

Affect and Attitude Transfer under Conditions of Congruity: An Investigation of Art  
Gallery Alliances

by

Catherine Maksymiuk

A Thesis submitted to the Faculty of Graduate Studies of

The University of Manitoba

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Department of Marketing

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## ABSTRACT

This research examines alliances between non-profit organizations and corporations, powerful vehicles to promote positive change in society and raise opinions about participating brands. Previous studies identify partner-to-partner congruity as an important driver to alliance success. This research provides empirical support for this notion, extending theory by separating perceived congruity into elements of relevancy and expectancy. The “fit” between an existing non-profit and fictitious corporate partners is manipulated, and emotional, attitudinal and behaviour intentional responses are investigated. The results of the experiment demonstrate that pre-existing affect and attitudes transfer between partners when alliances are formed, influencing participants’ said likelihood of supporting allies in the future. Thus, this research provides valuable insight to theorists and marketing managers about how to achieve congruity.

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# CHAPTER ONE

## INTRODUCTION

### **I. Research Problem**

Strategic partnerships between non-profit and for-profit organizations are known as “cause-brand alliances” (Lafferty, Goldsmith and Hult 2004). While non-profits can secure funding from commercial partners, they in turn may lend some social appeal to a corporation’s brand image. In an age of decreasing governmental support to non-profits (Austin 2000; Laidler-Kylander, Quelch and Simonin 2007; Ritchie, Swami and Weinberg 1998) and increasing competition for both non-profits and for-profits (Austin 2000; Laidler-Kylander et al. 2007), cause-brand alliances are becoming commonplace (Austin 2000). M.A.C. Cosmetics’ M.A.C. AIDS Fund to support the battle against AIDS/HIV (M.A.C. Cosmetics 2008), and fashion designers supporting the Canadian Breast Cancer Foundation (Ceroni 2008) are examples of successful cause-brand alliances. Given the recent announcement of reduced spending for the arts (CBC News 2008), a particularly relevant cause-brand alliance would involve an arts organization. However, not all brand-alliances are equally successful, in fact, if the union seems suspicious or unlikely, consumers may become skeptical of both the non-profit and the company (Sen and Bhattacharya 2001).

The question of how consumers evaluate cause-brand alliances has sparked research in marketing, reflecting their presence in society. Attitudes towards a brand alliance not only determine its success, but also influence post-alliance impressions of each partner’s brand, creating what are termed “spillover effects” (Dickenson and Barker 2007; Lafferty et al. 2004; Park, Jun and Shocker 1996; Simonin and Ruth 1998). The

literature suggests that alliances involving partners that are considered to “fit” well together, that is, that are perceived as congruent, are accepted more readily than those involving less compatible brands. Congruity has been considered in various ways including product or service category (Barone, Norman and Miyazaki 2007; Lafferty et al. 2004; Simonin and Ruth 1998) brand image (Barone et al. 2007; Dickenson and Barker 2007; Lafferty et al. 2004; Simonin and Ruth 1998) and target market (Barone et al. 2007).

The influence of congruity is often explained using theories of categorization. Fiske and Pavelchak’s model (1986) of affect transfer provides a useful framework from which to study congruity in cause-brand alliances, and, in fact, has previously been applied to consumer behaviour. For example, the brand extension literature supports the view that greater similarity between the original product category and that of the extension promotes categorization, and thus extension evaluations that are based on beliefs about the parent brand (Aaker and Keller 1990; Barone, Miniard and Romeo 2000; Bousch and Loken 1991; Park, Milberg and Lawson 1991). Similarly, research in brand alliances suggests that if partnering brands are seen as well matched, consumers are more likely to assess the alliance based on attitudes they hold towards the original brands (Levin 2002; Levin and Levin 2000; Park et al. 1996). Assuming previous brand beliefs are positive, this result is highly desired. However, relevancy and expectancy, two properties of congruity drawn from Fiske and Pavelchak’s model (1986) and explicitly delineated in Goodman (1980) and Heckler and Childers’ research (1992), have not yet been empirically tested in the cause-brand alliance context. Other domains assert that relevancy and expectancy are thought to determine whether congruity or categorization

occurs (Fleck and Quester 2007; Goodman 1980; Heckler and Childers 1992), with the former relating to category membership, and the latter being based on pre-held expectations, given a particular category. This two-dimensional view of congruity has the potential to help answer important questions regarding cause-brand alliances, such as, what drives consumers to perceive partner brands as making a good match? How may an organization make the best choice among various partners? Are there ways in which partnering brands can encourage consumer acceptance for the benefit of both partners, without coming on too strong and spoiling the potential of an alliance? In an effort to support the development of successful cause-brand alliances, the following research addresses these issues.

## **II. Scope of Research**

The purpose of this research is to examine how partner congruity influences how well an alliance is liked. This project presented respondents with hypothetical cause-brand alliances involving the Gallery of Student Art (GoSA). Alliance congruity was manipulated by varying how suited the fictitious corporate partner was to GoSA. Specifically, how relevant the corporate partner's business was to the cause of supporting student art, and how expected it would be to form an alliance with GoSA were contrasted to create alliances that varied in terms of congruity. Two pretests were conducted to identify alliances that satisfied the various conditions. An experiment was subsequently administered to investigate opinions of alliances as well as post-alliance impressions of participating brands.

### **III. Contributions**

This thesis contributes to existing knowledge about cause-brand alliances in several ways. First, while consumer behaviour theory has gained insight from Fiske and Pavelchak's model of affect transfer (1986), no study has empirically investigated how the drivers of congruity as identified in the model influence consumers' affective responses to marketing stimuli. This thesis demonstrates that both dimensions, relevancy and expectancy, contribute to the perceived congruity of a brand alliance, which enables theorists and practitioners to better understand how to achieve alliance congruity. Second, while most research in cause-brand alliances focuses on how partner congruity affect consumer attitudes, this project separates evaluative-based judgments (i.e., attitudes) from those that are more emotionally laden (i.e., affect) (Fiske and Pavelchak 1986) as well as from those that are behavioural (i.e., future intentions). Non-profit brands have been said to engender more trusting and emotional connections compared to the average corporate brand (Austin 2000; Laidler-Kylander et al. 2007). Thus, it is surprising that the cause-brand alliance literature does not include studies on changes in emotions that alliances evoke. This thesis provides empirical evidence that both attitudes and emotions transfer between partnering brands when cause-brand alliances are formed, and that these resulting impressions influence the likelihood that participating brands will be supported.

### **IV. Organization**

The remainder of this document is divided into four chapters. Chapter Two reviews research in social cognition and branding that led to the development of the model of affect transfer in cause-brand alliances and research hypotheses, which are

proposed in Chapter Three. The experimental method is described in Chapter Four, wherein the results of two pretests and the main study are reported. The final chapter provides a summary and discussion of the research findings, acknowledging the study's limitations and highlighting interesting areas for future research.

## CHAPTER TWO

### LITERATURE REVIEW

Previous research suggests that partner-to-partner congruity is a key factor to alliance success (Barone et al. 2007; Dickenson and Barker 2007; Lafferty et al. 2004; Simonin and Ruth 1998). Taking a step back, this thesis investigates what causes consumers to perceive two brands as being well matched. In doing so, this research unites theories about categorization and interpersonal perception with those related to branding, particularly cause-brand alliances. The following literature review begins with a summary of categorization theory, the bedrock of Fiske and Pavelchak's model (1986) of affect transfer (ATM), which is presented in the second section. The third section provides further support for the two-dimensional view of congruity as identified in the ATM. The fourth section acknowledges theories that challenge the importance of congruity, and offers reasons for their lowered applicability in the cause-brand alliance context. Finally, the fifth section reviews research in branding, highlighting that which builds on Fiske and Pavelchak's model (1986) and underscoring the central role of congruity (i.e., relevancy and expectancy) to consumer decision-making.

#### **I. Categorization Theory**

Smith and Medin (1981) consider concepts or classes in general, stating that they are used, "to provide a taxonomy of things in the world and to express relations between classes in that taxonomy" (Smith and Medin 1981, p. 7), or in other words, to simplify and organize thoughts and ideas. Of particular interest to the current discussion, Smith and Medin explain conceptualization in terms of categorization and inference, two ideas that are closely related. For example, an individual may decide that an entity is a member

of a particular class, such as a painting, based on certain properties (e.g., it may be hung on the wall; it is made out of paint and a canvas). According to the authors, the individual is involved in the process of categorizing. By accepting that the object is a painting, one assumes it holds other properties, which may not be readily observable (e.g., it is the result of self-expression), assuming it is a concept with which one is familiar. This cycle of discerning categories and making inferences depends on the context, as well as people's individual beliefs about what constitutes a particular class, a point that will be discussed later in this document. The more attributes two concepts are perceived to have in common, the more likely they will be considered members of the same category. In this research, what drives partner brands to be categorized together is the central focus, as perceptions of congruity are thought to influence reactions to cause-brand alliances (Dickenson and Barker 2007; Gupta and Pirsch 2006; Lafferty et al. 2004; Pracejus and Olsen 2004).

Smith and Medin's view (1981) of categorization is related to schema theory (Fiske and Linville 1980). A schema is an established knowledge structure for a given person, place or thing, including a brand. Schemas are considered in terms of nodes and links. In this regard, a node in memory for an art gallery is connected to other related concepts, such as culture or creativity, via associative links. According to schema theory, categorization (i.e., deciding an instance is a member of a category) allows an individual to use an existing schema as a framework or guide when processing new information, allowing them to make inferences based on pre-held knowledge, going "beyond the information given" (Bruner 1957). This effect is thought to occur through the activation of spreading along associations (links) in memory that are connected to stored

information about a schema (Keller 1993). This logic is incorporated into Fiske and Pavelchak's theory (1986) of how categorization influences emotional responses, which is discussed in the following section.

## **II. Affect Transfer Model (ATM)**

Fiske and Pavelchak's two-stage, two-mode model (1986) of the processing of interpersonal affect provides a theoretical basis from which to investigate the transfer of affect in brand alliances. The authors define affect as "evaluative judgments of likeability, pleasantness, favorability, and the like" (p. 168). Their model delineates conditions that encourage either category-based (i.e., successful categorization) or piecemeal (i.e., unsuccessful categorization) processing, modes of information processing developed in social cognition research (e.g., Fazio 1990). Where Fiske and Pavelchak's model departs from these established modes of processing is with the addition of affect. Specifically, besides the examination of how efficiently information is processed, Fiske and Pavelchak also investigated how general feelings of likeability (i.e., affect) transfer between concepts when information is processed depending on the level of categorization. To test the model, the researchers united results from previous studies examining how people form affective impressions of others. Appendix A depicts the first stage of Fiske and Pavelchak's model (from hereon termed the affect transfer model [ATM]), that is, categorization. According to the ATM, categorization is based on the congruity between lower-level characteristics (i.e., attributes) of a target and its higher-level category (if one is given or comes to mind). For example, in an earlier study by Fiske (1982), a target person's behavioural characteristics (e.g., using a computer) represented lower-level attributes and social categories (e.g., engineer) corresponded to

higher-level concepts. As mentioned above, categories are used to organize and simplify information (Smith and Medin 1981). Category-based processing allows a perceiver to evaluate an instance of a given category schematically – that is, on the basis of the affect he or she holds towards the category as a whole. In the Fiske study (1982), subjects gave the category label “engineer” a moderately negative evaluation. When behavioural descriptions of a target person were consistent with the engineer category (e.g., works at a computer station), subjects evaluated the target more negatively, compared to when the described behaviours were inconsistent (e.g., plays the flute). The fact that “works at a computer station” and “plays the flute” were given similar and slightly more positive evaluations in pre-testing than “engineer” is key, as it suggests that when incoming information fits a category, beliefs associated with that category will shape resulting impressions. In contrast, when categorization is not successful, a perceiver must evaluate a target in a more piecemeal manner, considering their lower-level attributes individually, and weighing their respective affect to settle on an appropriate affective response (Fiske and Neuberg 1990; Fiske and Pavelchak 1986). Thus, when a stimulus is placed in a category, the affect attached to that category will transfer to the stimulus. Moreover, the degree of categorization depends on the congruity between a category and incoming information, but what determines whether congruity is perceived? The ATM identifies two factors that lead to congruity which are next developed.

### **Congruity and Categorization**

Fiske, Neuberg, Beattie and Milberg (1987), a study (then unpublished) reported on by Fiske and Pavelchak (1986), provides empirical support for the ATM, and identifies relevancy and expectancy as two factors that contribute to perceived congruity

and affect transfer. The researchers regarded lower-level attributes in terms of trait labels (e.g., pushy) and higher-level categories in terms of job-category labels (e.g., salesclerk). Response latency was considered indicative of the level of categorization, with more rapid responses suggestive of more successful categorization, because responses based on categorization should be efficient, simply necessitating the consideration of upper-level concepts. Categorization was more likely when either (1) a category label (e.g., salesclerk) was given and the lower-level attributes of the target were consistent with those of the higher-level category (e.g., pushy, insensitive, fawning) or (2) a category label (e.g., salesclerk) was given but the target's attributes were irrelevant to determining its membership in a category (e.g., ordinary, normal). These findings suggest that when an entity is explicitly linked to a category label (i.e., a schema), two factors drive whether congruity is perceived and thus whether categorization will be successful: relevancy and expectancy. That is, only relevant attributes are judged for their fit with a particular category label (i.e., whether or not attributes are consistent with those the perceiver expects). When only irrelevant attributes were provided, responses were more rapid. Categorization did not occur when a category label (e.g., doctor) was given, but the target's attributes were inconsistent with those of a typical member of the specified class (i.e., bored, unenterprising, uneducated). In this situation, the target's relevant attributes were unexpected. According to the researchers, these findings suggest that when incoming information is perceived as irrelevant, an activated schema should be enough to trigger more global processing. However, when deciding whether two brands belong together, rather than whether one person fits a particular category, it is possible that brand attributes will develop expectations regardless of their relevancy to the alliance. This

reasoning is explained further in Chapter Three, in which the conceptual model is developed.

### **Feedback Effects**

Fiske and Pavelchak (1986) state that the stages of categorization and affect-generation are oversimplified and write that the two processes may “sometimes operate in parallel, with feedback between them” (p. 177). This feedback effect was confirmed in later research (Fiske and Neuberg 1990) when perceivers were dissatisfied with their assessment of a target’s category membership (e.g., finding a highly recommended secretary more representative of a lazy person), they searched for more information to aid in assuring them of their categorization decision. The current research extends the idea of feedback effects by likening them to spillover effects (i.e., when post-alliance impressions of partnering brands are affected by opinions about the alliance), which have been observed in brand alliance research. Indeed, both ideas take into account a reassessment of a category or category membership.

In summary, if lower-level attributes are seen as relevant to the higher-level category, their perceived congruity with pre-held expectations should determine whether categorization is successful. In this case, a target is evaluated on the basis of feelings felt towards the category as a whole, so assuming this “affective-tag” is positive, categorization supports the endurance of positive feelings. Thus, from the research reviewed thus far, one can appreciate that categorization and resulting affect center on the dimensions of relevancy and expectancy. Again, Appendix A depicts the paths of Fiske

and Pavelchak's model that are useful to the present discussion<sup>1</sup>. The framework suggests a nested relationship in which only relevant information is judged for expectancy. It may be pointless to assess whether a person's irrelevant behaviour is expected or unexpected, but as will be argued in the sections that follow, in the case of two brands uniting under a cause-brand alliance, there may be merit in conceptualizing their congruity in unique terms of relevancy and expectancy. For this reason, this research extracted the theory that relevancy and expectancy determine congruity from the ATM, but considered them independently. Appendix B depicts how relevancy and expectancy were predicted to influence perceptions of alliance congruity. Other investigators, whose research is discussed in the following section, have employed this two-dimensional conception of congruity.

### **III. Relevancy and Expectancy: Two Dimensions of Congruity**

Goodman (1980) analyses incongruity and focuses on how an item's relevancy to the theme of an action schema (i.e., a category "organized around a single act") affect memory. Goodman writes that relevancy and expectancy are two dimensions of incongruity, and distinguishes between the two. Relevancy reflects the extent to which "a stimulus contributes to or detracts from the clear identification of the theme", while expectancy relates to "the degree to which an item ... falls into some predetermined pattern or structure evoked by the theme" (Heckler and Childers 1992, p. 477). Goodman provides the example of how a book is an important (i.e., a highly relevant) item when considering the act of reading. In contrast, expectancy relates to the relationship or

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<sup>1</sup> The path not considered here is for situations in which a category label is not activated, which is not relevant to the present discussion because the simple act of forming a brand alliance should activate within consumers the schema for the cause.

meaning of the item to an activated theme or schema. For instance, a book being read would be highly expected, given the theme of reading, while a book being used to prop open a window would be unexpected. In the cause-brand alliance context, the extent to which partners are perceived as making a logical match is based on previously held expectations given each brand's schema, thus relating to expectancy. For example, a company that has supported student art campaigns in the past would likely be expected to ally with a gallery of student art. Relevancy refers to specific brand attributes that are relevant to the alliance (i.e., to achieve a positive change in society in terms of the cause and enhance the images of both partners). An art supply store is an example of a company that would have relevant competencies to the cause of supporting student art.

Goodman empirically examines the relationship between relevancy and memory. She found evidence that highly relevant items allowed respondents to create mental shortcuts comparable to categorization, which again is efficient, activating the higher-level impressions associated with a category and reflective of intimate attribute-category associations. Although the investigation of processing modes is beyond the scope of this research, less thoughtful processing may be interpreted as more successful categorization (Fiske and Pavelchak 1986). Thus, it may be said that higher relevancy leads to more effective categorization and affect transfer. In contrast, Goodman suggests that when presented with low relevant items, respondents paid more attention to detail (i.e., lower-level attributes). Following the same logic, it appears that lower relevancy leads to less successful categorization and affect transfer.

The finding that irrelevant information leads to less successful categorization conflicts with Fiske and Pavelchak's assertion (1986) that irrelevant information leads to

categorization (see Appendix A). Heckler and Childers (1992) provide a resolution for this theoretical divergence. Building on research in cognitive psychology, including that of Goodman (1980), Heckler and Childers (1992) examine how incongruity affects consumers' memory for advertisements. They explain that while it has been established that different levels of incongruity encourage varying levels of recall and recognition, such conceptualizations of incongruity do not take into account its component parts. The authors report that research has not separated incongruity into expectancy and relevancy. If it has, it has not empirically tested all their main and interactive effects. To address this gap, Heckler and Childers (1992) examined the effects of varying levels of incongruity between an ad's image and its message in terms of expectancy and relevancy, which yielded four conditions: unexpected/relevant, expected/relevant, expected/irrelevant, and unexpected/irrelevant. In contrast to the present research, which investigated how different levels of partner congruity affect opinions of alliances, Heckler and Childers considered how different levels of image to message congruity affect memory. The results of the Heckler and Childers study (1992) suggest that the more unexpected incoming information is, the more thought is required to process it. As such, lower expectancy appears to lead to less successful categorization and thus affect transfer. At the same time, they state that higher relevancy leads to stronger associative links to the theme, which suggests that higher levels of relevancy lead to more effective categorization and affect transfer. Although they find inconsistent results in terms of interactive effects, they find differing reactions to stimuli that are irrelevant/unexpected versus irrelevant/expected. Perhaps the irrelevant stimuli included in the Goodman study (1980) were more unexpected compared to that cited in Fiske and Pavelchak's research

(1986), as it would explain why the former found irrelevancy led to less successful categorization while the latter found it led to more successful categorization. Therefore, Heckler and Childers' partition of irrelevant information into that which is expected and that which is unexpected will be taken up in this research by considering how both high and low levels of relevancy and high and low levels of expectancy influence perceptions of congruity and affect transfer. This idea is expanded upon in the Conceptual Framework section in Chapter Three. Heckler and Childers conclude:

“...examinations of the effects of incongruencies should recognize that the nature of such manipulations is more complex than has been previously thought...future research should take care to identify the type(s) of incongruity being manipulated to build a thorough understanding of the differences that irrelevant versus unexpected information might produce... [including] research on attitude formation, inference making, and decision making” (Heckler and Childers 1992, p. 489).

While Goodman (1980) and Heckler and Childers (1992) discuss relevancy and expectancy as they relate to processing modes and memory, what is of utmost use to the present research is the two-dimensional conception of congruity drawn from these studies. Indeed, this view builds on the ATM and has interesting implications for the study of affect transfer in cause-brand alliances. Although not the focus of this research, it is important to note that according to the theory of cognitive dissonance, people have an inherent need to maintain consistency, such as through successful categorization (Festinger 1957). Thus, irrespective of the effect of congruity on affect transfer, the theory of cognitive dissonance provides support for the merit of investigating what leads partner brands to be categorized together. Still, the following section reviews other theories that challenge the dominating role of congruity.

#### **IV. Other Psychological Theories**

This section acknowledges psychological theories that identify other factors thought to drive impression formation. However, as will be subsequently explained, the influence of congruity is expected to override these “other” influences in the context under study: brand alliances.

##### **Mandler’s Theory of Schema Congruity**

Mandler (1982) maintains that the contentment a person receives from maintaining consistency (i.e., cognitive dissonance theory) is mild because schema congruent stimuli are not remarkable. In this view, moderate incongruity generates relatively more positive affect as “the novelty of the [moderately schema-incongruent] object increases arousal” and satisfaction is gained by resolving the incongruity (Meyers-Levy and Tybout 1989, p. 40). The level of incongruity is not so high as to cause frustration though, such as the case with extremely schema-incongruent stimuli (Meyers-Levy and Tybout 1989). In support of Mandler’s theory, Meyers-Levy and Tybout (1989) found that when product attributes were moderately inconsistent given a product category, product evaluations were more favorable than when they were consistent, which in turn were more positive than when they were extremely inconsistent. Yet, these effects were observed in conditions under which the attitudes associated with the schema were neutral (i.e., a new product) and the researchers admit that they may be less influential in the context of schemata that evoke stronger attitudes (Meyers-Levy and Tybout 1989).

When sufficient positive pre-held affect is associated with a schema, facilitating its transfer through successful categorization (i.e., schema-congruity) should lead to

favorable evaluations (Fiske 1982). On the other hand, if pre-held affect is negative, successful categorization would allow these unappealing impressions to influence reactions to a target (Fiske 1982). For example, if a person held Greenpeace in very high regard and it allied with a well-suited partner, such as the environmentally friendly Mountain Equipment Co-op, evaluations of their alliance should be favorable, because the affect associated with Greenpeace would transfer easily to the alliance. However, if it allied with an equally favorable but less congruent partner, such as Levi Strauss and Co., the transfer of affect would theoretically be more difficult and evaluations would be relatively lower. Given the extant literature supporting the idea that better fit leads to more favorable alliance evaluations (Barone et al. 2007; Bruning and Fudge 2006; Dickenson and Barker 2007; Gupta and Pirsch 2006; Lafferty et al. 2004; Park et al. 1996; Simonin and Ruth 1998), it seems likely that that when pre-held affect is adequate, the effects of congruity dominate those of moderate incongruity. Accordingly, partner congruity is an important element of the model of affect and attitude transfer proposed in this thesis (see Appendix C). This logic also applies to theories that downgrade the role of any level of congruity in impression formation, such as spontaneous trait transference, which is next discussed.

### **Spontaneous Trait Transference (STT)**

Spontaneous trait transference (STT), drawn from social cognition, maintains that impressions of others may be influenced by merely being in the presence of another entity that holds trait-implying properties (Brown and Bassili 2001; Carlston and Skowronski 2005; Mae, Carlston and Skowronski 1999). Mae et al. (1999) proposed a three-step model of STT. In Step 1, behavioural information is interpreted, and any traits

it implies are activated. During Step 2, individuals present during Step 1 are associated with activated traits. Lastly, in Step 3, the associations formed during Step 2 tacitly influence behavioural impressions of those individuals. Carlston and Skowronski (2005) reason that a “gut-feeling” is primed by the original behavioural descriptions. For example, if a man recounted saving someone from a burning car, one might infer that he is brave. If however, the man told someone that his wife saved a person from a burning car, the listener might still implicitly associate the husband with bravery.

Brown and Bassili (2001) found evidence suggesting that trait attributions may transfer not only to other people, but also to inanimate objects, such as brands. For example, by depicting a banana alongside an individual who was making a personal statement that implied that they were superstitious, the researchers found that a banana later served as an effective cue for the inferred-trait, revealing the associative link subjects must have made between the banana and superstition. The authors conclude that STT need not be logical, simply being exposed in the context of another entity appears to be sufficient to lead to an association. It follows that even if a cause were to ally with a brand that was perceived as making a poor match, the act of allying alone would cause inferences related to the brand to bear on impressions of the cause, and vice-versa.

However, the literature supports the notion that the implicit associative processes that drive STT are relatively superficial and weak (Carlston and Skowronski 2005; Skowronski, Carlston, Mae and Crawford 1998). As argued above, given that the supply of research supporting the notion that brand fit leads to more integrated evaluations of cause-brand alliances is extensive (Barone et al. 2007; Bruning and Fudge 2006; Dickenson and Barker 2007; Gupta and Pirsch 2006; Lafferty et al. 2004; Park et al.

1996; Simonin and Ruth 1998), it is suggested here that the effects of congruity override the more incidental mechanisms underlying STT. In the case of a cause-brand alliance, the ATM proposes that the more the non-profit and the company are perceived as making a logical match, the more their associated affect will influence impressions of the alliance. Thus, if higher degrees of congruity, in terms of relevancy and expectancy, enhance reactions to the alliance brand, support for the ATM will be found. What follows is a review of the branding literature, underscoring important points when considering cause-brand alliances.

## **V. Branding**

The preceding discussion of categorization and the ATM has described how perceivers identify category members and some outcomes of categorization (i.e., affect transfer). This section extends categorization and social cognition theory to marketing, highlighting research linking the two domains.

### **Brands**

Information that consumers hold in their memories about a brand is crucial to its appeal (Keller 1993). Such “brand knowledge”, a higher-level concept, is composed of brand awareness and brand image and may be thought of as a schema, which is the aggregate knowledge one holds about a person, place or thing (Keller 1993). Brand image is made up of a set of associations, or “attitudes, impressions, dispositions, or mental constructs” (Caldwell and Coshall 2002, p. 384) believed to be true about the brand. Sujan (1985) provides support for and extends the ATM in her investigation of how consumers form evaluative impressions of brands. The results of her study suggest that when a product’s attributes match consumers’ expectations given the product

category, they are more likely to evaluate the brand categorically (i.e., on the basis of the product category). This pattern was more pronounced for subjects that were product “experts” compared to “novices”. In addition, Suján found that when attributes did not match expectations, experts tended to subcategorize in an effort to locate the product under the umbrella of the given product category. Experts evaluated the products categorically, but on a specific level. Thus, Suján’s research highlights the important role that product knowledge (i.e., a set of expectations) plays in the categorization process. Meyers-Levy and Tybout (1989) take a similar stance, asserting that congruity between a product’s attributes and its more general product category leads to more successful categorization. In this study, participants categorized soft drinks that were described in terms of consistent attributes (e.g., carbonated, cold, high in preservatives) more effectively compared to those described by less consistent attributes (e.g., carbonated, cold, all natural). These studies provide evidence that consumers’ impressions of brands may be influenced by beliefs about product categories depending on how communicated attributes match previously held product knowledge.

Brands signal quality, which is particularly useful for products or services for which quality is not readily observable (Rao and Ruekert 1994). These types of “experience goods” contain quality-related information that cannot be determined before purchase. If an organization has built a strong brand, it is in its best interest to maintain its reputation, which is why branding supports the development of consumer trust. In the case of a non-profit, donors typically are not the end-users of its products or services; so direct consumption experience is not common. Consequently, quality assessments are often more difficult, which raises the importance of developing consumer trust in the

brand (Laidler-Kylander et al. 2007; Ritchie et al. 1998). Thus, trust is essential to the existence of a non-profit and is at the core of cause brands, which implies that once fostered, cause brand trust is strong and powerful.

In addition to quality and trust signals, Fournier (1998) reveals that consumers may use brands to enhance or support their self or group identities. For example, Yoon, Gurhan-Canli and Bozok (2006) found that consumers made inferences about others based on the perceived environmental responsibility of the brands they used. This point is important when considering cause-brand alliances as the feelings of trust and commitment that cause brands often elicit support socially desirable identities with which corporations are eager to associate themselves (Austin 2000).

The value of a strong brand name is widely recognized (e.g., Park and Srinivasan 1994; Simon and Sullivan 1998). How may firms capitalize on established brand equity? Marketers have examined different strategies to this end, such as brand extensions and brand alliances. These domains of research offer useful insight into the investigation of cause-brand alliances. They identify key variables relevant to any effort aimed at extending the reach of a brand name, and are reviewed in the following sections.

### **Brand Extensions**

Brand extensions use “an established brand name to enter a new product category” (Aaker and Keller 1990, p. 27). For example, Clorox, a reputable brand of household bleach, effectively extended its brand name to household cleaning wipes (Oakley, Duhachek, Balachander and Sriram 2007). However, the well-known manufacturer of writing products, Bic, failed to gain consumer acceptance in the underwear product category (Now Public 2006). How much a brand is liked and the

perceived congruity between it and the extended brand has proven vital to successful extensions (Aaker and Keller 1990; Barone et al. 2000; Boush and Loken 1991; Park et al. 1991). In their seminal article, Aaker and Keller identified congruity in terms of transferability (i.e., the extent to which the “people, facilities, and skills” necessary to manufacture the original product are useful in the fabrication of the extension), complementarity (i.e., whether the two products satisfy the same need), and substitutability (i.e., whether the two products may replace one another). Other research, next described, builds more explicitly on categorization theory and the ATM.

Greater similarity between the original product category and that of the extension promotes categorization, and extension evaluations that are based on beliefs about the original brand (Boush and Loken 1991; Park et al. 1991). Boush and Loken (1991) take into account the effect of the level of match or mismatch between an extension (i.e., a new instance) and a brand (i.e., a category). They found evidence suggesting that either a strong match or a strong mismatch elicits categorization, while moderate levels of congruity lead to less successful categorization. They reason that in the latter case, “neither category membership nor category non-membership is obvious” (Boush and Loken 1991, p. 19). In addition, perceived typicality (i.e., the level of match or congruity) was influenced by brand breadth (i.e., product range). Extensions that were very similar to the current products of a narrow brand (i.e., with limited product types) were seen as more typical compared to the broad brand condition (i.e., with diverse product assortments). However, this effect was reversed for moderately similar extensions. For the positively evaluated original brands, extremely typical extensions were more likely to be evaluated positively, while those that were extremely atypical

evoked more negative evaluations. In the cause-brand alliance context, these findings suggest that a narrow gallery, housing only contemporary art, should seek partners that are similar, while one with more varied functions and collections (e.g., exhibits art from multiple periods, offers painting classes and hosts parties) may have more freedom in this regard. Based on the results of this study, such strategies to achieve typicality should result in more successful categorization. According to the ATM, effective categorization allows pre-existing category (i.e., brand) affect to transfer to a stimulus (i.e. an alliance brand). Thus, if the affects associated with partner brands are favorable, effective categorization will lead to more positive brand alliance evaluations. As will be discussed in Chapter Four, the focal non-profit of this project is the Gallery of Student Art (GoSA) at the University of Manitoba. It provides students with a vehicle to display and communicate “ideas, experiences and world views through art” (GoSA 2008). This service is broad, therefore it should be relatively unrestricted when choosing a prospective alliance partner.

Others have observed that more abstract brand beliefs, such as those related to brand image, can influence whether categorization occurs (Park et al. 1991). At the same time, specific brand associations that are relevant given the nature of the extension may undermine the effects of original brand affect and product category similarity (Broniarczyk and Alba 1994). In their study, Broniarczyk and Alba found that subjects with high brand knowledge preferred brands offering benefits that were important to the extension category (i.e., “goal-driven attributes”), even when brands with less relevant attributes had higher levels of overall brand affect. For example, although Crest elicited more positive affect in the toothpaste (original) category, Close-Up was more preferred in

the breath-mint (extension) category, presumably because its brand-specific association of breath freshening was relevant. They argue that this finding highlights conditions under which categorization or congruity is less important to extension evaluations. Another interpretation is that categorization was still influential, but on the basis of relevant competencies (i.e., relevancy) rather than attitudes towards and expectations about the parent brand (i.e., expectancy).

These findings (Bousch and Loken 1991; Broniarczyk and Alba 1994; Park et al. 1991) are conceptually useful to the investigation of cause-brand alliances in that both strategies involve linking a brand to another entity. What is pivotal to the present research is that the literature suggests that the congruity between an established brand and a new entity (be it an extension or an alliance brand) is an important strategic consideration. The global concept of congruity was termed “typicality” and “similarity” by Bousch and Loken (1991) and “fit” by Aaker and Keller (1990). As will be discussed subsequently, this research broke congruity up into relevancy and expectancy. However, while brand extensions typically include one brand name, alliances involve the partnering of at least two organizations with their own sets of skills and assets, including brand equity. As a result, congruity in terms of brand image becomes more significant (Simonin and Ruth 1998).

### **Brand Alliances**

Rao and Ruekert (1994) discussed how brand alliances integrate individual brand images to create a composite image. Stella McCartney and Adidas, and Coca-Cola and Nutrasweet are examples of successful brand alliances. A brand alliance is a tool for boosting brand equity. Linking brands, through promotion for example, provides an

avenue for equity transfer. Marketers have stressed that partner brands should develop harmonious relationships with each other, underscoring the importance of having organizational “culture, operations, goals, and objectives” that are well suited (Bucklin and Sengupta 1993, p. 43). Rao and Ruekert (1994) champion alliances between a brand that requires quality assurance and a brand that has a good reputation, as well as those involving a brand that may be well established but can make use of a partner’s attributes. These authors paved the way for further research in brand alliances, which is discussed in the sections that follow.

*Pre-alliance beliefs, perceived congruity and spillover effects.* Marketers have identified key variables in the brand alliance equation. Pre-alliance attitudes towards partnering brands are related positively to evaluations of an alliance, as well as to post-alliance evaluations of the individual brands (Simonin and Ruth 1998). Furthermore, the importance of congruity is well supported (Bruning and Fudge 2006; Levin 2002; Levin and Levin 2000; Park et al. 1996; Simonin and Ruth 1998). Simonin and Ruth (1998) found that partner brands that were considered to suit each other in terms of both product category and brand name led to more positive reactions to alliances. These measures of congruity are akin to expectancy as indicated in the ATM, because they are based on pre-held expectations, given the partner brands. Other researchers appear to look at congruity more in terms of relevancy (i.e., importance given an activated schema). For example, Park et al. (1996) found evidence suggesting that alliances are more successful when complementarity is achieved – when both brands have common attributes, but one brand’s strong attributes compensate for its partner’s weaknesses, and vice-versa. Likewise, Levin and Levin (2000) found that more affect related to brand quality was

transferred from an established brand to a lesser-known brand when more of the latter's unknown attributes could be inferred from the former. That is, because the two brands had common attributes, brands without reputations were able to signal the quality of attributes that were not readily observable through alliances with strong brands. This finding calls into question whether partnering brands are affected equally by their involvement in an alliance. Simonin and Ruth (1998) empirically validated that partner brands are subject to "spillover effects" - when post-alliance impressions of a brand are affected by evaluations of the alliance. Studies have shown however that the effects of pre-alliance attitudes towards individual brands, as well as the role of perceived congruity depend on the familiarity of the brands (Rao, Qu and Ruekert 1999; Simonin and Ruth 1998).

*Brand Familiarity.* The relative familiarity of the brands involved in an alliance acts as a moderator to consumer evaluations (Simonin and Ruth 1998). Consumers have well established attitudes towards brands with which they are familiar, which are easily accessible from memory (Alba and Hutchinson 1987; Fazio 1986). The transfer of pre-alliance attitudes to evaluations of the alliance and post-alliance impressions are stronger for more familiar brands than for less familiar brands. Furthermore, it has been shown that brands that are more familiar compared to other brands involved in an alliance will contribute more to attitudes towards the alliance, and experience weaker spillover effects than their partners. Lastly, brand familiarity raises the effect of brand image fit on alliance evaluations, which is logical as it is more difficult to assess how suited two or more brands are to one another if a person is unfamiliar with one or other of them (Simonin and Ruth 1998).

A related idea is that of brand vulnerability (Rao et al. 1999). If a brand is well known (i.e., it is highly familiar), it has successfully made a name for itself, exposing it to risks. As discussed previously, brands signal quality, so a well-regarded brand has a lot to lose if it is associated with an unappealing organization. Rao et al. (1999) revealed that a company's vulnerability is crucial to its ability to effectively lend credibility to an alliance partner. When one or more aspect of a brand's performance is unobservable, a company may reassure consumers through an alliance with a strong brand. The authors manipulated whether quality-related information of an unknown brand was observable and investigated how the nature of a hypothetical ally (i.e., its vulnerability) in a brand alliance affected perceptions of quality. They found that when an unknown brand's quality was readily apparent, perceptions of the quality of a jointly branded product did not depend on the vulnerability of its alliance partner. However, when some of the product's attributes were described as unobservable, respondents considered its quality to be higher when the strong brand partner could be hurt by the alliance. In summary, the brand alliance literature highlights how alliance success (i.e., post-categorization affective response in the ATM) hinges on several variables that are related to those indicated in the ATM; pre-alliance beliefs, (i.e., pre-held schema affect), perceived congruity (i.e., categorization in terms of relevancy and expectancy), and spillover effects (i.e., feedback between the categorization and affect-generation stages). Although some differences exist which are next discussed, these factors are also at play when consumers evaluate alliances involving non-profit brands.

## **Cause-Brand Alliances**

To date, Austin's prediction (2000) that more integrated non-profit-business alliances would proliferate in the twenty-first century has rung true. He writes that while businesses try to differentiate themselves from competitors and respond to consumer demands for social responsibility, non-profits are being forced to locate alternate and concrete sources of funding. The following section reviews the literature on cause-brand alliances, underscoring ways in which they are thought to be similar to and different from traditional brand alliances (i.e., involving only for-profit partners).

*Pre-alliance beliefs, perceived congruity and spillover effects.* Consistent with brand alliance theory, pre-existing attitudes towards partner brands influence alliance evaluations, and partners are subject to spillover effects (Dickenson and Barker 2007; Lafferty et al. 2004). The importance of perceived congruity between the non-profit and the company is well supported, although it has been measured in different ways. Some researchers have operationalized congruity generally, simply questioning respondents whether two brands make a logical match (Gupta and Pirsch 2006; Pracejus and Olsen 2004). For instance, Gupta and Pirsch (2006) found that respondents indicated a greater intent to purchase a product that advertised donating a portion of sales to a cause when they perceived the cause and the company to make a logical match. In addition, higher brand image (or brand name) congruity between partners has been shown to reflect positively on an alliance (Dickenson and Barker 2007; Lafferty et al. 2004). However, the effect of product category congruity is more ambiguous. One study deemed the investigation of the role of product category fit unnecessary, as cause-brand alliances often do not result in the creation of a new product (Dickenson and Barker 2007).

Another study found that the perceived level of similarity between the product categories did not have a significant influence on evaluations of their alliance (Lafferty et al. 2004). The authors suggest that because the “product categories” of causes are sometimes less obvious compared to those of corporations, the level of congruity may be difficult to determine, weakening its influence. For example, the American Red Cross, one of the non-profits tested in the study, provides aid to a variety of causes (e.g., victims of disasters, food and relief for the homeless, etc.), rendering its service categorization unclear. Perhaps the more focused the objective of the cause, the more important it is that its category fit with that of the brand’s product. These views of congruity are based on previously held brand expectations, thus they are consistent with the dimension of expectancy as identified in the ATM.

Other studies are more specific about dimensions of cause-brand congruity. According to Austin (2000), greater value can be created through collaborations that go beyond financial and image congruity, aligning and exchanging core competencies. For example, Starbucks gained valuable knowledge about how to implement projects in developing countries from the Cooperative for American Relief to Everywhere (CARE), which in turn benefited from Starbucks’ extensive retail network and promotional skills (Austin 2000). Thus, Austin’s view of congruity is in line with relevancy in the ATM.

In contrast, Hamlin and Wilson (2004) found that for companies that manufacture low-involvement products, consumers are more likely to base future purchase decisions on pre-existing attitudes towards a brand, rather than on the congruity between the non-profit and the commercial brands. Morales (2005) revealed that consumers reward companies for general marketing efforts (even when they do not benefit personally), but

only when a firm's intent is perceived as genuine. This finding suggests that if a cause-brand alliance is viewed as a sales strategy, resulting evaluations of the alliance (and of the partnering non-profit and company) will not be as positive. Similarly, Barone et al. (2007) demonstrate that the impact of perceived congruity depends on the perceived motive of the corporation and how important the cause is considered by consumers. Here, congruity was measured in terms of a retailer's core product-line and the non-profit, their brand images and their target markets. According to the results of the study, if the perceived motives of the corporation are insincere (sincere), the level of congruity has no (a positive) impact on evaluations of an alliance. Similarly, compared to situations in which individuals are ambivalent towards it, when the cause is held in a very high regard, the level of congruity between partners becomes less important to assessments of an alliance. These findings deviate from what the ATM would predict – high positive cause affect (high negative company affect) should transfer more easily to an alliance under high congruity conditions, leading to more (less) favorable results compared to alliances exhibiting lower congruity. Thus, the role of the perceived motive of the corporate partner and the empathy felt towards the cause represent driving moderating forces not captured in the ATM or the traditional brand alliance literature, and must be considered in the present research. Barone et al. (2007) provide valuable insight into the relationships between congruity and cause-brand alliance evaluations; however, they do not address the moderating effects of the levels of familiarity of partnering brands.

*Brand Familiarity.* Contrary to research in brand alliances, which finds equivalent spillover effects for brands that are equally familiar, Lafferty et al. (2004)

revealed that attitudes towards an alliance have a greater impact on post-alliance impressions of the non-profit compared to that of the company. In contrast, Dickenson and Barker (2007) found that post-alliance attitudes towards the non-profit and corporate brands increased by comparable amounts relative to their pre-alliance ratings. This divergence warrants further study because a clear understanding of the likely distribution of spillover effects in a cause-brand alliance is paramount. If a non-profit stands to be affected more by an alliance than a company, it must be especially careful in its choice of corporate partner. That being said, the investigation of the effects of familiarity was beyond the goals of this research. The study involved one non-profit, the Gallery of Student Art (GoSA), and its familiarity was gauged and included as a covariate. However, the hypothetical corporate partners were all fictitious brands, so company familiarity was not an issue.

In brief, more integrated cause-brand alliances are on the horizon, and although the bulk of the literature supports the notion that cause-brand congruity is an important pre-requisite to successful partnerships (Dickenson and Barker 2007; Gupta and Pirsch 2006; Lafferty et al. 2004; Pracejus and Olsen 2004), other researchers have found qualifications to this effect (Barone et al. 2007; Hamlin and Wilson 2004). Adopting the extended ATM's two-dimensional view of congruity has the potential to capture more global aspects of congruity that are related to pre-held brand expectations (i.e., expectancy), while taking into account more specific, relevant attributes, given the alliance brand (i.e., relevancy). In fact, Fleck and Quester (2007) recently argued in favor of this "bidimensional" view of congruity as a means of achieving consistency and accuracy in the sponsorship literature. Sponsorship is a communication strategy in which

“the sponsor’s name, brand and/or products will benefit from the successful association with an event, be it a sport or art related, an athlete or a cause” (Fleck and Quester 2007, p. 979). Thus, when the sponsored event benefits a cause, this strategy may be considered a less integrated form of a cause-brand alliance. Thus, Fleck and Quester provide further support for the value of looking at cause-brand congruity in terms of relevancy and expectancy.

### **Summary**

The literature on branding, brand extensions and brand alliances provides a strong base from which to investigate further how affect transfers in cause-brand alliances. The roles of original brand beliefs and the level of perceived fit between partnering brands are well supported, but brands may be seen in the same light for various reasons. Indeed, a great deal depends on the perceiver. Personal experience (Parasuraman, Zeithaml, and Berry 1994; Teas 1993, 1994), significant others (Heckler and Childers 1992), and context (Levin and Levin 2000) can influence expectations and theories regarding why two brands belong in the same category. The majority of research in brand alliances does not build explicitly on the ATM (exceptions include Levin 2002, Levin and Levin 2000). The model identifies relevancy and expectancy as two factors driving whether categorization occurs (see Appendix A), influencing affective responses. Accordingly, this research tested the effects of high and low levels of both relevancy and expectancy in the cause-brand alliance context. Indeed, a clear understanding of the determinants of categorization and thus affect generation would support the development of the most successful partnerships between non-profit and for-profit organizations. Towards this end, Chapter Three fuses the two-dimensional view of congruity pulled from the ATM

with the branding literature reviewed thus far. Hypotheses are proposed that are designed to encapsulate the various theories that explain the transfer of affect and attitude between partner brands and an alliance brand as well as from the alliance brand back to the individual brands (see Appendix C).

## CHAPTER THREE

### CONCEPTUAL FRAMEWORK AND RESEARCH HYPOTHESES

#### I. CONCEPTUAL FRAMEWORK

Attitudes associated with a brand transfers to an alliance when the brand is perceived as fitting with the other brands involved in an alliance. This effect has been established in the brand alliance literature (Dickenson and Barker 2007; Lafferty et al. 2004; Levin 2002; Levin and Levin 2000; Park et al. 1996; Simonin and Ruth 1998). If pre-existing attitudes are favorable, this result is highly sought after. This research involved fictitious brands that were perceived as high in quality, such that maximizing the amount of affect that transferred from partner brands to the alliance brand would lead to more positive alliance assessments. Although it would be interesting to investigate how affect and attitudes transfer in alliances involving existing brands, it would necessitate taking into account pre-held brand beliefs that might confound the effect of congruity. Indeed, fictitious brands have been utilized in previous research as a way of limiting the influence of extraneous factors (e.g., Barone et al. 2007, Lafferty 2007), thus this method was followed in the present research. Irrespective of its effect on affect transfer, congruity has been shown to produce more positive alliance evaluations (Park et al. 1996), which may be due to an inherent desire to reduce inconsistencies in one's environment (Festinger 1957). The question then becomes, what are the underlying mechanisms of congruity? With a more fine-tuned idea of what drives individuals to perceive two entities as making a rational match, marketers of non-profit and for-profit organizations can make informed and effective alliance strategies and decisions. Researchers have gained insight from categorization theory and the ATM in linking

congruity to brand extension (Aaker and Keller 1990; Barone et al. 2000; Bousch and Loken 1991; Park et al. 1991) and brand alliance success (Levin 2002; Levin and Levin 2000; Park et al. 1996). However, relevancy and expectancy, two properties of congruity drawn from the ATM and explicitly delineated in Goodman's research (1980), have not yet been empirically tested in the cause-brand alliance context. Following in the steps of Heckler and Childers (1992) and Fleck and Quester (2007), this research was aimed at enriching current knowledge by analyzing the nuances of fit. In addition, contrary to the bulk of research to date which concentrates on how alliance congruity affects consumer attitudes, this project separated evaluative-based judgments (i.e., attitudes) from those that are more emotionally laden (i.e., affect) as well as from those having to do with behavioural intentions.

Relevancy, in terms of a brand's "diagnostic value" to a theme or category, is similar to the descriptive or "goal-driven attributes" described by Broniarczyk and Alba (1994). Again, these properties are salient, given the activated schema of a brand extension. In the case of a cause-brand alliance involving one non-profit and one for-profit organization (for the sake of simplicity – cause-brand alliances could potentially have numerous members), relevancy refers to brand attributes that benefit the cause – the schema activated by the alliance. As such, the concept of relevancy is tied to the product or service category of a potential partner, in that a partner that has attributes that are useful to the cause is more likely to be seen as relevant. Consider the Gallery of Student Art (GoSA) at the University of Manitoba as the non-profit in a hypothetical cause-brand alliance. The purpose of the alliance would be to promote student art and design, and enhance the images of both partners. An art supply store is an obvious example of an

organization that would have relevant competencies (i.e., products, services and/or skills) to supporting student art. The level of expectancy, on the other hand, is based on pre-held conceptions evoked by the theme or category. Given pre-existing brand knowledge, such as expectations related to brand image or target markets, expectancy refers to the perceived probability that partner brands would ally. For example, it would not be surprising if a store that employs university students and that has assisted charities in the past formed an alliance with GoSA. Theoretically, an alliance between GoSA and an art supply store known for supporting the community and student activities should encourage a direct transfer of affect from GoSA and the art supply store to the concept of supporting student art, and from feelings about supporting student art back to the individual brands. Conversely, a grocery store would be less relevant to the cause, and if it were not known for having an interest in students and not known for supporting charities, it would be less expected to ally with GoSA. As a result, categorization should be relatively less effective and affect transfer lower. In this way, brands may vary in terms of relevancy to the alliance, and expectancy in relation to one another, leading to differing levels of congruity and affect and attitude transfer. Appendix C presents the proposed model of affect and attitude transfer in cause-brand alliances. As can be seen, how relevant and expected partnering brands are in relation to one another were expected to determine their perceived congruity, which in turn was expected to drive affective and attitudinal responses to their alliance, eventually influencing the likelihood that participating brands be supported in the future. These predicted relationships are stated more formally in the section that follows.

## II. RESEARCH HYPOTHESES

### Congruity

The following hypotheses capture the differing effects of relevancy (high/low) and expectancy (high/low) and are depicted in Appendix C. Based on the research of Fiske and Pavelchak (1986), Goodman (1980), Heckler and Childers (1992) and Myers-Levy and Tybout (1989), it was expected that relevancy is related positively to perceived congruity.

**H1:** *As relevancy rises, congruity will rise.*

The second hypothesis takes into account expectancy congruity. Previous research suggests that consistency in terms of pre-held expectations is related to perceptions of congruity (Fiske and Pavelchak 1986, Heckler and Childers 1992). Thus, it was anticipated that greater congruity in terms of expectancy leads to higher perceptions of congruity.

**H2:** *As expectancy rises, congruity will rise.*

The first two hypotheses posit that both relevancy and expectancy determine congruity. It follows that partner brand congruity is greatest when both relevancy and expectancy are high, whereas it is lowest when they are both low. However, it is difficult to predict how mixed levels of congruity (i.e., high relevancy/low expectancy versus low relevancy/high expectancy) differ in terms of resulting perceptions of congruity, as

previous research has not found conclusive results (Heckler and Childers 1992). Thus, while building on the first two hypotheses, the third hypothesis focuses on the interaction between relevancy and expectancy in terms of congruity and reflects what is strongly supported in the literature.

**H3:** *The high relevancy/high expectancy alliance will result in the highest level of congruity.*

### **Affect and Attitude Transfer**

The brand alliance literature supports the view that alliances are assessed more positively when partner brands are considered congruent (Dickenson and Barker 2007; Gupta and Pirsch 2006; Lafferty et al. 2004; Park et al. 1996; Pracejus and Olsen 2004; Simonin and Ruth 1998). Furthermore, dimensions of congruity related to expectancy (Dickenson and Barker 2007; Lafferty et al. 2004; Park et al. 1991) and relevancy (Austin 2000; Broniarczyk and Alba 1994; Levin 2002; Park et al. 1996) may be drawn from the brand extension and the brand alliance literature, demonstrating their positive effects on consumer reactions to marketing stimuli. H3 predicts that congruity will be highest when both relevancy and expectancy are high. Taken together, a causal relationship is hypothesized in which the effects of relevancy and expectancy flow through perceptions of congruity, ultimately affecting alliance assessments. Specifically, the fourth set of hypotheses posits that higher congruity will lead to more favorable reactions to the alliance brand, such that:

**H4:** *Congruity will positively mediate the joint effects of relevancy and expectancy on alliance (a) affect and (b) attitude.*

## **Spillover Effects**

The fifth set of hypotheses is designed to assess spillover effects - when post-alliance reactions to partner brands are affected by impressions of the alliance - which have been observed in brand alliance research (Dickenson and Barker 2007; Lafferty et al. 2004; Park et al. 1996; Simonin and Ruth 1998). These studies suggest that well-liked partners that are perceived as congruent lead to positively evaluated brand alliances, creating positive spillover effects on the individual brands. On the other hand, when partner brand congruity is not as successful, reactions to brand alliances and spillover effects will be relatively lower. Again, this research involved brands that were perceived as high in quality, so spillover effects should have always be favorable, but most positive under cases of high congruity. It follows that:

**H5a/b:** *Alliance affect will positively mediate the relationship between congruity and post-alliance (a) company affect and (b) non-profit affect.*

**H5c/d:** *Alliance attitude will positively mediate the relationship between congruity and post-alliance (c) company attitude and (d) non-profit attitude.*

To provide a complete view of the outcomes of a brand alliance, future intentions to support both the company and the non-profit were investigated. Previous research supports relationships between attitude and behaviour (Abelson 1995; Judd and Brauer 1995; Peterson and Dutton 1975; Raden 1985), and affect and behaviour (Smith, Haugtvedt and Petty 1994). As such, the following relationships are hypothesized:

**H6a/b:** *Higher company (a) affect and (b) attitude will lead to higher future intentions to support the company.*

**H6c/d:** *Higher non-profit (a) affect and (b) attitude will lead to higher future intentions to support the non-profit.*

Perhaps the most informative way to measure spillover effects is by comparing changes in perceptions of participating brands - from before to after being linked in an alliance. The final set of hypotheses predicts that alliances involving partners that are highly relevant and highly expected will result in the most positive change in pre- to post-alliance perceptions of each individual brand. It should be noted that a direct path of this nature is not depicted in the model, but will be examined none the less in order to shed more light on the effects of relevancy and expectancy.

**H7 a/b/c:** *Compared to the low relevancy/low expectancy alliance, the high relevancy/high expectancy alliance will result in a more positive pre- to post-alliance change in (a) company affect, (b) company attitude, and (c) future intentions to support the company.*

**H7 d/e/f:** *Compared to the low relevancy/low expectancy alliance, the high relevancy/high expectancy alliance will result in a more positive pre- to post-alliance change in (d) non-profit affect, (e) non-profit attitude, and (f) future intentions to support the non-profit.*

### **Covariates**

Finally, based on the cause-brand alliance literature, it was anticipated that three other factors would influence reactions to alliances. Specifically, if the motive of the corporate partner is perceived as insincere, the resulting skepticism should offset the effect of congruity such that evaluations of the alliance brand do not differ significantly under different conditions of congruity (Barone et al. 2000, Barone et al. 2007).

Similarly, if the cause is held in very high regard, such strong positive feelings should lead to favorable reactions to alliances, regardless of perceived fit (Barone et al. 2007, Gupta and Pirsch 2006). Finally, how familiar consumers are with participating brands has been shown to influence reactions to brand alliances (Dickenson and Barker 2007, Lafferty et al. 2004, Simonin and Ruth 1998). This research involved fictitious corporate brands; so measuring company familiarity was not necessary. However, individuals could have varied in terms of their familiarity with the target non-profit (GoSA). Thus, although not included in the formal set of hypotheses, the effects of the perceived motive of the company, the affinity felt towards the cause, and the familiarity of the non-profit were dealt with by including them as covariates (Rifon et al. 2004; Tabachnick and Fidell 2007).

## CHAPTER FOUR

### METHODS

An experiment was administered to investigate the influence of congruity on reactions to brand alliances. Given the recent announcement of reduced spending for the arts (CBC News 2008), a particularly worthwhile cause-brand alliance would involve an arts organization. The Gallery of Student Art (GoSA), the student-run, student-funded gallery at the University of Manitoba, was thought to be more relevant to student participants compared to other arts organizations, especially if they were provided with a short description of its mission, hopefully activating positive attitudes and feelings towards the gallery. Thus, GoSA was the focal non-profit of this research. The purpose of the study was to assess how varying levels of congruity between GoSA and a hypothetical corporate partner influence evaluations of alliances and subsequent impressions of each partner's brand (i.e., spillover effects). Congruity was manipulated in terms of relevancy and expectancy, which were examined at high and low levels. In addition, to investigate how evaluations of GoSA and the firm changed as a result of their union, alliance presence was also manipulated. This technique allowed ratings of GoSA and corporate partners to be gathered both when they were and were not linked in an alliance. A comparison of these measures revealed how the alliance affected both partners. Traditionally, researchers have used repeated measures to assess changes in opinions due to the forming of an alliance. However, the arrangement employed in this research minimized demand effects that might surface from having individuals rate a brand more than once. Taken together, a 2 (alliance presence: no alliance/alliance) X 2 (relevancy: high/low) X 2 (expectancy: high/low) between-subjects design was employed

with three control groups (GoSA/no alliance, control company/no alliance, and control company/alliance).

## **I. Pretests**

### **Research Design**

A key element of the design was that all organizations (GoSA, the control company, the low relevancy/low expectancy company, the low relevancy/high expectancy company, the high relevancy/low expectancy company, and the high relevancy/high expectancy company) be viewed favorably and uniformly when evaluated independently, so that reactions to alliances would always be positive, with any variance being attributable to differences in alliance congruity. To further isolate the effects of congruity, fictitious corporate partner brands were used in the study (Barone et al. 2007, Lafferty 2007). This method enabled the fabrication of partners that were equivalent in terms of quality and size, but that differed in terms of relevancy to supporting student art and expectancy in relation to GoSA. This way, factors such as product category and market positioning, which are related to relevancy and expectancy, did not influence evaluations of participants. The name “Pippa’s” was selected for the corporate partner, and descriptions to fill the five different conditions and one for GoSA were developed (see Appendices D and E). The first pretest was conducted to ensure that all organizations were viewed similarly high in quality; however, a second pretest was necessary to determine effective relevancy and expectancy manipulations.

### **Participants**

Pretest respondents (N=40 [Pretest 1] and N=40 [Pretest 2]) were management students drawn from the main study population. Participants were approached at random

in the halls and study areas and persuaded to fill out a questionnaire in return for a small donut.

### **Procedure**

Participants were randomly assigned to one of the five company conditions (i.e., either the low relevancy/low expectancy, the low relevancy/high expectancy, the high relevancy/low expectancy, the high relevancy/high expectancy or the control company). They filled out a short survey (Appendix F) that began with a statement explaining that the purpose of the questionnaire was to gather students' opinions about different types of brands. Short descriptions of GoSA and one of the companies were presented and participants were asked to rate the two organizations. Then, a brief explanation of cause-brand alliances was provided with real world examples. Participants were next told to imagine that GoSA and the company had formed an alliance and asked to assess the alliance on two scales, which are described subsequently.

### **Manipulation Checks**

Scales were developed to evaluate whether the five versions of Pippa's were seen the way they in which they were intended. Specifically, scales for perceived organizational quality were designed to ensure that Pippa's and GoSA were seen similarly high in quality in all conditions. In addition, measures for relevancy and expectancy were developed to make certain that participants in different conditions rated alliances as planned in terms of these two constructs.

*Perceived Quality.* To assess scale quality, reliability and factor analyses were performed. The former type of analysis is used to investigate the relationships between the items that compose a scale, determining an index of its internal consistency. The

latter examines the underlying factors of latent variables, providing insight into their compositions (Tabachnick and Fidell 2007). Scale reliabilities and factor analyses for Pretests 1 and 2 are presented in Tables 4.1, 4.2, 4.6 and 4.7. Participants rated the perceived quality of GoSA and the company on three 7-point semantic differential scales anchored by 1 (*not at all important*) and 7 (*extremely important*), 1 (*worthless*) and 7 (*valuable*), and 1 (*inferior quality*) and 7 (*superior quality*). The latter item was derived from Aaker and Keller (1990), while the other two were added in an effort to ensure a robust scale was obtained. Responses to these items were averaged to form an index of perceived GoSA quality ( $\alpha = 0.75$  [Pretest 1]) and perceived Pippa's quality ( $\alpha = 0.78$  [Pretest 1]) (see Table 4.2). Providing further support for the validity of the indices of perceived organizational quality, factor analyses demonstrated that both constructs were unidimensional (see Tables 4.1 and 4.6).

*Perceived Relevancy.* Participants then rated how relevant the corporate partner was, given the cause of supporting student art. This was done on four 7-point scales, probing to the degree to which a partner was 1 (*not relevant*) versus 7 (*relevant*), 1 (*not appropriate*) versus 7 (*appropriate*), 1 (*not logical*) versus 7 (*logical*), and 1 (*not useful*) versus 7 (*useful*). The first item was drawn from Heckler and Childers (1992), and the other three were added to achieve a more robust scale. Answers to these measures were averaged to determine a scale for perceived relevancy ( $\alpha=0.93$  [Pretest 2]) (see Table 4.7), for which validity was indicated by a factor analysis (see Table 4.6).

*Perceived Expectancy.* Finally, pre-test participants were asked to indicate how expected an alliance between GoSA and the corporate partner would be on four 7-point scales ranging from 1 (*not expected*) to 7 (*expected*), 1 (*not predicted*) to 7 (*predicted*), 1

(*not anticipated*) to 7 (*anticipated*), and 1 (*not surprising*) to 7 (*surprising*) (reverse coded). The first, second and the fourth items were drawn from Fleck and Quester (2007), while the third was added to raise the likelihood of determining a reliable measure. In Pretest 1, the fourth item of the scale for alliance expectancy (i.e., the level of surprise) deviated from the other three items, and reliability was substantially higher when it was omitted ( $\alpha$  rose from 0.51 with all four items to 0.92 when the item relating to surprise was dropped). As the “surprise” item was reverse coded, it is likely that participants mistakenly assumed its numbering was the same as the other three items, which caused response patterns to differ and suggests that participants’ attention levels were not optimal. Based on its effect on the reliability of the scale, the surprise item was not included in the second pretest ( $\alpha = 0.96$  [Pretest 2]) or any subsequent analyses (see Table 4.7). Table 4.6 presents the results of a factor analysis of the three-item scale for perceived expectancy. As can be seen, one component was extracted, in support of the validity of the scale.

### **Pre-test Results**

SPSS version 16 was used for the following analyses. To ascertain whether the treatment groups differed significantly, several analyses of variances (ANOVAs) were performed. ANOVA compares mean performances to determine if there exist any statistically significant differences (Tabachnick and Fidell 2007). Beginning with Pretest 1, a 2 (relevancy) X 2 (expectancy) ANOVA revealed that the five fictitious companies were viewed relatively high in quality and did not differ significantly from one another in this respect (scores ranged from 4.62 in the control condition to 5.44 in the high relevancy/high expectancy condition) (see Tables 4.3 and 4.4). In addition, GoSA was

viewed similarly high in quality across conditions with mean scores ranging from 4.42 in the control condition to 5.13 in the low relevancy/high expectancy condition (see Tables 4.3 and 4.5). Using a one-way ANOVA, the results of Pretest 2 indicate that the perceived relevancy for the two high relevancy firms were given significantly higher scores on the relevancy scale compared to the average of the low relevancy firms,  $F(1, 38) = 12.31, p < .00$ , means: high relevancy = 5.81, low relevancy = 4.56 (see Tables 4.8 and 4.12). Similarly, the high expectancy firms were rated significantly higher on expectancy than the low expectancy firms,  $F(1, 38) = 10.76, p < .00$ , means: high expectancy = 5.03, low expectancy = 3.67 (see Tables 4.8 and 4.13). Further analysis revealed however, that although both groups were rated high, the high expectancy firms were rated higher in quality than low expectancy firms,  $F(1, 32) = 13.22, p < .00$ , means: high expectancy = 5.58, low expectancy = 4.48 (see Tables 4.8, 4.9 and 4.10). Accordingly, the expectancy manipulation check was repeated with the perceived quality of the company (PIP QTY) included as a covariate. The manipulation remained successful,  $F(1, 37) = 5.05, p < .03$ , means: high expectancy = 4.89, low expectancy = 3.81 (see Tables 4.8 and 4.14). Thus, the descriptions of the various forms of Pippa's (i.e., the fictitious companies) permitted the examination of collaborations involving GoSA and five companies that differed in terms of relevancy to the cause of supporting student art and expectancy in relation to GoSA. The order of rating the quality of GoSA and the company was counterbalanced, and no significant order effects were observed.

## **II. Main Study**

### **Research Design**

The objectives of the experiment were to: 1) investigate whether alliance congruity may be broken down into dimensions of relevancy and expectancy, 2) assess how different levels of congruity influence affect and attitude transfer from partner brands to an alliance, 3) examine the impact of congruity on post-alliance impressions of partner brands (i.e., spillover effects), and 4) look into the relationship between post-alliance attitudes and affect and post-alliance behavioural intentions to support participating brands. These relationships are depicted in the proposed model (see Appendix C). Pretests 1 and 2 led to the development of descriptions of fictitious corporate partners (i.e., Pippa's) that varied in terms of how relevant their business was to the cause of supporting student art, and in how expected they would be to form an alliance with the focal non-profit, the Gallery of Student Art (GoSA). The experimental design was similar to that followed in the pre-tests, although an additional independent variable was added, that is, alliance presence. Thus, a 2 (alliance presence: no alliance/alliance) X 2 (relevancy: high/low) X 2 (expectancy: high/low) between-subjects design + 3 controls (GoSA/no alliance, control company/no alliance, control company/alliance) was employed.

### **Participants**

Participants (N=237) were undergraduate management students at a large North American university. The researcher entered eight different second and third year management classes and invited students to fill out a questionnaire in exchange for a small donut. A few students were present in more than one of these classes, however

they were identified so that no one completed the instrument more than once. Nine cases were incomplete and thus were discarded from the data set. Another nine cases were identified as outliers by comparing standardized z scores for computed variables to average mean scores for a particular condition. These nine outliers were also omitted from the analysis, resulting in a sample size of 219 (56.2% male, 43.8% female, mean age = 21.7).

### **Procedure**

Participants were given a questionnaire and asked to fill it out. The experimental design yielded 11 different instruments: six for the “no alliance” conditions (in which participants evaluated GoSA or one of the five fictitious companies independently, providing pre-alliance measures, see Appendix G) and five for the “alliance” conditions (in which one of the five possible alliances involving GoSA was evaluated before the two organizations were rated independently, providing post-alliance ratings, see Appendix H). Participants were randomly assigned to 1 of the 11 conditions. The no alliance questionnaires required approximately five minutes to fill out, while those in the alliance condition were about twice as long. Examples of the no alliance and alliance conditions are presented in Appendices G and H, respectively.

*Alliance Conditions.* In the alliance conditions, instruments began with a description of cause-brand alliances and a statement about GoSA, maintaining that the gallery would benefit from an alliance with a corporate partner. Information about one of the fictitious companies (Pippa’s) was next presented and participants responded to several dependent measures pertaining to the alliance. Participants then rated the non-profit and the corporate partner independently. To strengthen the relevancy and

expectancy manipulations, the following page presented (for the second time) the description of the appropriate version of Pippa's. After moving to the next page of the questionnaire, participants answered a few more questions relating to the participating brands and attitudes towards the cause. These variables were included as covariates in the study, and are explained in more detail in the Covariates section. Finally, participants' demographic information was collected, with items concerning gender, age, place of birth, duration of residence in the research city, and length of time participants had spoken English. The latter three items were intended to identify participants who were not as advanced in English, in case they were unable to grasp the subtle difference between alliance relevancy and expectancy. Responses to these items did not significantly affect the pattern of results, and thus are not discussed further.

*No Alliance Conditions.* In the no alliance conditions, information about either GoSA or one of the five versions of Pippa's was provided, and participants completed the dependent measures for the appropriate organization. Next, applicable covariate items (i.e., those that made no reference to an alliance), as well as the demographic section were presented.

### **Experimental Manipulation**

Factor analyses were conducted for the latent variables of the main study. These results, exhibited in Table 4.15, reveal that only one component was extracted for each scale, indicating their validities. Table 4.16 presents the scale reliabilities for the main study. Experimental manipulation and scales included as manipulation checks followed those arrived at via pre-testing. The RELEVANCY ( $\alpha=0.95$ ), EXPECTANCY ( $\alpha=0.97$ ),

PIP QTY ( $\alpha=0.88$ ) and GoSA QTY ( $\alpha=0.91$ ) scales all reached satisfactory levels of reliability, lending further support for the proposed scales (see Table 4.16).

### **Dependent Variables**

*Congruity.* To ensure that relevancy and expectancy effectively determine congruity, the 7-point semantic differential scale of alliance congruity adopted by several researchers in the branding literature was employed as a key dependent variable in this research. Items related to whether an alliance between GoSA and Pippa's was perceived as 1 (*not at all consistent*) or 7 (*extremely consistent*), 1 (*not at all complementary*) or 7 (*extremely complementary*), and 1 (*not at all sensible*) or 7 (*extremely sensible*) (Aaker and Keller 1990, Lafferty et al. 2004). These measures were averaged to determine a scale for the perceived congruity of the alliance (CONGRUITY,  $\alpha =0.89$ ).

*Affect.* In an effort to integrate brand alliance research to date, the effects of relevancy and expectancy congruity on reactions to an alliance were considered in terms of affect (Dickinson and Barker 2007), attitude (Lafferty et al. 2004, Simonin and Ruth 1998), and future intentions to support the non-profit and the company (Barone et al. 2007). It seems that some researchers have used affect and attitude interchangeably. For example, Dickinson and Barker (2007) discuss the transfer of affect (a construct based on feelings) in cause-brand alliances but measure brand attitude (a construct based on rational thinking). In contrast, this research distinguishes between emotional (i.e., affect), evaluative (i.e., attitude), and behavioural (i.e., future intentions) responses, which are next explained in more detail.

Fiske and Pavelchak's main contribution (1986) was the notion that "affective tags" are attached to schemas and that if a stimulus is successfully categorized as a

member of a particular class, the emotions associated with that class seem to shape impressions of the stimulus. This study examined affect using ten 5-point semantic differential items, anchored by 1 (*slightly*) and 5 (*extremely*), assessing the extent to which alliances evoked feelings of being active, alert, attentive, determined, enthusiastic, excited, inspired, interested, proud and strong (Watson, Clark, and Tellegen 1988). These items were averaged to form a summated scale for affect felt towards the alliance ( $\text{AFFECT}_{\text{Alliance}}$ ,  $\alpha=0.96$ ). The same items but in relation to Pippa's and GoSA were used to determine scales for affect felt towards Pippa's ( $\text{AFFECT}_{\text{Pippa's}}$ ,  $\alpha=0.96$ ) and GoSA ( $\text{AFFECT}_{\text{GoSA}}$ ,  $\alpha=0.97$ ), respectively.

*Attitude.* Attitudes towards the alliance were gauged using three 7-point bipolar semantic differential scales. These items were anchored by 1 (*negative*) and 7 (*positive*), 1 (*unfavorable*) and 7 (*favorable*), and 1 (*bad*) and 7 (*good*) (Barone et al. 2007; Lafferty et al. 2004, Simonin and Ruth 1998), and were averaged to create a scale for alliance attitude ( $\text{ATTITUDE}_{\text{Alliance}}$ ,  $\alpha=0.94$ ). An attitude towards the corporate partner index ( $\text{ATTITUDE}_{\text{Pippa's}}$ ,  $\alpha=0.94$ ) and an attitude towards the non-profit index ( $\text{ATTITUDE}_{\text{GoSA}}$ ,  $\alpha=0.95$ ) were formed in a like manner.

*Future Intentions.* Behavioural intentions to support the for-profit partner were assessed by means of three 7-point semantic differential scales, anchored by 1 (*strongly disagree*) and 7 (*strongly agree*). The items probed the extent to which participants planned to frequent the company, purchase a product or service from the company, and spread positive word-of-mouth about the company (adapted from Barone et al. 2007). These items were averaged to form an index of behavioural intentions to support the corporate partner ( $\text{BEH}_{\text{Pippa's}}$ ,  $\alpha=0.89$ ). A scale for future intentions to support the non-

profit ( $BEH_{GoSA}$ ,  $\alpha=0.80$ ) was determined in a similar way. Specifically,  $BEH_{GoSA}$  was established by averaging responses to items concerning intentions to visit GoSA, donate time to the gallery, donate money to the gallery, and bring it up in a positive way in social situations. The first three items were drawn from Gabarino and Johnson's scale for intentions to support an arts organization (1999), and the fourth (Arnett et al. 2003) was included because of its relevance and to increase the scale's consistency with  $BEH_{Pippa}$ 's.

### **Covariates**

*Motive.* The perceived motive of the corporate partner was assessed via average response to three 7-point scales. The first item, anchored by 1 (*not at all skeptical*) and 7 (*extremely skeptical*) was drawn from Gupta and Pirsch (2006). To ensure measurement reliability, additional items were added to the scale: the first being anchored by 1 (*not at all suspicious*) and 7 (*extremely suspicious*), and the second by 1 (*Pippa's cannot be trusted*) and 7 (*Pippa's can be trusted*) (reverse coded). However, the latter item did not align with the other two ( $\alpha$  increased from 0.63 to 0.91 when it was dropped from the scale), thus an index of the perceived motive of the company (MOTIVE) was determined via the first two items. Participants likely awarded such different scores to the "trustworthy" item because it was reverse coded. Thus, since the divergence was probably due to the presentation of the items, as opposed to a more conceptual explanation, it was thought that leaving the trustworthy item out of the analysis would not alter the essence of the measure.

*Affinity.* An index of affinity towards the cause (AFFINITY) was determined by averaging participant responses to three 7-point scales anchored by 1 (*strongly disagree*) and 7 (*strongly agree*). Scales were presented with each of the following statements:

when someone criticizes student art, it feels like a personal insult; I am very interested in what others think about student art; and student art successes are my successes. These items were drawn from a scale designed to measure identification with a museum that consists six items (Bhattacharya, Rao and Glynn 1995). To keep the length of the scale consistent with the other covariate measures, three items were dropped, leaving those just described. Factor analysis indicated the unidimensionality of the scale, and its reliability is high ( $\alpha = 0.87$ ), thus supporting the proposed three-item scale for affinity.

*Familiarity.* Previous research has measured brand familiarity by means of three items relating to whether an individual has heard of a brand, how familiar it is, and how recognizable it is (Lafferty et al. 2004, Simonin and Ruth 1998). In this research, participants indicated whether or not they had heard of GoSA on a binary scale. Two 7-point scales based on the traditional scale (Lafferty et al. 2004, Simonin and Ruth 1998) were tailored to GoSA and averaged to form an index of participants' familiarity with the non-profit (GoSA FAMILIARITY,  $\alpha = 0.70$ ). These items were anchored by 1 (*not at all familiar*) and 7 (*extremely familiar*), and 1 (*when walking through the student centre, I never recognize GoSA*) and 7 (*when walking through the student centre, I always recognize GoSA*). As the companies were fictitious, assessing participants' familiarity with the corporate partner was not necessary.

## **Results**

*Manipulation Checks.* SPSS version 16 was used to run the tests necessary to check manipulations and test hypotheses. Analysis of the RELEVANCY and EXPECTANCY measures confirmed that the manipulations were successful, with high relevancy alliances scoring significantly higher on the RELEVANCY scale compared to

low relevancy alliances,  $F(1, 79) = 14.46, p < .00$ , means: high relevancy = 5.08, low relevancy = 3.94 (see Tables 4.17 and 4.21). Likewise, high expectancy alliances were rated significantly higher on the EXPECTANCY scale compared to low expectancy alliances,  $F(1, 79) = 4.41, p < .04$ , means: high expectancy = 4.56, low expectancy = 3.84 (see Tables 4.17 and 4.22). However, analysis revealed that while GoSA was viewed similarly high in quality under different conditions (with mean scores ranging from 4.47 to 5.00, see Tables 4.17 and 4.20), some of the corporate organizations varied significantly in terms of perceived quality (see Tables 4.17, 4.18 and 4.19). Specifically, high expectancy companies (i.e., that were known for supporting student art efforts in the past) were seen as higher in quality than low expectancy companies, potentially confounding the results of the study,  $F(1, 79) = 4.41, p < .04$ , means: high expectancy = 4.86, low expectancy = 4.17 (see Tables 4.17 and 4.18). Thus, the expectancy manipulation and the perceived quality of the company appear to be linked. However, by removing variation in dependent variables due to the latter by including it as a covariate, the effect of the expectancy manipulation becomes more distinct (Tabachnick and Fidell 2007). Accordingly, PIP QTY was added to the list of covariates in subsequent analyses.

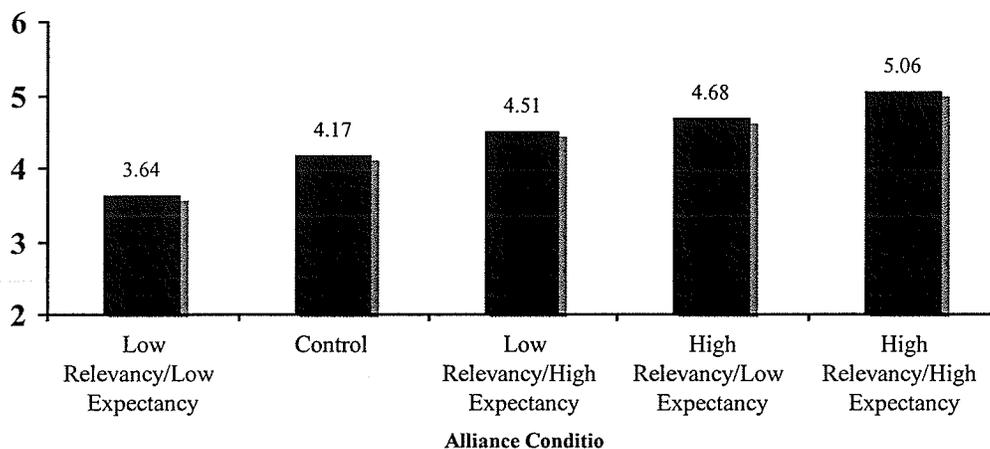
*Tests of Hypotheses.* The means, standard deviations, and cell sizes for the following analyses are presented in Table 4.23. H1, H2 and H3 were tested using a 2 (relevancy) X 2 (expectancy) analysis of covariance (ANCOVA) with CONGRUITY as the dependent variable, which is first discussed. Next, the tests of the mediating relationships concerning the transfer of affect and attitude proposed in H4 are considered. The results of hypothesis tests concerning spillover effects are then reported. These include the mediation analyses with post-alliance company and non-profit affect and

attitude as the dependent variables (H5), and the investigation of whether post-alliance affect and attitude are linked to participants' behavioural intentions to support participating brands (H6). These analyses (H1-H6) were all conducted in the alliance condition. Finally, using a one-way ANCOVA with alliance presence as the manipulated variable and post-alliance affect, attitudes, and behavioural intentions as dependent variables, the changes in opinions of brands due to their participation in an alliance are analyzed and discussed (H7).

*Congruity.* Consistent with H1 and H2, both relevancy and expectancy demonstrated significant main effects on perceived congruity,  $F(1, 72) = 14.30, p < .00$ , and  $F(1, 72) = 7.86, p < .01$ , respectively (see Table 4.24). H3 posits that the high relevancy/high expectancy alliance should lead to significantly higher perceptions of congruity compared to the other alliances. Paired comparisons showed that, as predicted, the high relevancy/high expectancy alliance ( $M=5.06$ ) was given significantly higher scores on CONGRUITY compared to its low/low counterpart ( $M=3.64$ ) (see Tables 4.23). The difference exceeded the critical value of .81, as indicated by Turkey's HSD  $\alpha$  procedure,  $p < .05$  (see Table 4.25 and Figure I). Further, the high/high alliance received higher scores than alliances displaying mixed-congruity, although these differences were not significant. In an effort to maintain consistency in subsequent mediation tests, PIP QTY, MOTIVE, AFFINITY and GoSA FAMILIARITY were included as covariates in the analyses that follow (H1 - H7). As expected, PIP QTY and AFFINITY had significant positive effects on perceptions of alliance congruity, while MOTIVE had a significant negative effect (see Table 4.24).

To provide further insight about what influences perceptions of congruity, the control condition that was developed in pre-testing was analyzed. In this condition, the description of the corporate partner provided no information about its relevancy to the cause of supporting student art, or about how expected it would be to ally with GoSA (see Appendix E). As anticipated, this alliance was rated between the high relevancy/high expectancy alliance and the low relevancy/low expectancy alliance on CONGRUITY (see Table 4.25 and Figure I). As per the critical HSD value reported previously (.81), the control alliance and the low relevancy/low expectancy alliance were rated similarly on CONGRUITY, both scoring significantly lower than the other alliance conditions,  $p < .05$ . Thus, it appears that high congruity is more easily manipulated than low congruity, an issue that is explained more in the Discussion section. In any event, the results suggest that congruity is highest when conditions for relevancy and expectancy are at their highest levels.

Figure I: Congruity by Group Alliance Condition



*Affect and Attitude Transfer.* H4a predicts that the joint effects of relevancy and expectancy on alliance affect will be positively mediated by congruity. To test this proposition, several covariate analyses were necessary. Barone and Kenny (1986) stipulate four steps to test mediation. First, the relationship between the predictor variable (i.e., relevancy and expectancy in H4a) and the outcome variable (i.e., alliance affect in H4a) is tested. Second, the relationship between the mediator (i.e., congruity in H4a) and the outcome variable (i.e. alliance affect) is tested. Third, the relationship between the predictor variable (i.e., relevancy and expectancy) and the mediator (i.e., congruity) is tested. Finally, the last test is a repeat of the first but with the mediator included as a covariate. If the effect of the predictor becomes less significant in step four, partial mediation is indicated, and if it becomes insignificant, full mediation is indicated (Barone and Kenny 1986). An ANCOVA revealed that  $AFFECT_{alliance}$  was significantly higher for the high expectancy group compared to the low expectancy group,  $F(1, 70) = 4.47, p < .04$ , but that the high and low relevancy groups did not differ significantly from one another,  $F(1, 70) = 1.80, p < .19$  (see Table 4.26). As expected, MOTIVE had a significant negative effect on affect felt towards the alliance, while AFFINITY had a positive effect (see Table 4.26). The relevancy X expectancy effect was not significant,  $F(1, 70) = 0.51, p < .48$ , causing the remainder of the mediation analysis to make claims about relevancy and expectancy's main effects, rather than their combined effect. In testing the second step of the mediation analysis, a regression analysis showed that CONGRUITY had a direct positive effect on  $AFFECT_{alliance}$ ,  $R^2 = 0.31, \beta = 0.27, p < .02$ , and that AFFINITY also had a positive influence (see Table 4.27). Regression analysis is

used when independent variables, measured in metric and non-metric form, are used to predict the behaviour of a metrically measured dependent variable. The third path of interest related to H4a was examined previously (H1 and H2), whereby main effects of relevancy and expectancy on CONGRUITY were observed (see Table 4.24). Again, the relevancy X expectancy interaction effect was not significant,  $F(1, 72) = 1.35, p < 0.25$ . Thus, although H4a and H4b make predictions about the “joint effects” of relevancy and expectancy, the fact that their interaction effect on congruity was insignificant causes the remainder of the discussion to focus on their independent main effects. The final step of the mediation analysis, a repetition of the first but with CONGRUITY also included as a covariate, caused the effect of expectancy to become insignificant, while that of CONGRUITY persisted (see Table 4.28 and Figure II). This finding indicates a significant mediating role played by CONGRUITY and thus offers partial support for H4a. That is, it appears that while expectancy’s effect on alliance affect may be attributed to its effect on perceptions of congruity, less may be said about the influence of relevancy. Although higher relevancy led to higher perceptions of alliance congruity, that is where its influence was exhausted (see Figure II). Once again, AFFINITY displayed a significant covariate effect (see Table 4.28). This link between identification with the cause and feelings felt towards an associated alliance makes intuitive sense and is considered further in the Discussion section. Based on the results of H4a, how relevant a corporate partner’s business is to the cause and how much it has supported it in the past have positive influences on perceptions of alliance congruity. Perceptions of alliance congruity are related positively to feelings about an alliance, which are also affected by how important the cause is viewed.

Figure II: H4a Path Diagram

QuickTime™ and a  
TIFF (LZW) decompressor  
are needed to see this picture.

A second mediation analysis was conducted to test H4b, which predicts positive relationships between relevancy and expectancy and alliance attitude that are mediated by congruity. To investigate this relationship, a similar procedure to the testing of H4a was followed but with  $ATTITUDE_{alliance}$  as the outcome variable. An ANCOVA demonstrated that both relevancy,  $F(1, 72) = 7.46, p < .01$ , and expectancy,  $F(1, 72) = 8.61, p < .00$ , had significant positive main effects on attitudes towards the alliance. In terms of covariate effects, PIP QTY had a positive effect and MOTIVE had a negative effect (see Table 4.29). In addition, the effect of CONGRUITY on  $ATTITUDE_{alliance}$ , the second step of the mediation analysis, was supported by the regression results,  $R^2=0.49, \beta=0.53, p < .00$ , in which the covariate effect of PIP QTY persisted (see Table 4.30). With the third step of the mediation analysis (i.e., the link between relevancy and expectancy and perceived congruity) supported by the analyses of H1 and H2 (see Table 4.24), the final step was to look at the effects of relevancy and expectancy on attitudes towards the alliance with perceived congruity as a covariate. As expected, the influences of relevancy and expectancy on  $ATTITUDE_{alliance}$  became insignificant when CONGRUITY was entered into the equation, which in turn remained influential (see

Table 4.31 and Figure III). Thus, the results of the analysis provide full support for H4b. Once again, the effect of PIP QTY remained strong, illustrating the judgmental nature of attitudinal responses. It seems that the perceived level of quality of the corporate partner provided a base from which participants developed attitudes towards the alliance. This pattern was not observed in relation to alliance affect (H4a). Besides beliefs about Pippa's quality, attitudes towards alliances were the product of perceptions of congruity, which were driven by how relevant the corporate partner's business was to supporting student art and how much it had supported student art efforts in the past.

Figure III: H4b Path Diagram

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TIFF (LZW) decompressor  
are needed to see this picture.

*Spillover Effects.* Similar mediation analyses were carried out to test the fifth set of hypotheses. The preceding assessment of H4a indicates a positive relationship between CONGRUITY and AFFECT<sub>alliance</sub>, a key path for both H5a and H5b (see Table 4.27). H5a predicts that perceptions of congruity first influence feelings towards an alliance, which then generate feelings towards the corporate partner. In testing this mediation relationship, a regression analysis with AFFECT<sub>pippa's</sub> as the dependent variable did not indicate a direct relationship between CONGRUITY and post-alliance company affect (see Table 4.32, Step 1). Rather, the covariates AFFINITY and PIP QTY

were identified as key determinants, out-shadowing the other variables included in the regression. A second regression showed that  $AFFECT_{alliance}$  appears to have a positive influence on resulting company affect,  $R^2 = 0.53$ ,  $\beta = 0.58$ ,  $p < .00$ , that is, over and above the effect of PIP QTY (see Table 4.32, Step 2). Taken together, H5a is not supported, however an indirect relationship between congruity, alliance affect, and post-alliance company affect is suggested (see Figure IV). It follows that feelings towards the alliance spilled over onto the company, which strengthens the notion that emotionally laden feelings transfer in cause-brand alliances.

Figure IV: H5a Path Diagram

QuickTime™ and a  
TIFF (LZW) decompressor  
are needed to see this picture.

An analogous pattern was observed in the examination of post-alliance non-profit affect. Specifically, congruity did not significantly impact  $AFFECT_{gosa}$  (see Table 4.33, Step 1), but  $AFFECT_{alliance}$  and  $AFFINITY$  did (see Table 4.33, Step 2), thus undermining H5b. Still, it is apparent that feelings felt towards the alliance affected post-alliance impressions of the gallery (see Figure V).

Figure V: H5b Path Diagram

QuickTime™ and a  
TIFF (LZW) decompressor  
are needed to see this picture.

Previous analysis (H4b) suggests a positive link between CONGRUITY and ATTITUDE<sub>alliance</sub>, an important step in testing H5c and H5d (see Table 4.30). The former (H5c) predicts that the positive relationship between CONGRUITY and ATTITUDE<sub>pippa's</sub> is mediated by ATTITUDE<sub>alliance</sub>. Analysis revealed that CONGRUITY does not appear to be linked directly to post-alliance attitudes towards the company (see Table 4.34, Step 1). However, the effect of ATTITUDE<sub>alliance</sub> on ATTITUDE<sub>pippa's</sub> was significant, which while not supporting H5c, indicates an indirect relationship between the three constructs (see Table 4.34, Step 2 and Figure VI). Here, PIP QTY also came into play. In addition, neither CONGRUITY nor ATTITUDE<sub>alliance</sub> appeared to have a direct impact on post-alliance attitudes towards the gallery, contrary to H5d (see Table 4.35 and Figure VII). The only variable that exhibited a significant effect was that of AFFINITY.

Figure VI: H5c Path Diagram

QuickTime™ and a  
TIFF (LZW) decompressor  
are needed to see this picture.

Figure VII: H5d Path Diagram

QuickTime™ and a  
TIFF (LZW) decompressor  
are needed to see this picture.

The sixth set of hypotheses posits positive relationships between post-alliance attitudes and affect towards partner brands and their likelihood of being supported in the future. In support of H6a and H6b, the results of the study show that both affect,  $R^2 =$

0.54,  $\beta = 0.28$ ,  $p < .00$ , and attitude,  $R^2=0.54$ ,  $\beta = 0.35$ ,  $p < .00$ , linked to the company were related positively to participants' plans to support it in the future (see Table 4.36). In the same vein, affect associated with the non-profit had a significant effect on its resulting likelihood of being supported,  $R^2 = 0.45$ ,  $\beta = 0.27$ ,  $p < .01$  providing support for H6c (see Table 4.37). However, the link between attitude towards the non-profit and its probability of being supported by participants was not supported, which suggests that the success of non-profits hinges more on emotional ties than rational judgment (see Table 4.37). Once more, analyses with  $BEH_{pipa}$ 's as the outcome variable (H6a and H6b) revealed significant positive effects of PIP QTY, while those involving  $BEH_{gosa}$  (H6c and H6d) were affected positively by the influence of AFFINITY. Appendix I presents the paths of the proposed model supported by the experiment.

To further assess spillover effects, H7 posits that compared to low levels of congruity, high relevancy/high expectancy alliances will lead to the most favorable changes in opinions of partner brands due to their participation in an alliance. Although not depicted in the proposed model, these relationships were examined because of their practical relevance. In order to do so, one corporate partner was considered at a time. Beginning with the low relevancy/low expectancy condition, an ANCOVA was performed with alliance presence as the independent variable, and company affect as the dependent variable. PIP QTY, AFFINITY and GoSA FAMILIARITY were included as covariates, but MOTIVE was not, as the MOTIVE items would have confused participants in the no alliance condition. This procedure was done with each of the four other types of corporate partners in isolation (i.e., low relevancy/high expectancy, high relevancy/low expectancy, high relevancy/high expectancy, and control). The entire

process was subsequently repeated with company attitude as the dependent variable, and then repeated again with intentions to support the company in the future as the dependent variable. To examine changes in opinions concerning the gallery, the no alliance/GoSA instruments were compared to each of the five alliance conditions. Three waves of analyses were completed; with GoSA affect, attitude, or behavioural intention as the dependent variable, respectively. Of course, PIP QTY was not included as a covariate, as this measure was not collected in the no alliance/GoSA condition. Likewise, GoSA QTY was not taken into account as a covariate because the gallery was perceived similarly high in all conditions, relaxing the need to deal with its effect.

Table 4.38 presents a complete listing of estimated marginal means and significance levels for the various tests. As can be seen, most did not reach significance. This may be due to the fact that pre- and post-alliance assessments were not provided by the same individual, a possibility that will be considered further in the Discussion section. In any event, the design was not able to capture changes in perceptions of the company due to its participation in an alliance. In reference to H7a-H7c, one of the fifteen tests reached significance: affect felt towards the control firm was significantly lower when it was linked to the gallery in an alliance compared to when it was not linked in an alliance,  $F(1, 31) = 13.34, p < .00$ , means: no alliance = 3.13, alliance = 2.23 (see Table 4.38). This finding does not provide any coherent results about how alliance congruity affects post-alliance opinions of the corporate partner, thus no support for H7a, H7b or H7c was found. However, more can be said in relation to the non-profit.

Compared to when it was not involved in an alliance, feelings,  $F(1, 34) = 10.16, p < .00$ , means: no alliance = 2.52, alliance = 3.24, and attitudes,  $F(1, 34) = 5.95, p < .02$ ,

no alliance = 4.67, alliance = 5.47, associated with the gallery, and its likelihood of being supported,  $F(1, 34) = 7.21, p < .01$ , means: no alliance = 3.21, alliance = 3.29, were significantly higher when it was paired in an alliance with the high relevancy/high expectancy firm. This pattern was not observed for any of the other alliance combinations. In fact, the only other significant test was for that involving the low relevancy/low expectancy alliance – affect felt towards the gallery was significantly higher in the alliance condition,  $F(1, 35) = 6.83, p < .01$ , no alliance = 2.56, alliance = 3.22. With this result, the tidy picture provided by the preceding three (i.e., that an alliance with a highly relevant/highly expected corporate partner will always lead to the most attractive results for a non-profit) is more ambiguous. However, it is evident that the high relevancy/high expectancy alliance consistently led to more favorable impressions of the non-profit in terms of affect (see Figure VIII), attitude (see Figure IX) and behavioural intention (see Figure X), demonstrating support for H7d, H7e and H7f. Table 4.39 presents a complete list of the results of the hypothesis tests.

Figure VIII: Pre- to Post-Alliance Change in GoSA Affect

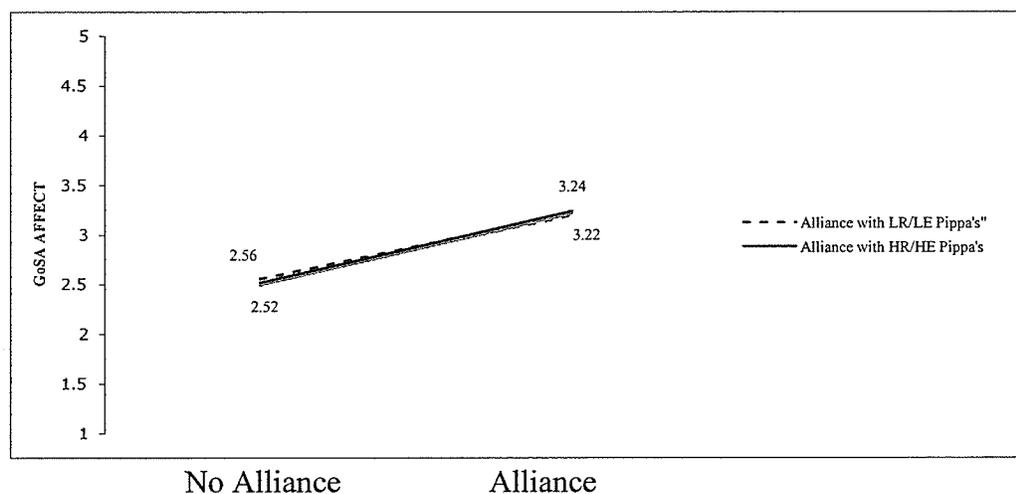


Figure IX: High Relevancy/High Expectancy Pre- to Post-Alliance Change in

GoSA ATTITUDE

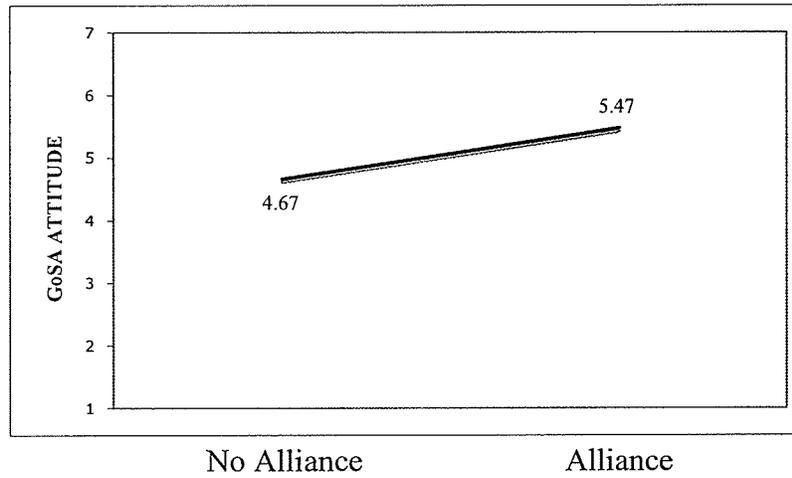


Figure X: High Relevancy/High Expectancy Pre- to Post-Alliance Change in

GoSA BEH

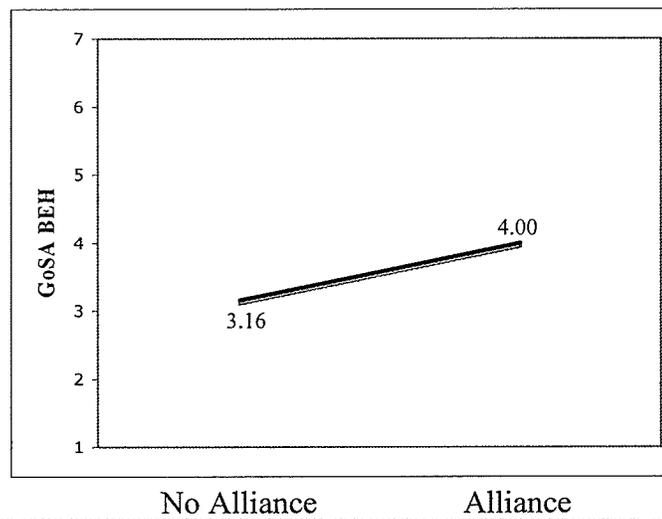


Table 4.1

## Pretest 1 Factor Analyses of Scales

Component Matrix	Scale	
	Perceived Pippa's Quality	Perceived GoSA Quality
Pippa's		
Importance	0.926	
Worth	0.879	
Quality	0.691	
TVE	70.29	
GoSA		
Importance		0.763
Worth		0.882
Quality		0.824
TVE		67.93

*Note.* TVE = Total Variance Explained [Extraction Sums of Squared Loadings (Cumulative %)]; One component extracted for both scales.

Table 4.2

## Pretest 1 Analysis of Scale Reliabilities

Scale	$\alpha$
Perceived Pippa's Quality	.78
Perceived GoSA Quality	.75

Table 4.3

Pretest 1 Means, Standard Deviations and Cell Sizes

Dependent Variable	Relevancy	Expectancy		
		Control	Low	High
Perceived Pippa's Quality	Control	4.62 (1.48) <sup>a</sup> (8) <sup>b</sup>		
	High		5.44 (.83) <sup>a</sup> (8) <sup>b</sup>	4.81 (.83) <sup>a</sup> (8) <sup>b</sup>
	Low		4.75 (.83) <sup>a</sup> (8) <sup>b</sup>	5.13 (.83) <sup>a</sup> (8) <sup>b</sup>
Perceived GoSA Quality	Control	4.42 (.58) <sup>a</sup> (8) <sup>b</sup>		
	High		5.04 (.94) <sup>a</sup> (8) <sup>b</sup>	5.04 (.94) <sup>a</sup> (8) <sup>b</sup>
	Low		4.92 (.94) <sup>a</sup> (8) <sup>b</sup>	5.13 (.94) <sup>a</sup> (8) <sup>b</sup>

<sup>a</sup> Standard Deviation<sup>b</sup> Cell Size

Table 4.4

Pretest 1 Analysis of Variance of Perceived Pippa's Quality

Source	Sum of Squares	Degrees of Freedom	Mean Square	F-Statistic	p-value
Relevancy [R]	0.13	1	0.13	0.18	0.67
Expectancy [E]	0.28	1	0.28	0.41	0.53
R X E	2.00	1	2.00	2.94	0.10
Error	19.06	28	0.68		
Total	831.50	32			
Corrected	21.47	31			

*Note. As expected, the corporate partner was rated similarly high across conditions.*

Table 4.5

## Pretest 1 Analysis of Variance of Perceived GoSA Quality

Source	Sum of Squares	Degrees of Freedom	Mean Square	F-Statistic	p-value
Relevancy [R]	0.00	1	0.00	0.00	0.95
Expectancy [E]	0.09	1	0.09	0.10	0.76
R X E	0.09	1	0.09	0.10	0.76
Error	24.57	28	0.88		
Total	834.78	32			
Corrected	24.75	31			

*Note. As expected, GoSA was rated similarly high across conditions.*

Table 4.6

## Pretest 2 Factor Analyses of Scales

Component Matrix	Scale			
	Perceived Pippa's Quality	Perceived GoSA Quality	Perceived Relevancy	Perceived Expectancy
Pippa's				
Importance	0.909			
Worth	0.928			
Quality	0.935			
TVE	85.41			
GoSA				
Importance		0.844		
Worth		0.844		
Quality		0.845		
TVE		71.27		
Relevancy			0.964	
Appropriateness			0.952	
Logic			0.858	
Usefulness			0.853	
TVE			82.48	
Expectancy				0.968
Predictability				0.968
Anticipation				0.942
TVE				92.04

*Note. TVE = Total Variance Explained [Extraction Sums of Squared Loadings (Cumulative %)]; One component extracted for all scales.*

Table 4.7

## Pretest 2 Analysis of Scale Reliabilities

Scale	$\alpha$
Perceived Pippa's Quality	.91
Perceived GoSA Quality	.78
Perceived Relevancy	.93
Perceived Expectancy	.96

Table 4.8

## Pretest 2 Means, Standard Deviations and Cell Sizes

Dependent Variable	Relevancy	Expectancy	
		Low	High
Perceived Pippa's Quality	High	4.25 (.97) <sup>a</sup> (10) <sup>b</sup>	5.35 (.97) <sup>a</sup> (10) <sup>b</sup>
	Low	4.70 (.97) <sup>a</sup> (10) <sup>b</sup>	5.8 (.97) <sup>a</sup> (10) <sup>b</sup>
Perceived GoSA Quality	High	4.97 (.89) <sup>a</sup> (10) <sup>b</sup>	5.57 (.89) <sup>a</sup> (10) <sup>b</sup>
	Low	5.30 (.89) <sup>a</sup> (10) <sup>b</sup>	5.43 (.89) <sup>a</sup> (10) <sup>b</sup>
Perceived Relevancy	High		5.81 (1.13) <sup>a</sup> (20) <sup>b</sup>
	Low		4.56 (1.13) <sup>a</sup> (20) <sup>b</sup>
Perceived Expectancy		3.67 (1.32) <sup>a</sup> (20) <sup>b</sup>	5.03 (1.32) <sup>a</sup> (20) <sup>b</sup>
Perceived Expectancy (with Congruity as a Covariate)		3.81 (1.42) <sup>a</sup> (20) <sup>b</sup>	4.89 (1.42) <sup>a</sup> (20) <sup>b</sup>

<sup>a</sup> Standard Deviation<sup>b</sup> Cell Size

Table 4.9

## Pretest 2 Analysis of Variance of Perceived Pippa's Quality

Source	Sum of Squares	Degrees of Freedom	Mean Square	F-Statistic	p-value
Relevancy[R]	2.03	1	2.03	2.15	.15
Expectancy [E]	12.10	1	12.10	12.87	.00**
R X E	0.00	1	0.00	0.00	1.00
Error	33.85	36	0.94		
Total	1058.00	40			
Corrected	47.98	39			

\*\* $p < .01$ 

Table 4.10

## Post-hoc Test for Perceived Pippa's Quality

# of Treatments	Degrees of Freedom	q - value	Error Mean Square	n	Turkey's HSD Critical Value
4	36	3.81	0.94	10	1.17

Estimated Marginal Means	HR/LE	LR/LE	HR/HE	LR/HE
	4.25	4.7	5.35	5.8

Note. HR = High Relevancy, LR = Low Relevancy, HE = High Expectancy, LE = Low Expectancy, Underline denotes mean values that do not differ significantly from one another,  $p < .05$ .

Table 4.11

## Pretest 2 Analysis of Variance of Perceived GoSA Quality

Source	Sum of Squares	Degrees of Freedom	Mean Square	F-Statistic	p-value
Relevancy[R]	0.10	1	0.10	0.13	0.72
Expectancy [E]	1.34	1	1.34	1.72	0.20
R X E	0.54	1	0.54	0.68	0.41
Error	28.22	36	0.78		
Total	1160.89	40			
Corrected	30.21	39			

*Note. As expected, GoSA was viewed similarly high across conditions.*

Table 4.12

## Pretest 2 Analysis of Variance of Perceived Relevancy

Source	Sum of Squares	Degrees of Freedom	Mean Square	F-Statistic	p-value
Relevancy	15.63	1	15.63	12.31	.00**
Error	48.22	38	1.27		
Total	1140.25	40			
Corrected	63.84	39			

**\*\*** $p < .01$

Table 4.13

## Pretest 2 Analysis of Variance of Perceived Expectancy

Source	Sum of Squares	Degrees of Freedom	Mean Square	F-Statistic	p-value
Expectancy	18.68	1	18.68	10.76	.00**
Error	65.98	38	1.74		
Total	841.56	40			
Corrected	84.66	39			

\*\* $p < .01$ 

Table 4.14

## Pretest 2 Analysis of Variance of Perceived Expectancy with Perceived Pippa's Quality as a Covariate

Source	Sum of Squares	Degrees of Freedom	Mean Square	F-Statistic	p-value
Expectancy	8.67	1	8.67	5.05	.03*
Perceived Pippa's Quality	2.49	1	2.49	1.45	0.24
Error	63.49	37	1.72		
Total	841.56	40			
Corrected	84.66	39			

\* $p < .05$

Table 4.15

## Main Study Factor Analyses of Scales

Component Matrix	Pippa's Affect	Pippa's Attitude	Pippa's Behavioural Intentions	Perceived Pippa's Quality
Pippa's				
Active	0.854			
Alert	0.85			
Attentive	0.873			
Determined	0.879			
Enthusiastic	0.884			
Excited	0.879			
Inspired	0.867			
Interested	0.849			
Proud	0.813			
Strong	0.829			
TVE	73.63			
Attitude 1		0.947		
Attitude 2		0.953		
Attitude 3		0.943		
TVE		89.79		
Visit			0.927	
Buy			0.937	
Word of Mouth			0.861	
TVE			82.59	
Importance				0.905
Worth				0.941
Quality				0.849
TVE				80.77

*Note. TVE = Total Variance Explained [Extraction Sums of Squared Loadings (Cumulative %)]; One component extracted for all scales.*

Table 4.15 (continued)

## Main Study Factor Analyses of Scales

Component Matrix	GoSA Affect	GoSA Attitude	GoSA Behavioural Intentions	Perceived GoSA Quality
GoSA				
Active	0.89			
Alert	0.881			
Attentive	0.885			
Determined	0.903			
Enthusiastic	0.887			
Excited	0.919			
Inspired	0.897			
Interested	0.871			
Proud	0.84			
Strong	0.874			
TVE	78.31			
Attitude 1		0.954		
Attitude 2		0.947		
Attitude 3		0.947		
TVE		90.08		
Visit			0.797	
Volunteer			0.84	
Donate			0.807	
Word of Mouth			0.724	
TVE			62.88	
Importance				.928
Worth				.936
Quality				.912
TVE				85.58

*Note.* TVE = Total Variance Explained [Extraction Sums of Squared Loadings (Cumulative %)]; One component extracted for all scales.

Table 4.15 (continued)

## Main Study Factor Analyses of Scales

Component Matrix	Congruity	Alliance Affect	Alliance Attitude	Perceived Relevancy
Alliance				
Consistency	0.895			
Partner Complementary	0.899			
Sensible	0.929			
TVE	82.47			
Active		0.893		
Alert		0.844		
Attentive		0.867		
Determined		0.886		
Enthusiastic		0.889		
Excited		0.878		
Inspired		0.802		
Interested		0.829		
Proud		0.783		
Strong		0.886		
TVE		73.37		
Attitude 1			0.94	
Attitude 2			0.944	
Attitude 3			0.949	
TVE			89.15	
Relevancy				0.942
Appropriateness				0.949
Logic				0.936
Usefulness				0.907
TVE				87.14

*Note.* TVE = Total Variance Explained [Extraction Sums of Squared Loadings (Cumulative %)]; One component extracted for all scales.

Table 4.15 (continued)

Main Study Factor Analyses of Scales

Component Matrix	Perceived Expectancy	Perceived Corporate Motive	Affinity	GoSA Familiarity
Alliance				
Expectancy	0.978			
Predictability	0.964			
Anticipation	0.978			
TVE	94.76			
Skeptical		0.957		
Suspicious		0.957		
TVE		91.67		
Defensive of Cause			0.867	
Interest in Cause			0.917	
Identification			0.883	
TVE			79.08	
GoSA Familiarity				0.89
GoSA Recognize				0.89
TVE				79.29

*Note.* TVE = Total Variance Explained [Extraction Sums of Squared Loadings (Cumulative %)]; One component extracted for all scales.

Table 4.16

## Main Study Analysis of Scale Reliabilities

Scale	$\alpha$
Pippa's Affect	.96
Pippa's Attitude	.94
Pippa's Behavioural Intentions	.89
Perceived Pippa's Quality	.88
GoSA Affect	.97
GoSA Attitude	.95
GoSA Behavioural Intentions	.80
Perceived GoSA Quality	.91
Congruity	.89
Alliance Affect	.96
Alliance Attitude	.94
Perceived Relevancy	.95
Perceived Expectancy	.97
Perceived Motive	.91
Affinity	.87
GoSA Familiarity	.70

Table 4.17

Means, Standard Deviations and Cell Sizes for Main Study Manipulation Checks

Variable	Relevancy	Expectancy		
		Control	Low	High
Perceived Pippa's Quality	Control	4.41 (1.18) <sup>a</sup> (38) <sup>b</sup>	4.17 (1.04) <sup>a</sup> (79) <sup>b</sup>	4.86 (1.04) <sup>a</sup> (82) <sup>b</sup>
	High		4.09 (1.04) <sup>a</sup> (40) <sup>b</sup>	4.94 (1.04) <sup>a</sup> (39) <sup>b</sup>
	Low		4.26 (1.04) <sup>a</sup> (39) <sup>b</sup>	4.78 (1.04) <sup>a</sup> (43) <sup>b</sup>
Perceived GoSA Quality	Control	4.47 (1.50) <sup>a</sup> (19) <sup>b</sup>		
	High		4.81 (1.16) <sup>a</sup> (21) <sup>b</sup>	5.00 (1.16) <sup>a</sup> (19) <sup>b</sup>
	Low		4.67 (1.16) <sup>a</sup> (20) <sup>b</sup>	4.87 (1.16) <sup>a</sup> (21) <sup>b</sup>
Perceived Relevancy	Control	4.19 (.35) <sup>a</sup> (18) <sup>b</sup>		
	High			5.08 (1.35) <sup>a</sup> (40) <sup>b</sup>
	Low			3.94 (1.34) <sup>a</sup> (41) <sup>b</sup>
Perceived Expectancy	Control	4.17 (.39) <sup>a</sup> (18) <sup>b</sup>	3.84 (1.55) <sup>a</sup> (41) <sup>b</sup>	4.56 (1.55) <sup>a</sup> (40) <sup>b</sup>
	High			
	Low			

<sup>a</sup> Standard Deviation<sup>b</sup> Cell Size

Table 4.18

## Analysis of Variance for Pippa's Quality Manipulation Check

Source	Sum of Squares	Degrees of Freedom	Mean Square	F-Statistic	p-value
Relevancy [R]	0.00	1	0.00	0.00	.98
Expectancy [E]	19.00	1	19.00	17.58	.00**
R X E	1.04	1	1.04	0.96	.33
Error	169.60	157	1.08		
Total	3481.33	161			
Corrected	189.51	160			

\*\* $p < .01$ 

Table 4.19

## Post-hoc Test for Perceived Pippa's Quality

# of Treatments	Degrees of Freedom	q - value	Error Mean Square	n	Turkey's HSD Critical Value
4	157	3.91	1.08	40	0.64

Estimated Marginal Means	HR/LE	LR/LE	Control	LR/HE	HR/HE
	4.09	4.26	4.41	4.78	4.94

Note. HR = High Relevancy, LR = Low Relevancy, HE = High Expectancy, LE = Low Expectancy, Underline denotes mean values that do not differ significantly from one another,  $p < .05$ .

Table 4.20

## Analysis of Variance for GoSA Quality Manipulation Check

Source	Sum of Squares	Degrees of Freedom	Mean Square	F-Statistic	p-value
Relevancy [R]	0.37	1	0.37	0.27	.60
Expectancy [E]	0.80	1	0.80	0.59	.25
R X E	0.00	1	0.00	0.00	.98
Error	103.79	77	1.35		
Total	1998.78	81			
Corrected	104.92	80			

Table 4.21

## Analysis of Variance for Relevancy Manipulation Check

Source	Sum of Squares	Degrees of Freedom	Mean Square	F-Statistic	p-value
Relevancy	26.13	1	26.13	14.46	.00**
Error	142.75	79	1.81		
Total	1809.13	81			
Corrected	168.88	80			

\*\* $p < .01$

Table 4.22

## Analysis of Variance for Expectancy Manipulation Check

Source	Sum of Squares	Degrees of Freedom	Mean Square	F-Statistic	p-value
Expectancy	10.60	1	10.60	4.41	.04*
Error	189.92	79	2.40		
Total	1623.96	81			
Corrected	200.52	80			

\* $p < .05$ 

Table 4.23

## Main Study Means, Standard Deviations and Cell Sizes for Hypothesis Testing

Dependent Variable	Relevancy	Expectancy		
		Control	Low	High
Congruity	Control	4.17 (1.46) <sup>a</sup> (18) <sup>b</sup>		
	High		4.68 (.97) <sup>a</sup> (21) <sup>b</sup>	5.06 (.95) <sup>a</sup> (19) <sup>b</sup>
	Low		3.64 (.93) <sup>a</sup> (20) <sup>b</sup>	4.51 (.95) <sup>a</sup> (20) <sup>b</sup>
Alliance Affect	Control	2.41 (1.10) <sup>a</sup> (18) <sup>b</sup>		
	High		2.74 (.78) <sup>a</sup> (20) <sup>b</sup>	3.25 (0.76) <sup>a</sup> (19) <sup>b</sup>
	Low		2.64 (.74) <sup>a</sup> (20) <sup>b</sup>	2.90 (.77) <sup>a</sup> (19) <sup>b</sup>
Alliance Attitude	Control	4.41 (0.87) <sup>a</sup> (18) <sup>b</sup>		
	High		5.07 (.99) <sup>a</sup> (21) <sup>b</sup>	5.51 (.98) <sup>a</sup> (19) <sup>b</sup>
	Low		4.24 (.95) <sup>a</sup> (20) <sup>b</sup>	5.16 (.98) <sup>a</sup> (20) <sup>b</sup>

<sup>a</sup> Standard Deviation<sup>b</sup> Cell Size

Table 4.24

Analysis of Covariance of Congruity [H1, H2, H3, and H4ab (Step 3)]

Source	Sum of Squares	Degrees of Freedom	Mean Square	F-Statistic	p-value
Perceived Pippa's Quality	9.10	1	9.10	10.87	.00**
Perceived Motive Affinity	19.52	1	19.52	25.32	.00**
GoSA Familiarity	3.38	1	3.38	4.27	.04*
GoSA Familiarity Relevancy [R]	0.40	1	0.40	0.47	.49
Expectancy [E]	11.97	1	11.97	14.30	.00**
R X E	6.58	1	6.58	7.86	.01*
Error	1.13	1	1.13	1.35	.25
Total	60.27	72	0.84		
Corrected	1724.67	80			
	128.58	79			

\* $p < .05$ , \*\* $p < .01$ 

Table 4.25

Post-hoc Test for Congruity (H3)

# of Treatments	Degrees of Freedom	q - value	Error Mean Square	n	Turkey's HSD Critical Value
4	72	3.97	0.837	20	0.81

Estimated Marginal Means	LR/LE	Control	LR/HE	HR/LE	HR/HE
	3.64	4.17	4.51	4.68	5.06

Note. HR = High Relevancy, LR = Low Relevancy, HE = High Expectancy, LE = Low Expectancy, Underline denotes mean values that do not differ significantly from one another,  $p < .05$

Table 4.26

## Analysis of Covariance of Alliance Affect [H4a (Step 1)]

Source	Sum of Squares	Degrees of Freedom	Mean Square	F-Statistic	p-value
Perceived Pippa's Quality	0.97	1	0.97	1.81	.18
Perceived Motive Affinity	2.77	1	2.77	5.18	.03*
GoSA Familiarity	13.98	1	13.98	26.17	.00**
Relevancy [R]	0.37	1	0.37	0.69	.41
Expectancy [E]	0.96	1	0.96	1.80	.19
R X E	2.39	1	2.39	4.47	.04*
Error	0.27	1	0.27	0.51	.48
Total	37.38	70	0.53		
Corrected	708.92	78			
	62.19	77			

\* $p < .05$ , \*\* $p < .01$

Table 4.27

## Regression Analysis for Variables Predicting Alliance Affect [H4a (Step 2), H5ab (Step 3)] (N = 95)

Variable	Unstandardized Beta (B)	Unstandardized Standard Error	Standardized Beta ( $\beta$ )	p - value
Perceived Pippa's Quality	0.14	0.08	0.17	.07
Perceived Motive Affinity	-0.07	0.07	-0.11	.32
GoSA Familiarity	0.25	0.06	0.40	.00**
Perceived Congruity	-0.06	0.05	-0.11	.27
	0.19	0.08	0.27	.02*

Note. Adjusted  $R^2 = .31$ , \* $p < .05$ , \*\* $p < .01$

Table 4.28

Analysis of Covariance of Alliance Affect with Congruity as a Covariate [H4a (Step 4)]

Source	Sum of Squares	Degrees of Freedom	Mean Square	F-Statistic	p-value
Perceived Pippa's Quality	0.10	1	0.10	0.21	.65
Perceived Motive Affinity	0.37	1	0.37	0.74	.39
GoSA Familiarity	10.43	1	10.43	20.78	.00**
Perceived Congruity	0.52	1	0.52	1.04	.31
Relevancy [R]	2.73	1	2.73	5.44	.02*
Expectancy [E]	0.05	1	0.05	0.09	.76
R X E	0.93	1	0.93	1.86	.18
Error	0.60	1	0.60	1.20	.28
Total	35.64	69	0.50		
Corrected	708.92	78			
	62.19	77			

Note. See Table 4.24 for H4a (Step 3), \* $p < .05$ , \*\* $p < .01$

Table 4.29

Analysis of Covariance of Alliance Attitude [H4b Step 1)]

Source	Sum of Squares	Degrees of Freedom	Mean Square	F-Statistic	p-value
Perceived Pippa's Quality	12.04	1	12.04	13.69	.00**
Perceived Motive Affinity	4.47	1	4.47	5.39	.02*
GoSA Familiarity	0.77	1	0.77	0.88	.35
Relevancy [R]	1.03	1	1.03	1.17	.28
Expectancy [E]	6.57	1	6.57	7.46	.01*
R X E	7.58	1	7.58	8.61	.00**
Error	1.09	1	1.09	1.24	.27
Total	63.33	72	0.88		
Corrected	2102.11	80			
	112.10	79			

\* $p < .05$ , \*\* $p < .01$

Table 4.30

## Regression Analysis for Variables Predicting Alliance Attitude

[H4b (Step 2), H5cd (Step 3)] (N = 97)

Variable	Unstandardized Beta (B)	Unstandardized Standard Error	Standardized Beta ( $\beta$ )	p – value
Perceived Pippa's Quality	0.35	0.08	0.33	.00 **
Perceived Motive Affinity	-0.05	0.07	-0.06	.47
GoSA Familiarity	-0.01	0.07	-0.02	.84
Perceived Congruity	0.04	0.06	0.05	.51
	0.04	0.08	0.53	.00 **

Note. Adjusted  $R^2 = .49$ , \*\* $p < .01$

Table 4.31

## Analysis of Covariance of Alliance Attitude with Congruity as a Covariate [H4b (Step 4)]

Source	Sum of Squares	Degrees of Freedom	Mean Square	F- Statistic	p- value
Perceived Pippa's Quality	3.66	1	3.66	6.55	.03*
Perceived Motive Affinity	0.01	1	0.01	0.01	.92
GoSA Familiarity	0.00	1	0.00	0.00	.99
Perceived Congruity	0.51	1	0.51	0.73	.40
Relevancy [R]	13.34	1	13.34	18.93	.00**
Expectancy [E]	0.73	1	0.73	1.04	.32
R X E	2.16	1	2.16	3.06	.08
Error	0.29	1	0.29	0.41	.52
Total	50.00	71	0.70		
Corrected	2102.11	80			
	112.10	79			

Note. See Table 4.24 for H4b (Step 3), \* $p < .05$ , \*\* $p < .01$

Table 4.32

Mediation Regression Analysis for Variables Predicting Post-Alliance Pippa's Affect  
(H5a)

Variable	Unstandardized Beta (B)	Unstandardized Standard Error	Standardized Beta ( $\beta$ )	p - value
Step 1 (N = 97)				
Perceived Pippa's Quality	0.34	0.09	0.37	.00 **
Perceived Motive	-0.01	0.08	-0.01	.92
Affinity	0.25	0.07	0.37	.00 **
GoSA Familiarity	-0.03	0.06	-0.05	.58
Perceived Congruity	-0.02	0.08	-0.02	.84
Step 2 (N = 95)				
Perceived Pippa's Quality	0.22	0.07	0.23	.00 **
Perceived Motive	0.10	0.05	0.14	.07
Affinity	0.06	0.06	0.09	.32
GoSA Familiarity	0.00	0.05	0.01	.95
Alliance Affect	0.63	0.09	0.58	.00 **

Note. Adjusted  $R^2 = .27$  for Step 1, Adjusted  $R^2 = .53$  for Step 2, Adjusted  $R^2 = .31$  for Step 3 (See Table 4.27), \*\* $p < .01$

Table 4.33

Mediation Regression Analysis for Variables Predicting Post-Alliance GoSA Affect  
(H5b)

Variable	Unstandardized Beta (B)	Unstandardized Standard Error	Standardized Beta ( $\beta$ )	p - value
Step 1 (N = 97)				
Perceived Pippa's Quality	0.13	0.08	0.13	.14
Perceived Motive	-0.11	0.07	-0.15	.13
Affinity	0.45	0.07	0.64	.00 **
GoSA Familiarity	-0.02	0.06	-0.03	.69
Perceived Congruity	-0.08	0.08	-0.11	.31
Step 2 (N = 95)				
Perceived Pippa's Quality	0.01	0.07	0.02	.85
Perceived Motive	0.00	0.06	0.01	.95
Affinity	0.29	0.06	0.42	.00 **
GoSA Familiarity	0.00	0.05	0.00	.95
Alliance Affect	0.46	0.10	0.43	.00 **

Note. Adjusted  $R^2 = .35$  for Step 1, Adjusted  $R^2 = .49$  for Step 2, Adjusted  $R^2 = .31$  for Step 3 (See Table 4.27), \*\* $p < .01$

Table 4.34

Mediation Regression Analysis for Variables Predicting Post-Alliance Pippa's Attitude  
(H5c) (N = 97)

Variable	Unstandardized Beta (B)	Unstandardized Standard Error	Standardized Beta ( $\beta$ )	p - value
Step 1				
Perceived Pippa's Quality	0.50	0.08	0.54	.00 **
Perceived Motive	-0.01	0.07	-0.02	.85
Affinity	-0.07	0.07	-0.10	.32
GoSA Familiarity	-0.00	0.06	-0.01	.96
Perceived Congruity	0.10	0.08	0.13	.21
Step 2				
Perceived Pippa's Quality	0.44	0.09	0.47	.00 **
Perceived Motive	-0.01	0.07	-0.01	.91
Affinity	-0.06	0.06	-0.09	.33
GoSA Familiarity	-0.01	0.06	-0.02	.86
Alliance Attitude	0.20	0.09	0.23	.03 *

Note. Adjusted  $R^2 = .31$  for Step 1, Adjusted  $R^2 = .37$  for Step 2, Adjusted  $R^2 = .49$  for Step 3 (see Table 4.30), \* $p < .05$ , \*\* $p < .01$

Table 4.35

Mediation Regression Analysis for Variables Predicting Post-Alliance GoSA Attitude  
(H5d) (N = 97)

Variable	Unstandardized Beta (B)	Unstandardized Standard Error	Standardized Beta ( $\beta$ )	p - value
Step 1				
Perceived Pippa's Quality	0.10	0.09	0.11	.27
Perceived Motive	0.04	0.08	0.06	.59
Affinity	0.15	0.07	0.22	.04 *
GoSA Familiarity	0.13	0.06	0.20	.04 *
Perceived Congruity	0.16	0.09	0.20	.08
Step 2				
Perceived Pippa's Quality	0.06	0.10	0.06	.59
Perceived Motive	0.02	0.07	0.03	.76
Affinity	0.17	0.07	0.25	.02 *
GoSA Familiarity	0.12	0.06	0.19	.05
Alliance Attitude	0.19	0.10	0.22	.05

Note. Adjusted  $R^2 = .17$  for Step 1, Adjusted  $R^2 = .17$  for Step 2, Adjusted  $R^2 = .49$  for Step 3 (see Table 4.30), \* $p < .05$

Table 4.36

Regression Analysis for Variables Predicting Future Intentions to Support Pippa's  
(H6a and H6b) (N = 94)

Variable	Unstandardized Beta (B)	Unstandardized Standard Error	Standardized Beta ( $\beta$ )	p - value
Perceived Pippa's Quality	0.38	0.11	0.33	.00 **
Perceived Motive Affinity	0.05	0.06	0.05	.49
GoSA Familiarity	-0.01	0.07	-0.01	.89
Pippa's Affect	-0.04	0.06	-0.05	.53
Pippa's Attitude	0.34	0.11	0.28	.00 **
	0.44	0.11	0.35	.00 **

Note.  $R^2 = .54$ , \*\* $p < .01$

Table 4.37

Regression Analysis for Variables Predicting Future Intentions to Support GoSA  
(H6c and H6d) (N = 97)

Variable	Unstandardized Beta (B)	Unstandardized Standard Error	Standardized Beta ( $\beta$ )	p - value
Perceived Pippa's Quality	0.08	0.08	0.08	.33
Perceived Motive Affinity	-0.09	0.06	-0.12	.15
GoSA Familiarity	0.33	0.08	0.41	.00 **
GoSA Affect	0.04	0.06	0.05	.51
GoSA Attitude	0.30	0.11	0.27	.01 *
	0.16	0.10	0.14	.11

Note.  $R^2 = .45$ , \* $p < .05$ , \*\* $p < .01$

Table 4.38

## H7 Means and Analyses of Variances

Dependent Variable (H) Condition	Estimated Marginal Means		Degrees of Freedom	F - Statistic	p - value
	No Alliance	Alliance			
Pippa's Affect (H7a)					
Low Relevancy/ Low Expectancy	2.40	2.59	1, 34	0.70	.41
Low Relevancy/ High Expectancy	3.21	3.01	1, 36	0.72	.40
High Relevancy/ Low Expectancy	2.61	2.09	1, 35	3.98	.05
High Relevancy/ High Expectancy	3.25	2.96	1, 34	1.28	.27
Control	3.13	2.23	1, 31	13.34	.00**
Pippa's Attitude (H7b)					
Low Relevancy/ Low Expectancy	4.13	4.29	1, 34	0.40	.53
Low Relevancy/ High Expectancy	5.37	5.11	1, 36	1.28	.27
High Relevancy/ Low Expectancy	4.25	4.33	1, 35	0.04	.84
High Relevancy/ High Expectancy	5.28	5.20	1, 34	0.13	.72
Control	4.84	4.92	1, 31	0.09	.76
Pippa's B (H7c)					
Low Relevancy/ Low Expectancy	4.21	4.27	1, 34	0.4	.84
Low Relevancy/ High Expectancy	4.80	4.92	1, 35	0.23	.63
High Relevancy/ Low Expectancy	4.03	3.52	1, 33	1.50	.23
High Relevancy/ High Expectancy	4.82	4.44	1, 33	1.41	.24
Control	4.42	4.41	1, 31	2.79	.11

Note. B = Behavioural Intentions \*\* $p < .01$

Table 4.38 (continued)

## H7 Means and Analyses of Variances

Dependent Variable (H) Condition	Estimated Marginal Means		Degrees of Freedom	F - Statistic	p - value
	No Alliance	Alliance			
GoSA Affect (H7d)					
Low Relevancy/ Low Expectancy	2.56	3.22	1, 35	6.83	.01*
Low Relevancy/ High Expectancy	2.46	2.92	1, 35	4.33	.05
High Relevancy/ Low Expectancy	2.60	2.85	1, 36	1.07	.31
High Relevancy/ High Expectancy	2.52	3.24	1, 34	10.16	.00**
Control	2.48	2.33	1, 32	0.29	.59
GoSA Attitude (H7e)					
Low Relevancy/ Low Expectancy	4.73	4.81	1, 35	0.08	.78
Low Relevancy/ High Expectancy	4.69	4.91	1, 35	0.59	.45
High Relevancy/ Low Expectancy	4.78	5.22	1, 36	2.90	.10
High Relevancy/ High Expectancy	4.67	5.47	1, 34	5.95	.02*
Control	4.70	5.05	1, 32	0.87	.36
GoSA B (H7f)					
Low Relevancy/ Low Expectancy	3.23	3.63	1, 35	1.56	.22
Low Relevancy/ High Expectancy	3.18	3.48	1, 35	1.10	.30
High Relevancy/ Low Expectancy	3.34	3.21	1, 36	0.28	.60
High Relevancy/ High Expectancy	3.16	4.00	1, 34	7.21	.01*
Control	3.21	3.29	1, 32	0.06	.81

Note. B = Behavioural Intentions, \* $p < .05$ , \*\* $p < .01$

Table 4.39

## Results of Hypothesis Tests

Hypothesis	Supported?
1) As relevancy rises, congruity will rise	Yes
2) As expectancy rises, congruity will rise	Yes
3) Compared to the low relevancy/low expectancy alliance, the high relevancy/high expectancy alliance will result in higher congruity.	Yes
4a) Congruity will positively mediate the joint effects of relevancy and expectancy on alliance affect.	Partially
4b) Congruity will positively mediate the joint effects of relevancy and expectancy on alliance attitude.	Yes
5a) Alliance affect will positively mediate the relationship between congruity and post-alliance company affect.	No
5b) Alliance affect will positively mediate the relationship between congruity and post-alliance non-profit affect.	No
5c) Alliance attitude will positively mediate the relationship between congruity and post-alliance company attitude.	No
5d) Alliance attitude will positively mediate the relationship between congruity and post-alliance non-profit attitude.	No
6a) Higher company affect will lead to higher future intentions to support the company.	Yes
6b) Higher company attitude will lead to higher future intentions to support the company.	Yes
6c) Higher non-profit affect will lead to higher future intentions to support the non-profit.	Yes
6d) Higher non-profit attitude will lead to higher future intentions to support the non-profit.	Yes
7a) Compared to the low relevancy/low expectancy alliance, the high relevancy/high expectancy alliance will result in a more positive pre- to post-alliance change in company affect	No
H7b) Compared to the low relevancy/low expectancy alliance, the high relevancy/high expectancy alliance will result in a more positive pre- to post-alliance change in company attitude.	No
H7c) Compared to the low relevancy/low expectancy alliance, the high relevancy/high expectancy alliance will result in a more positive pre- to post-alliance change in future intentions to support the company.	No

Table 4.39

Results of Hypothesis Tests

Hypothesis	Supported?
H7d) Compared to the low relevancy/low expectancy alliance, the high relevancy/high expectancy alliance will result in a more positive pre- to post alliance change in non-profit affect.	Yes
H7e) Compared to the low relevancy/low expectancy alliance, the high relevancy/high expectancy alliance will result in a more positive pre- to post alliance change in non-profit attitude.	Yes
H7f) Compared to the low relevancy/low expectancy alliance, the high relevancy/high expectancy alliance will result in a more positive pre- to post alliance change in future intentions to support the non-profit.	Yes

## CHAPTER FIVE

### CONCLUSION

#### I. Discussion

Several predictions were supported by the results of the experiment (see Table 4.39). It appears that the perceived congruity or fit of a cause-brand alliance may be broken down into dimensions of relevancy and expectancy. Previous research has defined relevancy as characteristics that are important given a particular concept (e.g., Fiske and Pavelchak 1986; Heckler and Childers 1992). When a cause-brand alliance is formed, the schema of the social cause is evoked within consumers. Thus, this study considered how relevant a corporate partner's line of business was to the activated social cause. Expectancy, on the other hand, has been described as the extent to which pre-held beliefs are met (e.g., Fiske and Pavelchak 1986; Heckler and Childers 1992). This facet of congruity hinges on the similarity between the participating organizations, and relates to the perceived likelihood of their alliance. This research found empirical evidence that this global idea of "congruity" may be thought of in terms of relevancy and expectancy, indicating that organizations should consider them both when trying to achieve alliance fit and choosing strategic partners.

Specifically, this study considered how relevant a corporate partner was to the cause of supporting student art. Pretests confirmed that an art supply store was seen as more relevant compared to a grocery store. The likelihood of an alliance (i.e., the level of expectancy) between fictitious companies and the focal non-profit, the Gallery of Student Art (GoSA) was also manipulated. This was achieved by varying how much the corporate partner had supported student art efforts in the past. It was felt that these

manipulations of relevancy and expectancy were reasonable given what consumers might realistically know about companies in their communities. It should be noted however, that the results of the study are tied to these definitions, an issue that is discussed more in the Limitations section.

Consistent with H1, H2, and H3, both relevancy and expectancy were found to have significant main effects on perceptions of congruity, with the high relevancy/high expectancy alliance being given the highest scores in this regard. As predicted, congruity demonstrated a positive effect on the level of affect participants felt towards an alliance (H4a), which then influenced resulting impressions of both the company (H5a) and the non-profit organization (H5b). However, in reference to the mediation relationships predicted in H4a, expectancy, but not relevancy, behaved as anticipated. Expectancy, based on a firm's past support of student art campaigns, reflected positively on how good a match participants thought it made with GoSA, which then generated more favorable affective responses to the alliance as a whole (see Figure II). Although it is apparent that relevancy, congruity, and alliance affect are related, the nature of their relationship is not as clear as that involving expectancy, as the relevancy-congruity-alliance affect mediating relationship predicted in Hypothesis 4a was not supported (see Figure II). This finding raises the question of why the proposed elements of congruity behaved differently, which is next considered.

One explanation lies in how relevancy and expectancy were defined. Relevancy, based here on the product line of the corporate partner, did not have a direct influence on the emotions participants felt towards the alliance. Perhaps if the manipulation had provoked more feelings, such as whether products were hand versus machine made, or if

the cause had been more moving (e.g., to find a cure for a disease, causing participants to think of an afflicted loved one), a direct relationship would have been observed. Another explanation is that relevancy leads to expectancy. This type of causal relationship was suggested in Fiske and Pavelchak's model of affect transfer (1986) (see Appendix A). Again, Fiske and Pavelchak's research studied the behavioural characteristics of individuals, whereby only relevant characteristics (e.g., eye-contact is relevant to determining whether an individual is schizophrenic) were judged for how expected they were (i.e., it would be expected, given the schizophrenic stereotype, if an individual were shifty-eyed). In the present research, because instances could be thought of where relevancy was low (e.g., a grocery store to the cause of supporting student art) and expectancy was high (e.g., the company was known for supporting student art) and vice-versa, a non-causal relationship was predicted and the two factors were expected to have equal independent effects on congruity (see Appendices B and C). In support of this view, Heckler and Childers (1992) considered relevancy and expectancy independently in their examination of processing modes and memory. However, because relevancy did not have a direct impact on alliance affect and expectancy did (see Figure II), further analysis was carried out to investigate the likelihood of a causal relationship. An ANOVA with RELEVANCY as the dependent variable, indicated that the expectancy manipulation was not a significant factor,  $F(1, 79) = 3.32, p < .07$ , means: low expectancy = 4.21, high expectancy = 4.79 (see Table 5.1). However, a second ANOVA revealed that the relevancy manipulation had a significant effect on EXPECTANCY,  $F(1, 79) = 12.91, p < .00$ , means: low relevancy = 3.81, high relevancy = 4.79 (see Table 5.2). These findings suggest that when a corporate partner is seen as relevant to a cause, it is

more expected to ally with a non-profit that benefits the cause. However, a corporate partner that is known for supporting a particular cause does not render it more relevant in the eyes of consumers according to these results. Thus, it may be that relevancy is more important when trying to achieve congruity, as it appears to develop expectancies, which themselves contribute to perceived congruity. This idea is expanded further in Directions for Future Research.

In any event, the results of the experiment support the idea that individuals react to cause-brand alliances emotionally, and indicate the value in considering alliance congruity in terms of relevancy and expectancy. By maximizing these factors, perceived congruity was highest, which in turn allowed more positive affect to transfer not only to the alliance, but also to post-alliance perceptions of both the corporate and non-profit brands. By demonstrating that affect transfers in cause-brand alliances, these findings extend current theory, as existing literature concentrates on attitudinal responses to alliances.

In keeping with previous brand-alliance research, higher partner congruity led to more positive attitudes towards the alliance (H4b), which in turn spilled over onto post-alliance impressions of the company (H5c). As predicted in H4b, the effects of relevancy and expectancy on resulting attitudes towards the alliance can be credited to their effects on perceived congruity, providing additional support for the two-dimensional view of fit (see Figure III). It is unclear why the relationship between attitudes towards the alliance and post-alliance attitudes towards GoSA was not found. One explanation is related to the connection between affinity towards the cause and beliefs about the non-profit. The literature on non-profit marketing stresses that non-profit brands are often associated with

values and trust (Austin 2000; Laidler-Kylander et al. 2007). In support of this contention, this study found that AFFINITY, that is how much participants identified with the cause of supporting student art, had a significant positive effect on all affective dependent variables (i.e., AFFECT<sub>pippa's</sub>, AFFECT<sub>gosa</sub> and AFFECT<sub>alliance</sub>). Thus, the extent to which individuals connect with a cause appears to drive emotional responses to alliances benefiting the cause. Besides resulting attitudes towards the gallery, the effect of AFFINITY was not significant for analyses with attitude-related dependent variables. Taken together, these results suggest that feelings towards a cause have emotional rather than rational implications. Furthermore, the influence of AFFINITY was consistently positive on all GoSA-related dependent variables (i.e., AFFECT<sub>gosa</sub>, ATTITUDE<sub>gosa</sub>, and BEH<sub>gosa</sub>). In the case of the gallery, after the extent to which participants identified with the cause of supporting student art was accounted for, that of the evaluative attitudes they had towards the alliance was undermined. This was not the case for the corporate partner; rather, post-alliance company attitudes were determined by congruity, attitudes towards the alliance and perceived company quality. Certainly, it makes sense that beliefs about GoSA would hinge on affinity towards supporting student art, and that beliefs about the company would depend on perceptions of its quality. However, in addition to these considerations, it seems logical that attitudes towards the non-profit be based on feelings of identification and that attitudes towards the company be based on more evaluative factors, given the view that non-profits may be more strongly associated with morals and values (Laidler-Kylander et al. 2007).

Another contribution provided by this research is found in the results concerning future intentions to support participating brands. As mentioned previously, the majority

of cause brand alliance research to date has focused on attitudinal outcomes. The results of H6 support the view that company affect and attitude and non-profit affect have positive effects on intentions to support the company and the non-profit, respectively. The results of the study demonstrate that relevancy and expectancy, and more globally, congruity, are important drivers to post-alliance attitudes and affect. It follows that achieving congruity should reflect positively on consumers' intentions to support participating brands in the future.

The tests designed to measure changes in opinions attributable to a brand's involvement in an alliance did not provide a great deal of information. According to the results of the study, it appears that forming an alliance with GoSA had negative effects on the company. However, readers must keep in mind that only one of the fifteen tests related to pre- to post-alliance change in company beliefs was significant, and it was in the control condition (see Table 4.38). Thus, conclusions about how differing levels of congruity affected changes in perceptions of the company are not possible from this study's results. In addition, the no alliance condition instruments took approximately half the time than those in the alliance condition, which could have affected the results. This issue is discussed further in the Limitations section. Still, the current design appears to have captured consistent results concerning the non-profit. The gallery was preferred when it was linked in an alliance with the high relevancy/high expectancy company when compared to its individual ratings. This was true in terms of affect, attitudes and behavioural intentions (see Figure XIII, IX and X). Perhaps consumers (and in this case business savvy management students) are more cynical when it comes to corporate motives for forming a cause-brand alliance. Indeed, the perceived motive of the

corporate partner, included as a covariate in the present research, exhibited consistent negative effects on outcome variables in several of the analyses that were performed. This could account for why participants appear to have been harder on post-alliance companies than the post-alliance non-profit.

Table 5.1

Analysis of Variance of Perceived Relevancy

Source	Sum of Squares	Degrees of Freedom	Mean Square	F-Statistic	p-value
Expectancy	6.82	1	6.82	3.32	.07
Error	162.06	79	2.05		
Total	1809.13	81			
Corrected	168.88	80			

Table 5.2

Analysis of Variance of Perceived Expectancy

Source	Sum of Squares	Degrees of Freedom	Mean Square	F-Statistic	p-value
Relevancy	28.16	1	28.16	12.91	.00**
Error	172.36	79	2.18		
Total	1623.96	81			
Corrected	200.52	80			

\*\*p < .01

## II. Implications

A non-profit's choice of alliance partner is crucial to ensure the security of its most valuable resource, the high regard society holds for intrinsically good objectives.

Art galleries contribute to the growth and stability of art in our communities, providing a release from daily troubles, an opportunity for education, and a way to display what is central to a culture. Brand alliances can buttress these endeavors. From a corporation's perspective, allying with a well-regarded cause has the potential to signal such virtues as compassion and responsibility, which may be unobservable without extended brand knowledge. This valuable brand equity takes time and money to develop, so it is understandable that firms are taking advantage of the opportunity to share in the positive associations of a cause.

This research has produced several interesting results, enriching current theories about cause-brand alliances and providing useful information for marketing managers. Consistent with previous research, the results of the study suggest that higher partner-to-partner congruity leads to more favorable attitudes towards an alliance, and that these attitudes spillover onto resulting impressions of each partner's brand. However, by demonstrating that more emotional, affective elements are also at stake in cause-brand alliances, and that these attitudes and affect are directly related to future intentions to support the participating organizations, this study emphasizes the importance of choosing an alliance partner carefully, which leads to a second contribution offered by this study. Specifically, that the construct of congruity or alliance fit may be thought of in terms of relevancy and expectancy. The first ingredient to a successful alliance is pre-held beliefs about participating organizations. An alliance involving partners that are well liked will be preferred to one involving less popular brands. As this research has illustrated, however, beliefs about partner brands are more likely to transfer to the alliance brand and back to the partner brands when congruity is achieved, which is highly desired if pre-

existing brand beliefs are positive. For a company, one way to accomplish this is by choosing to support a cause for which the company holds relevant competencies, and an associated non-profit that would be considered a likely partner. Repeated experience with or interest in a particular non-profit is one way to build up consumer likelihood of perceiving the match as expected. For a non-profit, the results of the study suggest a parallel technique, by seeking predictable corporate partners that have important attributes given the cause.

### **III. Limitations**

As mentioned previously, the instruments in the no alliance condition took approximately half the time to fill out compared to those in the alliance condition. Moreover, the experiment was done in classrooms wherein participants were aware of one another. Thus, it is possible that participants in the no alliance condition noticed their questionnaires were shorter, causing them to feel happy, which then led them to answer the questions more positively. That would explain why, contrary to previous research which suggests that well-liked brands are preferred when they are involved in an alliance (Lafferty et al. 2004; Simonin and Ruth 1998), companies in the no alliance condition were given more favorable ratings (although most of these differences did not reach significance) (see Table 4.39). It would have been wise to insert a filler task in the no alliance condition so that all instruments were similar in length. Future research should avoid this oversight. Another limitation of the study is that fictitious corporate brands were used. Although this technique has been followed in previous research (Barone et al. 2007, Lafferty 2007), it may have lowered the amount of affect and attitude available for transference. In addition, student participants were used in the study,

reducing the population to which the results may be generalized. A final limitation could be that the results of the experiment are tied to the relevancy and expectancy manipulations. In an effort to provide company descriptions that differed only in terms of relevancy and expectancy information, low expectancy conditions ended up sounding more negative than high expectancy conditions. The former were described as having “not been known to sponsor charitable events...[with] owners ... not known for being very active in the community” (see Appendix D). This unintentional negative connotation may have been exacerbated by the fact that businesses in the test city are strongly expected to give back to the community, perhaps more so than in other cities. As was explained previously, expectancy and the perceived quality of the company were related, and although the effect of the latter was controlled for by including it as a covariate, it would be insightful to determine an expectancy manipulation that did not result in such a difference in valence. Furthermore, many other factors might influence impressions of relevancy and expectancy, and thus congruity. For example, two organizations might be expected to join forces based on social networks or markets served. This limitation identifies an opportunity for additional study, to which the discussion will now turn.

#### **IV. Directions for Future Research**

This research draws attention to several avenues for future research. First, it would be informative to identify more effective manipulations of low relevancy and low expectancy, as the current manipulations did not differ significantly in terms of congruity from the control condition (i.e., wherein participants were not provided with any information about how relevant the corporate partner was to supporting student art, or

about how likely it would be to form an alliance with GoSA). In fact, alliances in all conditions were rated above 3.5 on the 7-point scale of perceived congruity.

Manipulations that provide stronger signals of low relevancy and low expectancy would further clarify how relevancy and expectancy, and thus congruity, influence impressions of brand alliances. Perhaps this could be achieved by using existing brands (rather than fictitious brands), however extensive pre-testing would be necessary to find brands that fit the various levels of congruity. This possibility leads to another avenue for study - how negative affect and attitudes transfer in cause brand alliances. Previous research suggests that partnering with an unpopular brand can be detrimental to an organization (Sen and Bhattacharya 2001), however no research to date as empirically tested how negative *emotional* impressions transfer. In addition, it would be interesting to conduct another study in a more controlled setting and in which company and non-profit assessments were repeated measures. Not only would all the instruments take the same amount of time, the same respondent would provide pre- and post-alliance evaluations, which would presumably be a more sensitive method.

A final avenue for future research bears on the relationship between relevancy and expectancy. In keeping with Heckler and Childers (1992), relevancy and expectancy were regarded as independent effects in this research. Given that the relevancy manipulation was related to EXPECTANCY and that the expectancy manipulation was not related to RELEVANCY (see Tables 5.1 and 5.2), perhaps it makes more sense to look at an attribute first for whether it is relevant and then for its level of expectancy, as was suggested by Fiske and Pavelchak (1986) (see Appendix A). Furthermore, it seems that basing the dimension of relevancy strictly on the line of business of the corporate

partner was too narrow. For example, a company's business line is a relevant consideration when determining whether it is congruent with the activated schema of supporting student art: an art supply store would be expected and a grocery store would be unexpected. Another relevant consideration might be past charitable behaviour: a store that has supported many student art efforts in the past would be expected and one with no history of giving would be unexpected. In this way, the relationship proposed by Fiske and Pavelchak (1986) in which expectancy is nested within relevancy seems logical. Future research should test this causal relationship perhaps by holding relevancy constant and manipulating expectancy.

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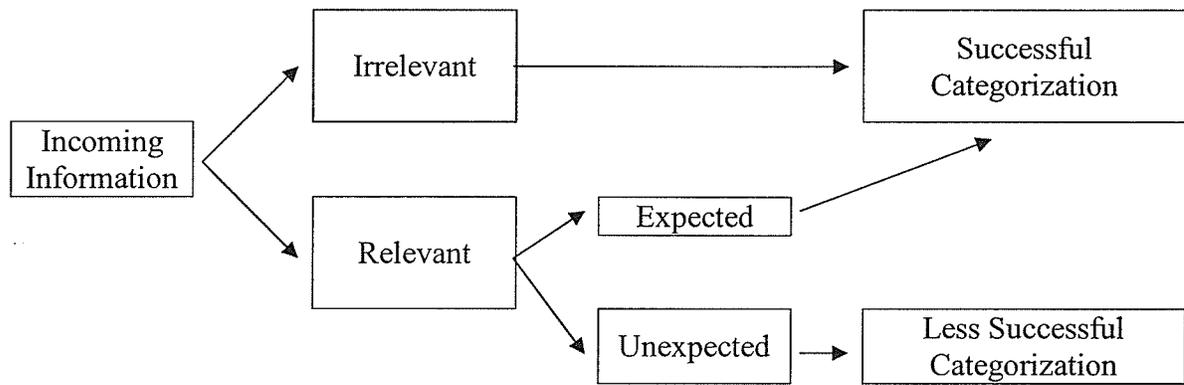
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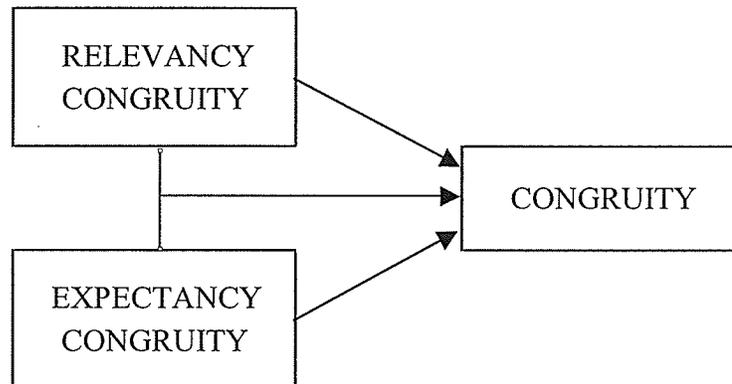
## APPENDIX A

A Portion of Fiske and Pavelchak's Model of Affect Transfer (1986)



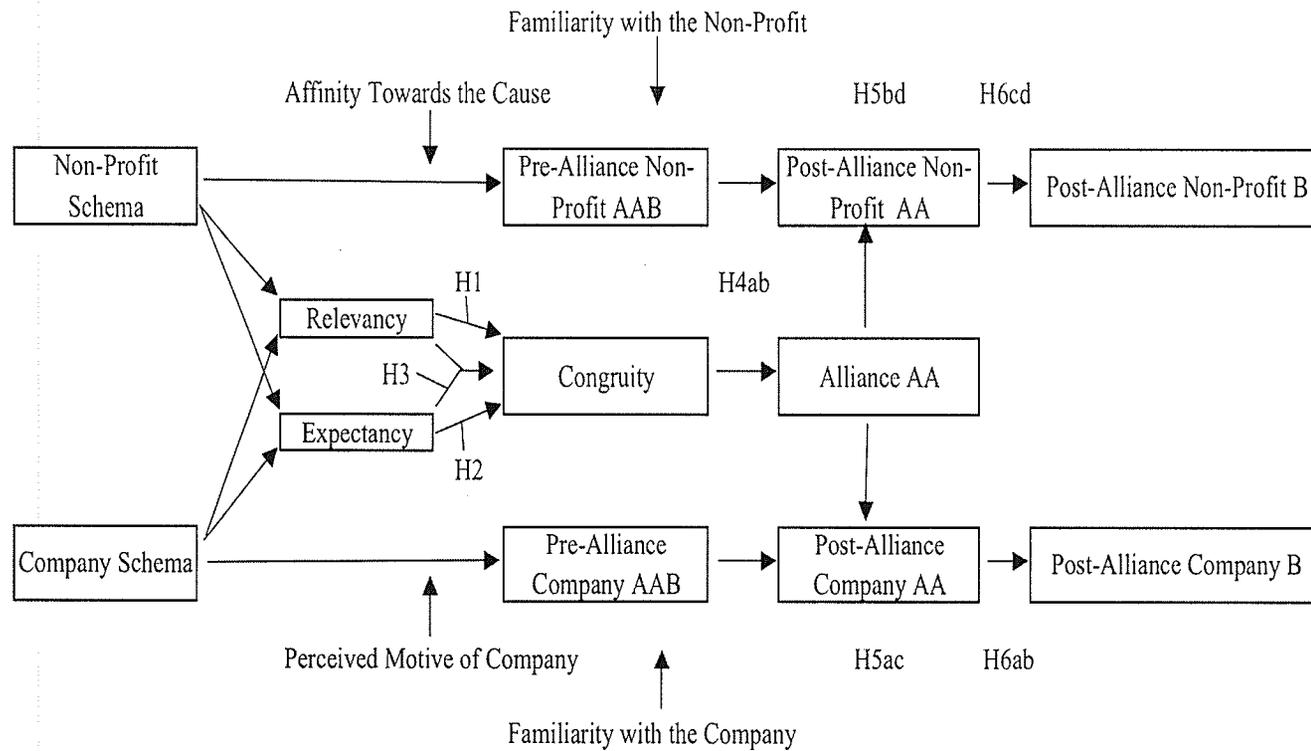
## APPENDIX B

### Proposed Model of Congruity



## APPENDIX C

### Proposed Model of Affect and Attitude Transfer in Cause-Brand Alliances



*Note. AA = Affect and Attitude, B = Behavioural Intentions*

## APPENDIX D

### Descriptions of Treatment Conditions

*Note. Italic Font = Alliance Presence Manipulation, Regular Font = Relevancy Manipulation, Bold Font = Expectancy Manipulation.*

	<i>No Alliance</i>	<i>Alliance</i>	
	Low Relevancy	High Relevancy	
	<i>This survey is designed to determine University of Manitoba students' opinions about different organizations (the name of the company has been changed to protect its privacy).</i>	<i>This survey is designed to determine University of Manitoba students' opinions about different organizations (the name of the company has been changed to protect its privacy).</i>	
	Low Relevancy	High Relevancy	
	<i>Cause-brand alliances are partnerships between a non-profit organization (e.g., UNICEF or a public gallery or museum) and a for-profit organization (e.g., Pepsi or Salisbury House). These alliances can have benefits for both parties – good publicity for both and financial assistance for the non-profit. Examples of successful cause-brand alliances are the Gap and the fight against aids and Mountain Equipment Co-op and the Canadian Parks and Wilderness Society.</i>	<i>Cause-brand alliances are partnerships between a non-profit organization (e.g., UNICEF or a public gallery or museum) and a for-profit organization (e.g., Pepsi or Salisbury House). These alliances can have benefits for both parties – good publicity for both and financial assistance for the non-profit. Examples of successful cause-brand alliances are Gap and the fight against aids and Mountain Equipment Co-op and the Canadian Parks and Wilderness Society.</i>	
<b>Low Expectancy</b>	Pippa's is a very successful grocery store that offers high quality food products and outstanding service. They have recipes from newspapers displayed on the walls and many of the staff members are students at the cooking school (cont'd next page).	Pippa's is a very successful art supply store that offers high quality art products and outstanding service. They have local art displayed on the walls and many of the staff members are students at the art school (cont'd next page).	The Gallery of Student Art (GoSA) is the U of M's student-funded gallery space. They showcase art and design work by up and coming U of M students and it is student-run. GoSA contributes to the artistic culture at the U of M. GoSA needs to form an alliance to raise funds and awareness for an upcoming show. We are interested in your opinion of the following hypothetical alliance (the name of the company has been changed to protect its privacy) (cont'd next page).
	Low Relevancy	High Relevancy	
	<i>Cause-brand alliances are partnerships between a non-profit organization (e.g., UNICEF or a public gallery or museum) and a for-profit organization (e.g., Pepsi or Salisbury House). These alliances can have benefits for both parties – good publicity for both and financial assistance for the non-profit. Examples of successful cause-brand alliances are the Gap and the fight against aids and Mountain Equipment Co-op and the Canadian Parks and Wilderness Society.</i>	<i>Cause-brand alliances are partnerships between a non-profit organization (e.g., UNICEF or a public gallery or museum) and a for-profit organization (e.g., Pepsi or Salisbury House). These alliances can have benefits for both parties – good publicity for both and financial assistance for the non-profit. Examples of successful cause-brand alliances are Gap and the fight against aids and Mountain Equipment Co-op and the Canadian Parks and Wilderness Society.</i>	
	Low Relevancy	High Relevancy	
	<i>Cause-brand alliances are partnerships between a non-profit organization (e.g., UNICEF or a public gallery or museum) and a for-profit organization (e.g., Pepsi or Salisbury House). These alliances can have benefits for both parties – good publicity for both and financial assistance for the non-profit. Examples of successful cause-brand alliances are the Gap and the fight against aids and Mountain Equipment Co-op and the Canadian Parks and Wilderness Society.</i>	<i>Cause-brand alliances are partnerships between a non-profit organization (e.g., UNICEF or a public gallery or museum) and a for-profit organization (e.g., Pepsi or Salisbury House). These alliances can have benefits for both parties – good publicity for both and financial assistance for the non-profit. Examples of successful cause-brand alliances are Gap and the fight against aids and Mountain Equipment Co-op and the Canadian Parks and Wilderness Society.</i>	

## APPENDIX D (Continued)

### Descriptions of Treatment Conditions

	<i>No Alliance</i>		<i>Alliance</i>
	Low Relevancy	High Relevancy	Low Relevancy
			High Relevancy
<b>Low Expectancy</b>	<p><b>Pippa's has not been known to sponsor charitable events. For example, it has not sponsored local charities such as art shows and other student-related activities at the university in the past. The owners are not known for being very active in the community.</b></p>	<p><b>Pippa's has not been known to sponsor charitable events. For example, it has not sponsored local charities such as art shows and other student-related activities at the university in the past. The owners are not known for being very active in the community.</b></p>	<p>Pippa's is a very successful grocery store that offers high quality food products and outstanding service. They have recipes from newspapers displayed on the walls and many of the staff members are students at the cooking school.</p> <p><b>Pippa's has not been known to sponsor charitable events. For example, it has not sponsored local charities such as art shows and other student-related activities at the university in the past. The owners are not known for being very active in the community.</b></p>
			<p>Pippa's is a very successful art supply store that offers high quality art products and outstanding service. They have local art displayed on the walls and many of the staff members are students at the art school.</p> <p><b>Pippa's has not been known to sponsor charitable events. For example, it has not sponsored local charities such as art shows and other student-related activities at the university in the past. The owners are not known for being very active in the community.</b></p>

APPENDIX D (Continued)

		Descriptions of Treatment Conditions		
		No Alliance	Alliance	
High Expectancy	Low Relevancy <i>This survey is designed to determine University of Manitoba students' opinions about different organizations (the name of the company has been changed to protect its privacy).</i>	High Relevancy <i>This survey is designed to determine University of Manitoba students' opinions about different organizations (the name of the company has been changed to protect its privacy).</i>	Low Relevancy <i>Cause-brand alliances are partnerships between a non-profit organization (e.g., UNICEF or a public gallery or museum) and a for-profit organization (e.g., Pepsi or Salisbury House). These alliances can have benefits for both parties – good publicity for both and financial assistance for the non-profit. Examples of successful cause-brand alliances are Gap and the fight against aids and Mountain Equipment Co-op and the Canadian Parks and Wilderness Society. The Gallery of Student Art (GoSA) is the U of M's student-funded gallery space. They showcase art and design work by up and coming U of M students and it is student-run. GoSA contributes to the artistic culture at the U of M. GoSA needs to form an alliance to raise funds and awareness for an upcoming show. We are interested in your opinion of the following hypothetical alliance (the name of the company has been changed to protect its privacy) (cont'd next page).</i>	High Relevancy <i>Cause-brand alliances are partnerships between a non-profit organization (e.g., UNICEF or a public gallery or museum) and a for-profit organization (e.g., Pepsi or Salisbury House). These alliances can have benefits for both parties – good publicity for both and financial assistance for the non-profit. Examples of successful cause-brand alliances are Gap and the fight against aids and Mountain Equipment Co-op and the Canadian Parks and Wilderness Society. The Gallery of Student Art (GoSA) is the U of M's student-funded gallery space. They showcase art and design work by up and coming U of M students and it is student-run. GoSA contributes to the artistic culture at the U of M. GoSA needs to form an alliance to raise funds and awareness for an upcoming show. We are interested in your opinion of the following hypothetical alliance (the name of the company has been changed to protect its privacy) (cont'd next page).</i>
	Pippa's is a very successful grocery store that offers high quality food products and outstanding service. They have recipes from newspapers displayed on the walls and many of the staff members are students at the cooking school (cont'd next page).	Pippa's is a very successful art supply store that offers high quality art products and outstanding service. They have local art displayed on the walls and many of the staff members are students at the art school (cont'd next page).		

## APPENDIX D (Continued)

### Descriptions of Treatment Conditions

<b>High Expectancy</b>	<i>No Alliance</i>		<i>Alliance</i>	
	<p>Low Relevancy  <b>Pippa's is well known to sponsor charitable events. For example, it has sponsored local charities such as student art shows and other student-related activities at the university in the past. The owners are well known for being very active in the community.</b></p>	<p>High Relevancy  <b>Pippa's is well known to sponsor charitable events. For example, it has sponsored local charities such as student art shows and other student-related activities at the university in the past. The owners are well known for being very active in the community.</b></p>	<p>Low Relevancy  Pippa's is a very successful grocery store that offers high quality food products and outstanding service. They have recipes from newspapers displayed on the walls and many of the staff members are students at the cooking school.</p> <p><b>Pippa's is well known to sponsor charitable events. For example, it has sponsored local charities such as student art shows and other student-related activities at the university in the past. The owners are well known for being very active in the community.</b></p>	<p>High Relevancy  Pippa's is a very successful art supply store that offers high quality art products and outstanding service. They have local art displayed on the walls and many of the staff members are students at the art school.</p> <p><b>Pippa's is well known to sponsor charitable events. For example, it has sponsored local charities such as student art shows and other student-related activities at the university in the past. The owners are well known for being very active in the community.</b></p>

## APPENDIX E

### Descriptions of Control Conditions (in terms of Relevancy and Expectancy Manipulations)

	<i>No Alliance</i>	<i>Alliance</i>
GoSA	<p><i>This survey is designed to determine University of Manitoba students' opinions about different organizations. The Gallery of Student Art (GoSA) is the U of M's student-funded gallery space. They showcase art and design work by up and coming U of M students and it is student-run. GoSA contributes to the artistic culture at the U of M.</i></p>	
Corporate Partner	<p><i>This survey is designed to determine University of Manitoba students' opinions about different organizations (the name of the company has been changed to protect its privacy).</i></p> <p>Pippa's is a very successful store that offers high quality products and outstanding service.</p>	<p><i>Cause-brand alliances are partnerships between a non-profit organization (e.g., UNICEF or a public gallery or museum) and a for-profit organization (e.g., Pepsi or Salisbury House). These alliances can have benefits for both parties – good publicity for both and financial assistance for the non-profit. Examples of successful cause-brand alliances are Gap and the fight against aids and Mountain Equipment Co-op and the Canadian Parks and Wilderness Society. The Gallery of Student Art (GoSA) is the U of M's student-funded gallery space. They showcase art and design work by up and coming U of M students and it is student-run. GoSA contributes to the artistic culture at the U of M. GoSA needs to form an alliance to raise funds and awareness for an upcoming show. We are interested in your opinion of the following hypothetical alliance (the name of the company has been changed to protect its privacy).</i></p> <p>Pippa's is a very successful store that offers high quality products and outstanding service.</p>

## APPENDIX F

Pretest 2 Instrument (High Relevancy/High Expectancy Condition)

### BRAND QUESTIONNAIRE

This survey is designed to determine University of Manitoba students' opinions about different organizations. The Gallery of Student Art (GoSA) is the U of M's student-funded gallery space. They have art and design work by up and coming U of M students displayed on the walls and it is student-run. GoSA contributes to the artistic culture at the U of M. Please answer the following questions by circling the appropriate number.

Thank you!

1. I think GoSA is:  
Not at all Important    1    2    3    4    5    6    7    Extremely Important
  
2. I think GoSA is:  
Worthless    1    2    3    4    5    6    7    Valuable
  
3. I think GoSA is of:  
Inferior Quality    1    2    3    4    5    6    7    Superior Quality

Pippa's is a very successful art supply store that offers high quality art products and outstanding service. They have local art hung on the walls and many of the staff members are students at the art school. Pippa's is well known to sponsor charitable events. For example, it has sponsored local charities such as student art shows and other student-related activities at the university in the past. The owners are well known for being very active in the community.

4. I think Pippa's is:
- |                      |   |   |   |   |   |   |   |                     |
|----------------------|---|---|---|---|---|---|---|---------------------|
| Not at all Important | 1 | 2 | 3 | 4 | 5 | 6 | 7 | Extremely Important |
|----------------------|---|---|---|---|---|---|---|---------------------|
5. I think Pippa's is:
- |           |   |   |   |   |   |   |   |          |
|-----------|---|---|---|---|---|---|---|----------|
| Worthless | 1 | 2 | 3 | 4 | 5 | 6 | 7 | Valuable |
|-----------|---|---|---|---|---|---|---|----------|
6. I think Pippa's is of:
- |                  |   |   |   |   |   |   |   |                  |
|------------------|---|---|---|---|---|---|---|------------------|
| Inferior Quality | 1 | 2 | 3 | 4 | 5 | 6 | 7 | Superior Quality |
|------------------|---|---|---|---|---|---|---|------------------|

Cause-brand alliances are partnerships between a non-profit organization (e.g., UNICEF or a public gallery or museum) and a for-profit organization (e.g., Pepsi or Salisbury House). These alliances can have benefits for both parties – good publicity for both and financial assistance for the non-profit. Examples of successful cause-brand alliances are the relationship between the Gap and the fight against aids and Mountain Equipment Coop and the Canadian Parks and Wilderness Society.

GoSA would benefit from an alliance with a corporate partner. We are interested in your opinion of the following hypothetical brand alliance (the name of the company has been changed to protect its privacy). Please answer the following questions by circling the appropriate number.

7. What do you think about Pippa's as it relates to supporting student art?
- |                    |   |   |   |   |   |   |   |             |
|--------------------|---|---|---|---|---|---|---|-------------|
| a. Not Relevant    | 1 | 2 | 3 | 4 | 5 | 6 | 7 | Relevant    |
| b. Not Appropriate | 1 | 2 | 3 | 4 | 5 | 6 | 7 | Appropriate |
| c. Not Logical     | 1 | 2 | 3 | 4 | 5 | 6 | 7 | Logical     |
| d. Not Useful      | 1 | 2 | 3 | 4 | 5 | 6 | 7 | Useful      |

8. If GoSA were to form an alliance with Pippa's, I would find it:
- |                       |   |   |   |   |   |   |   |             |
|-----------------------|---|---|---|---|---|---|---|-------------|
| a. Not<br>Expected    | 1 | 2 | 3 | 4 | 5 | 6 | 7 | Expected    |
| b. Not<br>Predicted   | 1 | 2 | 3 | 4 | 5 | 6 | 7 | Predicted   |
| c. Not<br>Anticipated | 1 | 2 | 3 | 4 | 5 | 6 | 7 | Anticipated |
| d. Not<br>Surprising  | 1 | 2 | 3 | 4 | 5 | 6 | 7 | Surprising  |

## APPENDIX G

Main Study Instrument (No Alliance/High Relevancy/High Expectancy Condition)

### BRAND QUESTIONNAIRE

This survey is designed to determine University of Manitoba students' opinions about different organizations (the name of the company has been changed to protect its privacy). Pippa's is a very successful art supply store that offers high quality art products and outstanding service. They have local art displayed on the walls and many of the staff members are students at the art school. Pippa's is well known to sponsor charitable events. For example, it has sponsored local charities such as student art shows and other student-related activities at the university in the past. The owners are well known for being very active in the community. Please answer the following questions by circling the appropriate number. Thank you!

**1. When I think about Pippa's I feel:**

- |                          |   |   |   |   |   |                        |
|--------------------------|---|---|---|---|---|------------------------|
| a. Slightly Active       | 1 | 2 | 3 | 4 | 5 | Extremely Active       |
| b. Slightly Alert        | 1 | 2 | 3 | 4 | 5 | Extremely Alert        |
| c. Slightly Attentive    | 1 | 2 | 3 | 4 | 5 | Extremely Attentive    |
| d. Slightly Determined   | 1 | 2 | 3 | 4 | 5 | Extremely Determined   |
| e. Slightly Enthusiastic | 1 | 2 | 3 | 4 | 5 | Extremely Enthusiastic |
| f. Slightly Excited      | 1 | 2 | 3 | 4 | 5 | Extremely Excited      |

- g. Slightly Inspired      1      2      3      4      5      Extremely Inspired
- h. Slightly Interested    1      2      3      4      5      Extremely Interested
- i. Slightly Proud        1      2      3      4      5      Extremely Proud
- j. Slightly Strong        1      2      3      4      5      Extremely Strong

**2. My feelings towards Pippa's are:**

- a. Negative      1      2      3      4      5      6      7      Positive
- b. Unfavorable 1      2      3      4      5      6      7      Favorable
- c. Bad            1      2      3      4      5      6      7      Good

**3. Please indicate how much you agree with the following statements:**

a. In the future, I would like to go to Pippa's

Strongly Disagree      1      2      3      4      5      6      7      Strongly Agree

b. I would buy Pippa's products

Strongly Disagree      1      2      3      4      5      6      7      Strongly Agree

c. When talking to other people, I would bring up Pippa's in a positive way

Strongly Disagree      1      2      3      4      5      6      7      Strongly Agree





## APPENDIX H

Main Study Instrument (Alliance/High Relevancy/High Expectancy Condition)

### BRAND QUESTIONNAIRE

Cause-brand alliances are partnerships between a non-profit organization (e.g., UNICEF or a public gallery or museum) and a for-profit organization (e.g., Pepsi or Salisbury House). These alliances can have benefits for both parties – good publicity for both and financial assistance for the non-profit. Examples of successful cause-brand alliances are Gap and the fight against aids and Mountain Equipment Co-op and the Canadian Parks and Wilderness Society.

The Gallery of Student Art (GoSA) is the U of M's student-funded gallery space. They showcase art and design work by up and coming U of M students and it is student-run. GoSA contributes to the artistic culture at the U of M. GoSA would benefit from an alliance with a corporate partner. We are interested in your opinion of the following hypothetical alliance (the name of the company has been changed to protect its privacy). Please answer the following questions by circling the appropriate number. Thank you!

Pippa's is a very successful art supply store that offers high quality art products and outstanding service. They have local art displayed on the walls and many of the staff members are students at the art school. Pippa's is well known to sponsor charitable events. For example, it has sponsored local charities such as student art shows and other student-related activities at the university in the past. The owners are well known for being very active in the community.

**1. An alliance between Pippa's and GoSA would be:**

- |                             |   |   |   |   |   |   |   |                         |
|-----------------------------|---|---|---|---|---|---|---|-------------------------|
| a. Not at all Consistent    | 1 | 2 | 3 | 4 | 5 | 6 | 7 | Extremely Consistent    |
| b. Not at all Complementary | 1 | 2 | 3 | 4 | 5 | 6 | 7 | Extremely Complementary |
| c. Not at all Sensible      | 1 | 2 | 3 | 4 | 5 | 6 | 7 | Extremely Sensible      |

**2. When I think about an alliance between Pippa's and GoSA I feel:**

- |                          |   |   |   |   |   |                        |
|--------------------------|---|---|---|---|---|------------------------|
| a. Slightly Active       | 1 | 2 | 3 | 4 | 5 | Extremely Active       |
| b. Slightly Alert        | 1 | 2 | 3 | 4 | 5 | Extremely Alert        |
| c. Slightly Attentive    | 1 | 2 | 3 | 4 | 5 | Extremely Attentive    |
| d. Slightly Determined   | 1 | 2 | 3 | 4 | 5 | Extremely Determined   |
| e. Slightly Enthusiastic | 1 | 2 | 3 | 4 | 5 | Extremely Enthusiastic |
| f. Slightly Excited      | 1 | 2 | 3 | 4 | 5 | Extremely Excited      |

- g. Slightly Inspired      1      2      3      4      5      Extremely Inspired
- h. Slightly Interested    1      2      3      4      5      Extremely Interested
- i. Slightly Proud        1      2      3      4      5      Extremely Proud
- j. Slightly Strong        1      2      3      4      5      Extremely Strong

**3. My feelings towards an alliance between Pippa's and GoSA would be:**

- a. Negative      1      2      3      4      5      6      7      Positive
- b. Unfavorable 1      2      3      4      5      6      7      Favorable
- c. Bad            1      2      3      4      5      6      7      Good

**4. When I think about Pippa's I feel:**

- a. Slightly Active        1      2      3      4      5      Extremely Active
- b. Slightly Alert        1      2      3      4      5      Extremely Alert
- c. Slightly Attentive    1      2      3      4      5      Extremely Attentive
- d. Slightly Determined 1      2      3      4      5      Extremely Determined
- e. Slightly Enthusiastic 1      2      3      4      5      Extremely Enthusiastic

f. Slightly Excited	1	2	3	4	5	Extremely Excited
g. Slightly Inspired	1	2	3	4	5	Extremely Inspired
h. Slightly Interested	1	2	3	4	5	Extremely Interested
i. Slightly Proud	1	2	3	4	5	Extremely Proud
j. Slightly Strong	1	2	3	4	5	Extremely Strong

**5. My feelings towards Pippa's are:**

a. Negative	1	2	3	4	5	6	7	Positive
b. Unfavorable	1	2	3	4	5	6	7	Favorable
c. Bad	1	2	3	4	5	6	7	Good

**6. Please indicate how much you agree with the following statements:**

a. In the future, I would like to go to Pippa's

Strongly Disagree	1	2	3	4	5	6	7	Strongly Agree
-------------------	---	---	---	---	---	---	---	----------------

b. I would buy Pippa's products

Strongly Disagree	1	2	3	4	5	6	7	Strongly Agree
-------------------	---	---	---	---	---	---	---	----------------

c. When talking to other people, I would bring up Pippa's in a positive way

Strongly Disagree	1	2	3	4	5	6	7	Strongly Agree
-------------------	---	---	---	---	---	---	---	----------------

**7. When I think about GoSA I feel:**

- |                          |   |   |   |   |   |                        |
|--------------------------|---|---|---|---|---|------------------------|
| a. Slightly Active       | 1 | 2 | 3 | 4 | 5 | Extremely Active       |
| b. Slightly Alert        | 1 | 2 | 3 | 4 | 5 | Extremely Alert        |
| c. Slightly Attentive    | 1 | 2 | 3 | 4 | 5 | Extremely Attentive    |
| d. Slightly Determined   | 1 | 2 | 3 | 4 | 5 | Extremely Determined   |
| e. Slightly Enthusiastic | 1 | 2 | 3 | 4 | 5 | Extremely Enthusiastic |
| f. Slightly Excited      | 1 | 2 | 3 | 4 | 5 | Extremely Excited      |
| g. Slightly Inspired     | 1 | 2 | 3 | 4 | 5 | Extremely Inspired     |
| h. Slightly Interested   | 1 | 2 | 3 | 4 | 5 | Extremely Interested   |
| i. Slightly Proud        | 1 | 2 | 3 | 4 | 5 | Extremely Proud        |
| j. Slightly Strong       | 1 | 2 | 3 | 4 | 5 | Extremely Strong       |

**8. My feelings towards GoSA are:**

- |                |   |   |   |   |   |   |   |           |
|----------------|---|---|---|---|---|---|---|-----------|
| a. Negative    | 1 | 2 | 3 | 4 | 5 | 6 | 7 | Positive  |
| b. Unfavorable | 1 | 2 | 3 | 4 | 5 | 6 | 7 | Favorable |



Pippa's is a very successful art supply store that offers high quality art products and outstanding service. They have local art displayed on the walls and many of the staff members are students at the art school. Pippa's is well known to sponsor charitable events. For example, it has sponsored local charities such as student art shows and other student-related activities at the university in the past. The owners are well known for being very active in the community.

**10. What do you think about Pippa's as it relates to supporting student art?**

- |                       |   |   |   |   |   |   |             |
|-----------------------|---|---|---|---|---|---|-------------|
| a. Not Relevant       | 1 | 2 | 3 | 4 | 5 | 6 | 7           |
|                       |   |   |   |   |   |   | Relevant    |
| b. Not<br>Appropriate | 1 | 2 | 3 | 4 | 5 | 6 | 7           |
|                       |   |   |   |   |   |   | Appropriate |
| c. Not Logical        | 1 | 2 | 3 | 4 | 5 | 6 | 7           |
|                       |   |   |   |   |   |   | Logical     |
| d. Not Useful         | 1 | 2 | 3 | 4 | 5 | 6 | 7           |
|                       |   |   |   |   |   |   | Useful      |

**11. If GoSA were to form an alliance with Pippa's, I would find it:**

- |                       |   |   |   |   |   |   |             |
|-----------------------|---|---|---|---|---|---|-------------|
| a. Not Expected       | 1 | 2 | 3 | 4 | 5 | 6 | 7           |
|                       |   |   |   |   |   |   | Expected    |
| b. Not predicted      | 1 | 2 | 3 | 4 | 5 | 6 | 7           |
|                       |   |   |   |   |   |   | Predicted   |
| c. Not<br>Anticipated | 1 | 2 | 3 | 4 | 5 | 6 | 7           |
|                       |   |   |   |   |   |   | Anticipated |

**12.**

- |                           |   |   |   |   |   |   |                     |
|---------------------------|---|---|---|---|---|---|---------------------|
| a. I think Pippa's is:    |   |   |   |   |   |   |                     |
| Not at all<br>Important   | 1 | 2 | 3 | 4 | 5 | 6 | 7                   |
|                           |   |   |   |   |   |   | Extremely Important |
| b. I think Pippa's is:    |   |   |   |   |   |   |                     |
| Worthless                 | 1 | 2 | 3 | 4 | 5 | 6 | 7                   |
|                           |   |   |   |   |   |   | Valuable            |
| c. I think Pippa's is of: |   |   |   |   |   |   |                     |
| Inferior<br>Quality       | 1 | 2 | 3 | 4 | 5 | 6 | 7                   |
|                           |   |   |   |   |   |   | Superior<br>Quality |



c. Student art successes are my successes

Strongly Disagree      1      2      3      4      5      6      7      Strongly Agree

16. **Have you heard of GoSA?**

a. Yes

b. No

17. **How familiar are you with GoSA?**

Not at all Familiar      1      2      3      4      5      6      7      Extremely Familiar

18. **Do you recognize GoSA when you walk through University Centre?**

Never      1      2      3      4      5      6      7      Always

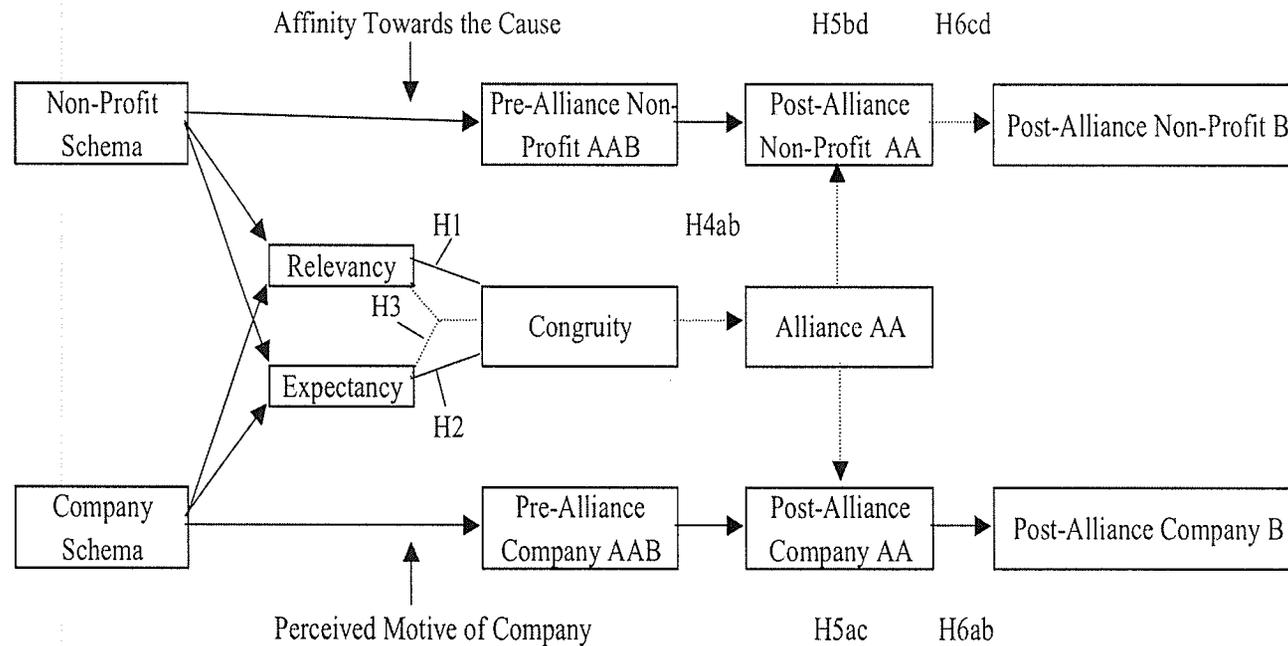
### DEMOGRAPHIC INFORMATION

Please answer the following questions:

1. Are you male or female? \_\_\_\_\_
2. How old are you? \_\_\_\_\_
3. Where were you born? \_\_\_\_\_
4. How long have you lived in Canada? \_\_\_\_\_
5. How long have you spoken English? \_\_\_\_\_

## APPENDIX I

### Paths of the Proposed Model Supported by the Experiment



*Note.*

— = Relationship Supported, ..... = Relationship Partially Supported

*AA = Affect and Attitude, B = Behavioural Intentions*