12	11%
Journal of Business Ethics	3	11	10%
Journal of the Academy of Marketing Science	4*	7	7%
Journal of Advertising	3	6	6%
Journal of Consumer Psychology	4*	6	6%
Journal of Retailing	4	6	6%
Psychology & Marketing	3	6	6%
International Journal of Research in Marketing	4	5	5%
International Marketing Review	3	4	4%
Journal of Marketing	4*	4	4%
Journal of Marketing Research	4*	3	3%
Journal of Public Policy & Marketing	3	3	3%
International Journal of Contemporary Hospitality Management	3	2	2%
Journal of Consumer Research	4*	2	2%
Management Science	4*	2	2%
Marketing Letters	3	2	2%
Marketing Science	4*	2	2%
Business & Society	3	1	1%
California Management Review	3	1	1%
Food Policy	3	1	1%
International Journal of Hospitality Management	3	1	1%
Journal of Advertising Research	3	1	1%
Journal of International Marketing	3	1	1%
Nonprofit & Voluntary Sector Quarterly	3	1	1%

Notes: Journals are ranked according to the number of CRM studies they had published to date.

**APPENDIX 4**  
**Industries analyzed by 94 empirical articles**

Citation	Industry Focus
Bower & Grau, (2009)	Early learning tools
Robinson et al. (2012)	Candies, calculators, notebooks and shampoos
Liu et al. (2010)	Retail, financial, consultancy
Dean, (2003)	Athletic shoes
Haruvy & Leszczyc, (2009)	Auction
Leszczyc & Rothkopf, (2010)	Auction
Krishna & Rajan, (2009)	Beverages
Arora & Henderson, (2007)	Bottled water and banks
Jeong et al. (2013)	Bottled water
Lafferty et al. (2004)	Bottled water and canned soup
Koschate-Fischer et al. (2012)	Bottled water, chocolate cereal bars and milk chocolate
De Vries & Duque, (2018)	Chocolates and milk
Lichtenstein et al. (2004)	Computers, calculators and natural foods
Pracejus et al. (2003)	DVD players and printers
Vanhamme et al. (2012)	Electronics
Yoon et al. (2006)	Faber-Castle pens
Kim & Johnson (2013)	Fashion products
Mekonnen et al. (2008)	Financial Services
Lafferty & Goldsmith, (2005)	Food
Ballings et al. (2018)	Food
Müller et al. (2014)	Chocolate bars, toothpaste, beer and detergent
Theotokis et al. (2012)	Grocery retail
Gorton et al. (2013)	Grocery retail
Kim et al. (2016)	Hospitality

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4	Olsen et al. (2003)	Ink-jet printer
5	La Ferle et al. (2013)	Manufacturing
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7	Vlachos et al. (2009)	Mobile services
8		
9	Strahilevitz & Myers, (1998)	Multiple industries
10		
11	Lefroy & Tsarenko, (2013)	Nonprofit
12		
13	Samu & Wymer, (2014)	Online bookstore
14		
15	Nan & Heo, (2007)	Orange juice
16		
17	Lafferty, (2007)	Personal care (shampoo)
18		
19	Grau & Folse, (2007)	Pharmaceutical
20		
21		Shampoo, toilet paper, color ink-jet printer, electronic
22	Chang, (2008)	dictionary, compact disc with classical music, movie
23		ticket, bed-side stereo system, DVD recorder - player
24		
25	Hartmann et al. (2015)	Retail
26		
27	Liston-Heyes & Liu, (2010)	Retail and finance
28		
29	Barone et al. (2007)	Retail
30		
31	Folse et al. (2010)	Retail and manufacturing
32		
33	Vock et al. (2013)	Telecommunication services
34		
35	Barone et al. (2000)	Televisions and Personal computers
36		
37	Winterich & Barone, (2011)	Bottled water, cereal, coffee, tea
38		
39	Yoon et al. (2006)	Tobacco and oil industries
40		
41	Bigné et al. (2012)	Toiletries and cosmetics
42		
43	Ellen et al. (2000)	Grocery and building supply
44		
45	File & Prince, (1998)	Wholesale, service, manufacturing and retail
46		
47	Larson et al. (2008)	Women products
48		
49	Samu & Wymer, (2009)	No indication
50		
51	Basil & Herr, (2006)	No indication
52		
53	Pracejus & Olsen, (2004)	No indication
54		
55	Zdravkovic et al. (2010)	No indication
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57	Cornwell & Coote, (2005)	No indication
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4	Krishna, (2011)	No indication
5	Singh et al. (2009)	No indication
6		
7	Liu, (2013)	No indication
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9	Youn & Kim, (2008)	No indication
10		
11	Chowdhury & Khare, (2011)	No indication
12		
13	Liu & Ko, (2011)	No indication
14		
15	Tangari et al. (2010)	No indication
16		
17	Webb & Mohr, (1998)	No indication
18		
19	Ross III et al. (1992)	No indication
20		
21	Chang & Cheng, (2015)	No indication
22		
23	Liston-Heyes & Liu, (2013)	No indication
24		
25	Strahilevitz, (1999)	No indication
26		
27	Hamby, (2016)	No indication
28		
29	Das et al. (2016)	No indication
30		
31	Choi et al. (2016)	No indication
32		
33	Andrews et al. (2014)	No indication
34		
35	Koschate-Fischer et al. (2016)	No indication
36		
37	Dubé et al. (2017)	No indication
38		
39	Berman et al. (2015)	No indication
40		
41	Liu et al. (2018)	No indication
42		
43	Howie et al. (2018)	No indication
44		
45	Sabri, (2018)	No indication
46		
47	Chang et al. (2018)	No indication
48		
49	Guerreiro et al. (2015)	No indication
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51	He et al. (2016)	No indication
52		
53	Baghi & Antonetti, (2017)	No indication
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55	Wallace et al. (2017)	No indication
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57	Yang & Yen, (2018)	No indication
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59	Duarte & Silva, (2018)	No indication
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4	Zhang & Hanks, (2017)	No indication
5	Chen et al. (2018)	No indication
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7	Plewa et al. (2016)	No indication
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9	Chen & Huang, (2016)	No indication
10		
11	Kuo & Rice, (2015)	No indication
12		
13	Hagtvedt & Patrick, (2016)	No indication
14		
15	Zasuwa, (2016)	No indication
16		
17	Choi & Seo, (2017)	No indication
18		
19	Kull & Heath, (2016)	No indication
20		
21	Zemack-Rugar et al. (2016)	No indication
22		
23	Lafferty & Edmondson, (2014)	No indication
24		
25	Mendini et al. (2018)	No indication
26		
27	Chernev & Blair, (2015)	No indication
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29	Leszczyc et al. (2015)	No indication
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**APPENDIX 5**  
**Distribution of studies by region and level of development**

Citation	Sample Geographical Location	Region
Andrews et al. (2014)	China	East Asia
Arora & Henderson, (2007)	US	America
Baghi & Antonetti, (2017)	Italy	Europe
Ballings et al. (2018)	US	America
Barone et al. (2000)	US	America
Barone et al. (2007)	US	America
Basil & Herr, (2006)	No indication	No indication
Berman et al. (2015)	US	America
Bigné et al. (2012)	Spain	Europe
Bower & Grau, (2009)	US	America
Chang, (2008)	Taiwan	East Asia
Chang & Cheng, (2015)	Taiwan	East Asia
Chang et al. (2018)	No indication	No indication
Chen et al. (2018)	Canada	North America
Chen & Huang, (2016)	China	East Asia
Chernev & Blair, (2015)	US	America
Choi & Seo, (2017)	US	America
Choi et al. (2016)	Canada, India, US and South Korea	North America, America, South Asia and East Asia
Chowdhury & Khare, (2011)	US	America
Cornwell & Coote, (2005)	No indication	No indication
Das et al. (2016)	US	America
De Vries & Duque, (2018)	No indication	No indication
Dean, (2003)	US	America
Duarte & Silva, (2018)	Portugal	Europe
Dubé et al. (2017)	China	East Asia
Ellen et al. (2000)	US	America
File & Prince, (1998)	US	America
Folse et al. (2010)	US	America
Gorton et al. (2013)	UK	Europe
Grau & Folse, (2007)	US	America
Guerreiro et al. (2015)	No indication	No indication
Hagtvedt & Patrick, (2016)	US	America
Hamby, (2016)	US	America
Hartmann et al. (2015)	German	Europe
Haruvy & Leszczyc, (2009)	US	America
He et al. (2016)	No indication	No indication



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3	Howie et al. (2018)	US	America
4	Jeong et al. (2013)	US	America
5	Kim & Johnson (2013)	US and Korea	America and East Asia
6	Kim et al. (2016)	US	America
7	Koschate-Fischer et al.		
8	(2016)	Germany	Europe
9	Koschate-Fischer et al.		
10	(2012)	Germany	Europe
11	Krishna, (2011)	US	America
12	Krishna & Rajan, (2009)	US	America
13	Kull & Heath, (2016)	US	America
14	Kuo & Rice, (2015)	US	America
15	La Ferle et al. (2013)	India and US	South Asia and America
16	Lafferty, (2007)	US	America
17	Lafferty & Edmondson,		
18	(2014)	US	America
19	Lafferty & Goldsmith,		
20	(2005)	US	America
21	Lafferty et al. (2004)	US	America
22	Larson et al. (2008)	No indication	No indication
23	Lefroy & Tsarenko, (2013)	No indication	No indication
24	Leszczyc & Rothkopf,		
25	(2010)	No indication	No indication
26	Leszczyc et al. (2015)	Canada	North America
27	Lichtenstein et al. (2004)	US	America
28	Liston-Heyes & Liu, (2010)	UK	Europe
29	Liston-Heyes & Liu, (2013)	Canada	North America
30	Liu, (2013)	UK	Europe
31	Liu & Ko, (2011)	UK	Europe
32	Liu et al. (2018)	UK	Europe
33	Liu et al. (2010)	UK	Europe
34	Mekonnen et al. (2008)	UK	Europe
35	Mendini et al. (2018)	US	America
36	Müller et al. (2014)	Germany	Europe
37	Nan & Heo, (2007)	US	America
38	Olsen et al. (2003)	No indication	No indication
39	Plewa et al. (2016)	Australia	Oceania
40	Pracejus & Olsen, (2004)	US	America
41	Pracejus et al. (2003)	Canada	North America
42	Robinson et al. (2012)	US	America
43	Ross III et al. (1992)	US	America
44	Sabri, (2018)	France	Europe
45	Samu & Wymer, (2009)	No indication	No indication
46	Samu & Wymer, (2014)	Canada	North America
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3	Singh et al. (2009)	Norway	Europe
4	Strahilevitz, (1999)	US	America
5	Strahilevitz & Myers, (1998)	US	America
6	Tangari et al. (2010)	US	America
7	Theotokis et al. (2012)	Greece, UK, Ireland	Europe
8	Vanhamme et al. (2012)	Netherlands	Europe
9	Vlachos et al. (2009)	Greece	Europe
10	Vock et al. (2013)	Netherlands	Europe
11	Wallace et al. (2017)	Ireland	Europe
12	Webb & Mohr, (1998)	No indication	No indication
13	Winterich & Barone, (2011)	US	America
14	Yang & Yen, (2018)	Taiwan	East Asia
15	Yoon et al. (2006)	No indication	No indication
16	Yoon et al. (2006)	No indication	No indication
17	Youn & Kim, (2008)	US	America
18	Zasuwa, (2016)	Poland	Europe
19	Zdravkovic et al. (2010)	US	America
20	Zemack-Rugar et al. (2016)	US	America
21	Zhang & Hanks, (2017)	US	America
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