

# Cause-related marketing model in the dairy food industry based on the grounded theory

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## Abstract

Cause-related marketing is a new marketing strategy for fulfilling the social responsibility of companies, which pays attention to the social needs of altruism and personal needs. This marketing model can be used well in markets with intense competition and towards saturation, such as the food industry, which leads to competitive advantages in the non-price competition of companies, brand differentiation, and obtaining a suitable competitive position for the companies' products. Therefore, this study aimed to design a cause-related marketing model in the dairy food industry and identify parameters and components by interviewing academic and industry experts using the qualitative analysis method. The study population included academic experts and senior managers of the dairy food industry in 12 people until theoretical saturation. A semi-structured interview and the Delphi method were used to collect data, which were analyzed in MAXQDA software. Accordingly, 16 components were extracted from four main components of dimensions. Dimensions related to the company (with dimensions; company's marketing mix; company's resources and capabilities; campaign execution, the perspective of the company's managers and stakeholders), dimensions related to customers (with dimensions; people's beliefs, people's attitudes; people's values, demographic factors, motivation social factors and the individual's experience and awareness), dimensions related to the campaign (with dimensions; method of aid or cause-related activity, place of support or cause-related activity, validity and importance and urgency of the cause-related campaign) and cause-related marketing results (with components of financial and non-financial results) were classified. In the end, a conceptual model was presented.

Keywords: Cause-related marketing, People's attitude, Marketing mix, Benevolent campaign, The dairy industry  
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## 1 Introduction

Today's consumers consider the social responsibility of organizations and companies when choosing a product or service, and quality is not the only important factor in their use or purchase. Many companies want commercial cooperation with specific nonprofit organizations to achieve commercial benefits. Cause-related marketing is an example

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of such collaborations and social responsibility, which allows consumers to make informed purchase choices and pay attention to the moral values, beliefs, and social and emotional needs of other members of society [16]. Despite the nascent nature of this field compared to commercial and traditional marketing, its attention to commercial, ethical principles in social development has caused it to be highly appreciated by companies and industries [18]. The food industry and especially dairy products are one of the industries that can make good use of this marketing method, along with the variety of products and companies and businesses active.

In recent years, the dairy food industry has seen intense competition due to the large number of companies operating in Iran and the wide variety and demand for products. The product and brand expansion strategy to achieve further growth in Iran's dairy food industry has dramatically increased. When offering various products, they consciously or unconsciously use this strategy. The Iranian dairy products industry is characterized by more than 50 active brands and intense competition. Brand loyalty, ideal conditions for providing new products, and the creation of new businesses require differentiation. Cause-related marketing is one of the essential activities and strategies in construction and differentiation, leading to competitive advantages in the non-price competition of companies. Based on the concept of cause-related marketing, the marketing managers of these companies must consider important factors such as consumer demands and society's interests in the short and long term in determining their marketing strategies and policies. Over time, there have been radical changes in consumers' purchase preferences. Consumers are more than ever looking for the companies' products that fulfill their duties and ethical business principles. Therefore, cause-related marketing as a social approach helps companies better cover society's responsible needs and gain a significant share of the growing market of consumers familiar with society's issues [14].

Some of the cause-related activities by the dairy industry inside Iran in active participation regarding ethical and humanitarian activities are developing, equipping, and renovating educational spaces, roads and equipping clinics in deprived and less developed areas in the provinces, helping cancer and incurable patients, distributing milk and dairy products and supporting the education of children and teenagers in deprived and less developed areas, helping nurseries, care centers for the disabled and homes for the elderly, help to flood and earthquake victims in different parts of the country, such as Kermanshah and Sarpol-e Zahab, East Azarbaijan, Sisakht. Necessary arrangements in the buildings of the food industry company to save energy and water consumption, manage and reduce waste production by using modern and clean technologies to protect the environment in these industries, support various cultural and artistic fields, support some people and businesses affected during the COVID-19, distributing masks and disinfectants in deprived and less developed areas.

The increasing price of products due to inflation and some sanctions is one of the problems faced by the country's food and dairy products. The reduction in people's purchasing power should also be added. The right strategy for dairy companies can be to focus on cost reduction models with the help of increasing productivity and effectiveness. Advertising is one of the high costs for Iranian food companies, which is ineffective, a waste of money, and sometimes counterproductive such as excessive and repetitive TV ads. Therefore, companies can use these costs for cause-related marketing. In addition, the culture of dairy consumption in Iran is significantly lower than its global per capita consumption, which can influence their acceptance of these products through the consumers' awareness of the cause-related activities of dairy companies. Therefore, dairy companies see this as an opportunity. They should perform their Cause-related activities in the best way under their social and national responsibilities by linking cause-related marketing activities to business marketing strategies while improving the quality of products.

The increase in the use of this method in recent years in Iran shows that the view of economic enterprises on the issue of charity and its role in improving people's attitude towards the brand and promoting sales is serious. This new marketing strategy is becoming a severe current in today's competitive environment of Iran's industries. People are sensitive to charity discussions and charitable contributions, which makes cause-related marketing by businesses and industries essential. Incorrect use of this marketing method and disregarding people's considerations and concerns can lead to the failure of this strategy and people's pessimism toward the performance of these companies in the future [4]. An extensive review of cause-related marketing literature shows the need to develop theoretical and methodological approaches and the lack of a comprehensive classification in a native model of indicators in cause-related marketing in general and cause-related marketing in the dairy industry. Therefore, this study aimed to identify cause-related marketing indicators in active companies in the dairy industry and develop and explain a model with advantages and applicability for companies involved in this field.

## 2 Research literature

[12] analyzed the attitudinal effect of a cause philanthropy marketing campaign that goes viral through social networks. The results showed that word-of-mouth advertising and sharing and promotion of brands and food companies,

which are good marketing campaigns, received quick and appropriate feedback from users on social networks. Users remembered well-known brands in charitable activities, affecting viral word-of-mouth advertising, consumer transparency, and attitude towards companies. [16] used Decomposed theory of planned behavior (DTPB) to investigate the factors of charity marketing and showed that companies with an overall image of their services strengthen product links through effective marketing and highlighting their cause-related nature. Familiarity with products, perceived risk, understanding of ethics, and normative and comparative references on perceived social norms of charity activities are adequate for purchase intention. [11] showed that the functional fit and image of the company's social actions (Cause-related activities) are the main predictors of companies' perceived ability and credibility, directly affecting customer satisfaction. Credibility also indirectly affects customer satisfaction and loyalty through perceived social responsibility. [17] indicated that cause-related marketing has direct dimensions (management, economic, and characteristics of Cause-related activities) and indirect (social, knowledge and awareness, cultural, religious, and geographical components). [7] evaluated the effect of improving company image through goodwill marketing in the food industry. Evidence from the food industry has shown that a goodwill marketing campaign gives confidence to the company and surprisingly improves the company's brand image. This concept of orientation towards corporate social responsibility is useful. The participants' willingness to change their favorite snack brand to a corporate brand with cause-related social and environmental activities was done without difficulty and resistance. [6] concluded that variables of perceived cause-related marketing image, recognition and recall of the company by the consumer and understanding of the reason for using cause-related activities are influential in the consumer's attitude towards cause-related activities and the intention to visit the hypermarket. [14] reported that Cause-related marketing has a positive and significant effect on attitude, mental norms, perceived behavior control, and, finally, on the consumer's intention to buy food. [13] investigated the effect of donation size on brand choice (tactical success of cause-related marketing) and brand image (strategic success of cause-related marketing). A high amount of financial aid if it does not cause any cost to the consumer and the form of non-monetary support improves the brand image.

Cause-related marketing has a positive and significant effect on brand attractiveness, moral feelings, and consumer purchase intention, but it has an inverse and significant impact on consumer pessimism. Moreover, ethical feelings and consumers' identity with the company positively and meaningfully affect purchase intention. Finally, consumer pessimism has a negative impact on the intention to purchase Cause-related marketing products. [9] stated that the success factors of Cause-related marketing in Iran have the dimensions of "product considerations," including the components of product innovation, product quality, and product nature, "advertising considerations," including the components of celebrity presence, various tools/verbal advertising and quantity and advertising quality, "customer considerations," including the components of loyalty, customer income, previous experience, motivation, and desire, customer perception of the company's ethics, belief and perspective, "financial considerations," including the components of the amount of financial assistance of the organization, the type and method of assistance and the financial aid amount of customers, "strategic considerations," including the components of clarification, duration and frequency of program repetitions, creativity in programs, and appropriateness of programs, and "general considerations," including the components of the company's credibility, cooperation with charitable institutions, and charity issues. [5] indicated that cause-related marketing effectively attracts customers in food companies. The mediating role of customer attitude, satisfaction, loyalty, and purchase intention variables effectively attracts customers to this company. Therefore, cause-related marketing allows the company to use its beneficial activities with different marketing techniques to achieve synergy between its social and strategic goals. [2] categorized five main factors, including customer characteristics, service marketing mix (7p), organizational assistance form, social results for the company, financial results for the company for presenting a model in the field of the influence of charitable marketing components on brand equity in the insurance industry. [4] investigated the effect of cause-related marketing on moral judgment and increasing consumer purchase intention in the stimulus-organism-response (SOR) framework. Based on this study, cause-related marketing strategies (brand-cause fit, affinity with the cause, and the importance of the cause) as a stimulus positively affect the consumer's moral judgment and identity with the company (organism). This, in turn, may affect the consumer's behavioral response in cause-related marketing activities to purchase decisions (response). [8] investigated the role of corporate social responsibility in the purchasing decision of consumers in a market saturated with food companies. Based on the results, the social responsibility of food companies, such as cause-related activities and the ethical use of marketing in saturated food markets, both directly and through the mediation of the promotion factor, influence consumer purchase decisions.

### 3 Research method

This study provided a framework for applying the charitable marketing model in the dairy food industry as fundamental-applied research. This cross-sectional study was conducted by the library method to provide theoret-

ical foundations and semi-structured interviews with experts with the foundation's data approach. The indicators were identified and approved by experts using the Delphi method after implementing it in MAXQDA software and performing open and axial coding.

#### 4 Population and statistical sample

After conducting each interview, the researcher immediately analyzed it, extracted the initial codes, and enriched his subsequent interviews using the extracted analyses. In each interview, codes were removed, some of which were repeated, and some new codes appeared. As the work progressed and the number of new regulations decreased, the researcher reached theoretical saturation.

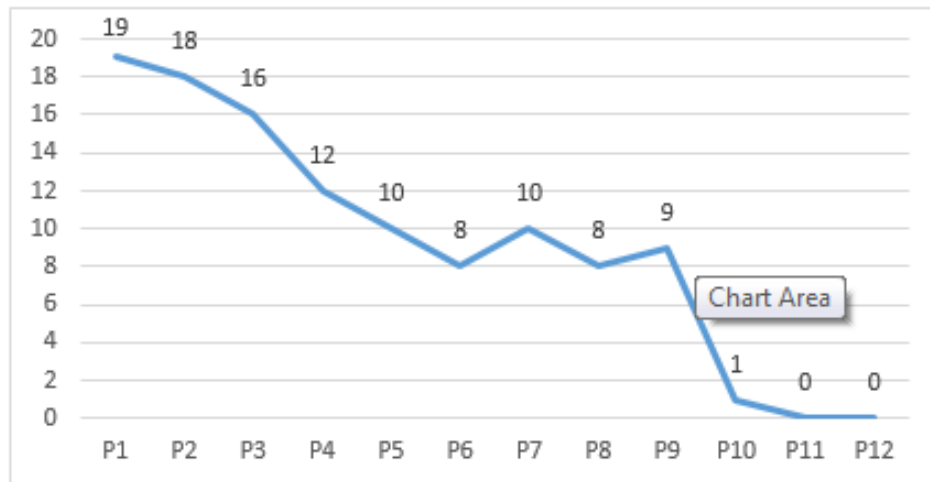


Figure 1: New codes appearing in each interview and reaching theoretical saturation

#### 5 Data collection and analysis method

In this qualitative research, the literature and background related to the charity marketing concept were examined first. The data were analyzed with the help of interviews with managers and experts of the statements extracted under the title of critical concepts with the Grounded data approach with the help of MAXQDA 2020 software. In the following, the leading indicators and components identified using the Delphi method have been approved by experts.

Glaser's method was used based on the argument of the superiority of Glaser's method over Strauss's method, which limits the researcher to accept the framework. The data obtained from the interviews were used, and the data were analyzed using the Grounded theory method in three stages, including the process of open (extracting critical points from the interview and assigning a code to each of them), central (combining and transforming similar codes primary code), and selective coding (combining and changing principles and transforming them into a model).

#### 6 Validity and reliability of research

The research was validated using re-examination by the participants. Non-participating experts in the study used the review method the theoretical saturation point was reliable. Reaching the theoretical saturation point indicates the reliability of the grounded theory research method. Reaching the theoretical saturation point suggests the reliability of the grounded theory research method. The content validity and percentage agreement coefficient method (90) were used respectively to determine the validity and reliability of the interview questions. In the narrative method, the content of the interview questions was controlled by five experts from the statistical community, supervisors, and consultants. The interviews were conducted after applying the necessary statistical and scientific corrections.

## 7 Research findings

The coding paradigm of this research is derived from Glaser's point of view, which is not limited to a predetermined framework. The researcher takes an emergent approach, considered an inductive approach from part to whole [15]. The research interviews were analyzed, and similar critical phrases from the interviews were identified with the help of MAXQDA software in the form of a statistical open coder, and finally, 111 open coders from the interview phrases were identified. In the following, some categories that were compatible or overlapped with each other were connected in a new combination. During these changes, some components were merged, and finally, 111 open codes were classified into 74 general propositions without repetition in 16 core components.

Table 1: Axial coding components

Concepts	Dimensions	Open codes
Dimensions related to the company	The company's marketing mix	5
	Company resources and capabilities	7
	Running the campaign	4
	The point of view of the managers and stakeholders of the company	4
Customers	Beliefs of people	6
	Attitudes of people	5
	Values of people	5
	Demographic factors	3
	Social stimuli	3
	Experience and awareness of the individual	5
Cause-related campaign	Way of helping or Cause-related activity	5
	Place of help or Cause-related activity	3
	Validity of Cause-related campaign	3
	The importance and urgency of the benevolent campaign	2
Results and consequences	Financial results	2
	Non-financial results	9
Total		73

## 8 Report on the process and results of the Delphi method

The Delphi method confirmed these indicators and components after determining the subcategories in more general and main categories.

$$CVR = \frac{ne - N/2}{N/2} \quad (1)$$

Table 2: Delphi results of Cause-related marketing components

Dimensions	Concepts	Mean round	Mean round		Standard deviation
			Second	Second	
Dimensions related to the company	The company's marketing mix	1. Product/Service	3.510	3.909	0.669
		2. Promotions	3.714	3.328	0.641
		3. Price	3.819	4.109	0.559
		4. Distribution agent	3.570	3.089	0.651
		5. Employees	3.429	3.209	0.429
	Company resources and capabilities	6. Company resources	3.851	4.077	0.777
		7. Reputation and reputation of the company	3.851	4.089	0.787
		8. Corporate capabilities (such as innovation)	3.861	3.951	0.671
		9. Market orientation	3.760	3.820	0.590
		10. Organizational ethics	3.621	4.007	0.528
		10. Brand fit	3.660	3.066	0.648
	Running the campaign	11. Credit and reputation of the brand	3.339	3.119	0.430
		12. Order and stability in behavior and charity activities	3.499	3.055	0.638
		13. Interaction and communication with customers	3.777	4.068	0.757
		14. Keeping promises	3.812	4.066	0.780
		15. Transparency and accountability of the company	3.789	4.007	0.547
		16. Campaign implementation strategies	Added from the last round	3.621	0.455
The point of view of the managers and stakeholders of the company	17. Managers' point of view and orientation	3.342	3.641	0.289	
	18. Support of shareholders	3.768	3.821	0.591	
	19. Stakeholder values	3.267	3.367	0.509	
	20. Management of relations with stakeholders	3.766	3.819	0.588	
Dimensions related to customers	Beliefs of people	21. Religious belief (religiosity)	3.430	3.730	0.572
		22. Emotional conflict	3.784	4.250	0.632
		23. Moral identity	4.001	0.40266	0.670
		24. Belief in social responsibilities	3.615	3.865	0.566
		25. Understanding consumer responsibility (CSR perception)	3.603	3.844	0.551
		26. Intellectual background of the consumer	3.421	3.650	0.451
	Attitudes of people	27. Conflict with the cause	3.809	4.09	0.560
		28. Motivation	3.539	3.789	0.566
		29. Perceived expected outcome	3.443	3.375	4.301
		30. The level of consumer trust in the company	3.930	3.559	0.699
		31. Reciprocity (benefiting from charity activities)	3.871	3.234	0.578
	Values of people	32. The need for help from others	3.789	3.311	0.753
		33. Desire for social participation	3.586	3.211	0.703
		34. Sense of duty	3.563	3.970	0.780
		35. Pleasure and excitement	3.571	3.704	0.672
		36. Showing off	3.658	3.46	0.451



Cause-related campaign dimensions	Demographic factors	37. Age	3.541	3.883	0.652
		38. Gender	3.955	3.519	0.641
		39. Education	3.301	3.541	0.549
	Social stimuli	40. Community inferences about the company	3.510	3.766	0.651
		41. Mental social norms	3.853	4.044	0.771
		42. Influence of reference groups	3.766	3.801	0.556
	Experience and awareness of the individual	43. People's perceived importance and urgency	3.524	4.233	0.527
		44. Consumer knowledge of the operation procedure	3.604	3.101	0.618
		45. Person's perception of Cause-related campaign	3.441	3.614	0.662
		46. Experience with Cause-related activities	3.567	3.380	0.493
		47. Familiarity with the company	3.451	3.871	0.632
	Cause-related contribution or activity	48. Access to the campaign	3.90	3.511	0.638
		49. Clarity and clarity of Cause-related activity	3.312	3.538	0.540
		50. Direct or indirect help	3.571	3.704	0.672
		51. Temporary and short-term or long-term help	3.658	3.46	0.451
		52. Size of contribution or cause-related activity	3.453	3.690	0.571
	Place of help or Cause-related activity	53. Receiving organization and institution (participant)	3.320	3.954	0.601
		54. Cause-related activity cost location	3.733	3.518	0.512
		55. Domestic or foreign consumption of the aid	3.426	3.581	0.637
	Validity of Cause-related campaign	56. Cooperation with a well-known charity organization	3.066	3.125	0.514
57. Perceived credibility of the campaign		3.573	4.336	0.661	
58. The effectiveness and timeliness of the Cause-related campaign		3.840	3.981	0.574	
The importance and urgency of the Cause-related campaign	59. Intensity and perceived importance of the Cause-related campaign	3.660	3.772	0.662	
	60. Scope and proximity with cause-related reasons	3.026	3.281	0.532	
Results and consequences	Financial results	61. Increase brand sales	3.380	3.41	0.542
		62. Willingness to pay more	3.04	3.121	0.568
		63. Market share	3.429	3.621	0.648
		64. Profitability	3.300	3.327	0.510
	Non-financial results	Word-of-mouth advertising	3.313	3.555	0.555
		Business distinctions	3.206	3.493	0.640
		Social Welfare	3.186	3.121	0.548
		Government support (such as prohibitions or reductions in taxes)	3.360	3.404	0.651
		Attracting new customers	3.452	4.095	0.642
		Improving the image of the company	3.560	3.681	0.542
		Consumer attachment	3.467	3.579	0.608
		Responding to corporate social responsibility	3.373	3.806	0.521
		Improve customer experience	3.386	4.818	0.641

According to Table 2, in the first round of Delphi, the components' average was more than 3. The Kendall coefficient was calculated as 0.869, close to an acceptable level. According to the answers received from the experts, changes were made in some components. In the second stage, the average of all components was above 3. Therefore, no component was removed from the second round, and one component was added to the indicators; Kendall's second-round coordination coefficient was also calculated as 0.801, which indicates a high agreement between the experts about the components. Therefore, in the last stage, the number of 74 indicators was approved by the experts.

Table 3: Examining the results of Kendall's first and second rounds of the Delphi process

Variable	Number of experts	Kendall's coordination coefficient	Chi-square coefficient	Degrees of freedom	Error rate ( $\alpha$ )	p-value
First round questionnaire	12	0.869	687.123	72	0.01	0.000
Second round	12	0.801	670.018	73	0.001	0.000

Finally, 74 sub-component codes, 16 sub-dimensions, and four principal components were categorized from 111 extracted primary concepts.

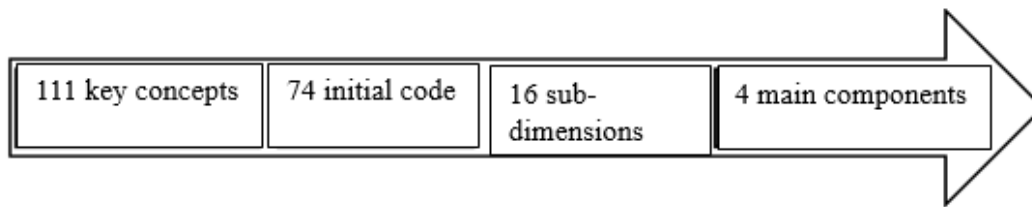


Figure 2: Evolution of identification of model components from critical concepts to main dimensions

## 9 Research conceptual model

The theoretical and conceptual model of the research was presented in the following form in the Max QDI software to show the relationships between the concepts, dimensions, and components of the obtained model and selective coding according to the concepts and categories under analysis.

## 10 Discussion

Cause-related marketing is a new marketing strategy to fulfill the social responsibility of companies, which is not limited to current and conventional methods to gain competitive advantage and requires more complex factors such as a sense of altruism and altruism. Today's consumers consider the social responsibility of organizations and companies when choosing a product or service, and quality is not the only important factor in their use or purchase. Cause-related marketing allows consumers to make informed purchase choices that pay attention to the social and emotional, and personal needs of other members of society. Cause-related marketing can be used in highly competitive and saturated markets such as the food industry, which leads to competitive advantages in the non-price competition of companies, brand differentiation, and obtaining a suitable competitive position for the companies' products.

The components and indicators of the cause-related marketing model were categorized into four components and 16 indicators based on the results of the coding analysis of interviews and based on inductive logic (part to whole) and moving from evidence to explanation and reaching more general concepts. The dimensions related to the cause-related campaign refer to the methods, form of organizational aid, importance, and urgency, where the cause-related assistance of the company or organization was spent. Organizational contributions are in the form of marketing campaigns to a social issue (cause-related) and are ways of participating in the social responsibility of for-profit organizations. The form of the help of Cause-related marketing campaigns can be monetary, non-monetary (such as donating masks and disinfectants, food, and holding parties), direct and indirect, or a combination. The transparency of these activities and where they are spent are important. Therefore, it is essential to choose the form of organizational assistance, such as the size, method, and location of the cost, or the same reason. [2] investigated the factors affecting the success of cause-related marketing and prioritizing scenarios. From the consumers' point of view, the aspects related to the place of



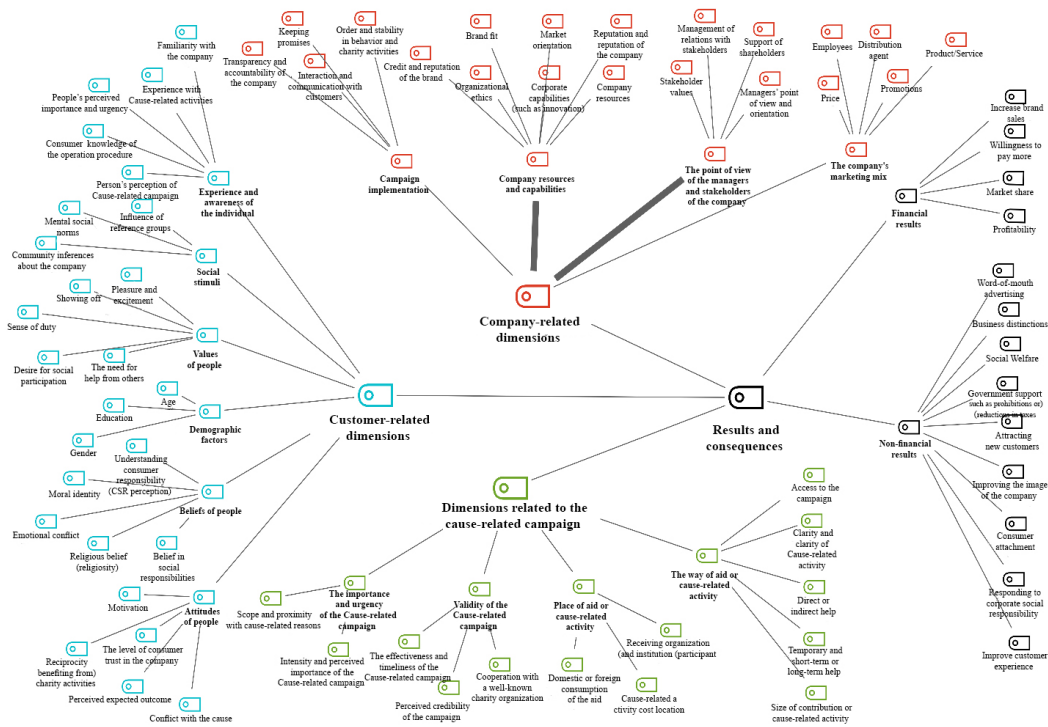


Figure 3: Conceptual model of research based on selective coding

spending, the amount of financial aid, cooperation with the charity organization, and the form of support are essential. According to [10], four categories of causes, including health, human services (helping the homeless, poverty, illiteracy, and helping criminals), animals, and the environment, can affect the attitude and intention of customers in marketing. Sometimes the access to the campaign or the structure of Cause-related marketing programs raises concerns, and the remoteness of the campaign location or the donation location may lead to the ineffectiveness of the Cause-related activities. [2] also mentioned the form of organizational aid method, size, location, and cooperation or non-cooperation with a charity organization as factors influencing cause-related recovery. [3] stated that the severity and perceived importance of the companies' benevolent campaigns in the conditions of COVID-19 led to greater understanding and acceptance by the public. The cooperation of companies with non-profit organizations and foundations of well-known charitable organizations was also influential in making people understand more about the validity of these campaigns.

Managers of the dairy companies should take humanitarian measures in non-monetary forms, especially in the current situation, inflation and high prices and the prevalence of COVID-19 disease, such as donating hygiene supplies and disinfectants, distribution of dairy products among the poor (given the low per capita consumption of dairy products in the country compared to the world average), supporting particular patients, helping the vulnerable sections of the society, supporting homeless children, helping rural or vulnerable businesses, providing exceptional services to schools, health, and treatment services along with their activities. Inspiring messages about the type and amount of the company's Cause-related and humanitarian actions should be included in the company's product package and website. Notification of buying these products, Riyal assistance, and the cost location and allocation will be given. In addition, they should show their environmental protection measures to society by reducing pollution and production waste, such as building treatment houses to filter waste from factories. They can also put themselves in the category of environmentally friendly and benevolent companies by participating in environmental protection exhibitions and conferences.

Another factor is the dimensions related to customers. The ability of the company to provide products according to the needs and characteristics of different customers is better seen. However, limiting unhealthy consumption patterns among customers, cause-related contributions, customer health during product consumption, and ethical advertising increase customers' social responsibility. Attitudinal factors, value factors, mental social norms, demographic factors, culture, and motivation are essential in this field. The values and beliefs of the importance of supporting Cause-related activities have increased for the consumer, which makes the consumer identify and separate the products or services of a brand from other clauses. Some consumers are more willing and inclined to interact and satisfy their sense of pleasure when buying from companies with cause-related activities, even if they have to pay more. People's attitudes

in conflict with the cause, motivation, trust, and perceived expected outcome effectively accept the campaign. [9] state that if customers understand that the company has exaggerated its cause-related marketing activities, customers will be misled and will not trust. Therefore, they buy from companies they have not bought from before, reduce their support and donations to social causes, or move their contributions to other causes and cause-related marketing programs. The dimension of motivation is the reason for the behavior. The more a company's brand differentiation process is generalized through cause-related marketing and activities. The connection of these components leads to creating a more conventional brand value in the mind of the intended target, such as consumers in a business environment. Therefore, motivation to start and continue activities or behavioral intentions such as personal brand preference is essential. Social stimuli (inhibitory or mandatory) are related to a person's understanding of social pressures imposed on a person to do or not do something. Social norms and reference groups (such as famous people, bloggers, and influencers) are sensitive to companies' social responsibilities, their cause-related activities, and the benefits they may bring to society. This makes cause-related activities of companies more prominent, attracting the attention of all social classes and increasing the brand value of that company. In the field of demographic components, we can refer to topics such as demographics, gender, family levels, age of intellectual maturity, and work experience, level of education. These biological elements play a role in determining a person's personality and behavior, such as interest in the environment and people around them and preference to help cause-related and responsible activities and campaigns.

Actions should be taken to educate the concepts related to responsibility and altruistic and benevolent activities for all consumers and customers. Educational classes for citizens in health centers increase their environmental knowledge and encourage them to buy environmentally friendly goods and services to collect their sales for public benefit works. The help of celebrities and prominent figures (reference groups, celebrities) should also be used as reference groups. Concepts related to responsibility and altruistic and cause-related activities in students' textbooks, installing cloth with suitable slogans about these concepts on public roads, and making documentary television programs help familiarize them with these concepts. Conferences and congresses and their encouragement to encourage, buy and advertise the brand of companies with cause-related activities can be a way forward.

A marketing mix is a powerful tool related to the company. Consumers' understanding of a fair price, acceptable product quality, availability, and appropriate promotions and advertisements are what attract and desire customers in the first place. [1] stated that if a company does not have a package and a set of products, along with a suitable and competitive price, distribution and advertising, and proper treatment of sellers in a competitive manner, it has a more complex way to launch cause-related campaigns. For example, promotion is one of the four aspects of the marketing mix, which is related to informing individuals and groups of customers about the cause-related activities of the organization and its products. Promotional activities can be done to increase public awareness of cause-related campaigns of companies to represent customers and people. There are quite a few ethical and social concerns about cause-related marketing programs. Therefore, companies should not think about all the sensitivities of customers, such as order and stability in behavior and charitable activities, effective interaction with customers, keeping promises, and transparency and accountability of the company about activities, to avoid possible future problems and misunderstandings. In addition, they should write to fit the brand-cause in their marketing directions and implementation plans. This feature is supported by the degree of similarity and correspondence between the activity of a company and a cause-related cause. A fit between the sponsored cause and the sponsoring organization's activities is essential to ensure a successful partnership between the company and the nonprofit organization. The company's image, position, and market should align with the support of a cause and its target audience to avoid criticism, humiliation, and disappointment in the campaign. A high level of suitability is more attractive and will stimulate a positive consumer attitude, and high levels of purchase will reduce the possibility of consumer hesitation [4]. Some stakeholders or shareholders may not consider such activities necessary and consider the cost of the company's resources and capabilities. It is also possible that their market orientation is only tangible profit-making activities, and they do not have a place in their value system and do not support such decisions. Managers of dairy companies are suggested not to exaggerate their Cause-related activities and to survey the image and value of their brand with sensitive and continuous customers. In addition to using a cause-related marketing strategy to promote the sale of their product, they should include other factors affecting the purchase of products (quality, price, and easy access) in their design and improvement. Avoiding some actions such as offering low-quality goods or reducing the quality -under the pretext of reducing the price- as a temporary cause-related brand can create a sense of abuse in the customer's mind and attitude.

The total factors related to the company, customers, and the implementation of the cause-related campaign, in the case of success, can lead to the successful implementation of cause-related marketing for companies and results and consequences. These results were categorized into material and non-material effects and consequences. Cause-related

marketing has non-financial results such as social, such as commercial distinctions in the brand and products by consumers, through improving the company's image and face, customer experience, consumer attachment, and word of mouth (word of mouth) advertising. In addition to the attachment and loyalty of current customers, advertising is also effective in attracting new customers, which brings benefits from the government such as prohibition or discount in taxes, receiving facilities, and more cooperation of some organizations and institutions. The financial result of cause-related marketing is first financial and the direct feedback received by the company through increased brand sales and by for-profit organizations through financial donations from the company. The increase in sales of that brand's products, financial contributions from volunteers, NGOs, and the government, leads to more brand selection by customers, an increase in customers' intention to purchase the company's products, and a willingness to pay more for products under the company's brand. These factors create the unique value of the company's brand effectively. Dairy companies are recommended to consider the format of the amount of financial aid in a way that can be estimated and calculated for the customer, such as a percentage of the product price. Consumers do not prefer a large donation size, and these companies should adjust this size so that it is neither too high nor too low. Based on previous studies, the size of the financial aid is too large or too low for the consumers.

Further, highlighting the sense of altruism and helping others in advertisements should be considered so that service consumers and customers feel that they have been able to sympathize with people in need of the money they have paid. Commemorating prominent moral and cultural figures who have contributed effectively to social and cultural progress makes young people choose more moral and cultural goals and strive with all their might toward cultural and moral progress. Therefore, ethical goals become clear and operational by honouring the moral character of the company.

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