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## **THE ROLE OF CAUSE MARKETING IN ENHANCING THE COMPETITIVENESS OF AIRLINE COMPANIES**

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### **Abstract**

The aviation market has been characterised by strong competition and fast transformations driven by airline deregulation, fast technological advancements, and innovations. Therefore, airline companies must quickly and effectively adapt to the competitive market environment to gain an advantage in the high-competitive arena. This research aims to determine how the implementation of Cause Marketing strategies can affect the competitiveness of airline companies and to find out the extent of airline passengers' preferring to deal with airline companies that support a cause they care about. An online questionnaire form was distributed using google forms to a sample of (392) of airline companies' passengers, who were reached through travel groups on the social media platform Facebook. Statistical analysis was carried out through the Statistical Package for Social Sciences program (SPSS 27.0.1). Research findings highlighted a correlation between Cause Marketing strategies and enhancement of the competitiveness of airline companies. Also, there is no statistically difference between passengers' opinions towards airline companies applying Cause Marketing. The research recommends that airline companies should collaborate with non-profit organizations and adopt charitable causes that attract the attention of airline companies' passengers.

**Key words:** Cause Marketing, Competitiveness, Airline companies.

### **Introduction**

Today's global customers see companies as more than just profit-making entities, they think companies have the responsibility and opportunity to make effective social and environmental changes (Cone Communications, 2017). Consequently, companies faced growing demands to acknowledge the consequences of their corporate social contributions, especially when these outcomes extend beyond their immediate financial interests; as a result, a growing number of companies have developed corporate social responsibility programs (Brink et al., 2006). In an environment characterized by significant globalization and tough competition among companies for market share and sustainability, airline companies' performance results can vary considerably based on

their strategic business decisions, along with the economic developments and circumstances at global, regional, and national levels. As a result, the airline sector is highly competitive, often impacted by structural transformations and perpetually adjusting to the shifts in its ever-changing environment (Heshmati & Kim, 2016). As the airline companies' need a competitive advantage to enhance its competitiveness and optimize market share. Therefore, airline companies must face the intense competition by offering their customers more benefits than competitors. As well as, a large proportion of customers globally will choose to support or reject a company only based on its stance on political or social issues (Edelman, 2018).

In this context, Cause Marketing emerges as a modern marketing approach that can help airline companies differentiate themselves, enhance customer loyalty, and achieve a sustainable competitive edge. This research aims to help airline companies by clarifying how to take advantage of Cause Marketing to enhance their competitiveness and how to overcome any obstacles by proposing recommendations.

## **Literature Review**

### **1. Cause Marketing in Airlines**

Over time, partnerships between commercial companies and nonprofit entities have gained popularity as both institutions struggle to distinguish themselves in highly competitive environments. The commercial companies aim to create a competitive edge in the perceptions of their customers, while the nonprofit focus on securing essential funding funds. Within these partnerships, Cause Marketing has garnered significant interest (Gourville & Rangan, 2004).

The concept of Cause Marketing was originally presented by The American Express in 1984, when they initiated a creative marketing campaign that committed to donating one cent for every transaction made by cardholders and one dollar for each new credit card issued, ultimately raising over a million dollars for the restoration of the Statue of Liberty, this campaign led to a notable 28% increase in cardholder transaction activity (Rozencher, 2013). Following this success, numerous corporations worldwide have implemented various innovative programs, aiming to replicate the positive outcomes achieved by American Express (Demetriou et al., 2009).

## 1.1. Definitions of Cause Marketing

**Table (1): Timeline Definitions of Cause Marketing**

Author	Definition
Varadarajan & Menon (1988, p.60).	"The Process of formulating and implementing marketing activities that are characterized by an offer from the firm to contribute a specified amount to a designated cause when customers engage in revenue-providing exchanges that satisfy organizational and individual objectives"
Adkins (1999, p.51).	"A commercial activity by which businesses and charities or causes form a partnership with each other to market an image, product or service for mutual benefit"
Beise-Zee (2013, p.321).	"A promotional activity of an organization in which a societal or charitable cause is endorsed, commonly together with its products and services as a bundle or tie-in"
Srivastava (2019, p.1).	"A marketing strategy wherein a product/brand/company is marketed in association with a "Cause" to change the behavior or donate a percentage of revenue for the betterment of society"
Sebastian and MC (2022, p.1).	"A type of marketing communication, in which businesses seek to work with customers with a favorable attitude toward a social cause and to enhance their corporate image."

**Source:** by researchers, from the cited authors

It is concluded from the previous definitions that Cause Marketing involves firms partnering with charities or causes to promote products or services, often pledging a portion of sales to designated causes, enhancing brand image and customer involvement supporting societal improvement goals.

## 1.2. Types of Cause Marketing Programs

Liu and Ko (2010) identified four primary types of Cause Marketing:

1. Sponsorship: when a for-profit company finances an event organized by a non-profit organization.
2. Transaction-oriented: Contributing a portion of the amount for each transaction whenever a customer buys or uses a company's service or product.
3. Joint-promotion: A scenario in which a company partners with a non-profit organization to promote a cause together, which may include financial donations from the company to support this initiative.
4. Donation-in-kind: when companies provide resources to a non-profit organization other than financial donations, such as offering volunteer time, and these donations are not linked to service or product sales.

### 1.3. Cause Marketing Implementation in Airline Companies

Airlines have been considered a negative influence on the environment, like other sectors. These influences include climate change, air pollution, and waste production issues. On the other hand, there is a positive social impact, including facilitating destinations only accessible by airlines. In addition, airlines offer relatively identical products and services in similar price ranges. Cause Marketing, therefore, has been powerfully suggested to overcome the negative perceptions of airlines, enhance reputations, and improve competitive advantage and operational profit margins in the highly competitive industry (Kim et al., 2021). In fact, many airline companies implement Cause Marketing strategies, as illustrated by the following examples:

#### 1.3.1. American Airlines

American Airlines has partnered with Stand Up To Cancer (SU2C) to launch its yearly fundraising initiative aimed at speeding cancer research. To enhance awareness of the campaign and provide customers a chance to contribute to this crucial cause, through September 30, 2024, customers who donate \$25 or more to SU2C will receive 25 AAdvantage (the frequent flyer program of American Airlines) bonus miles per dollar, with an increased rate of 50 miles per dollar for

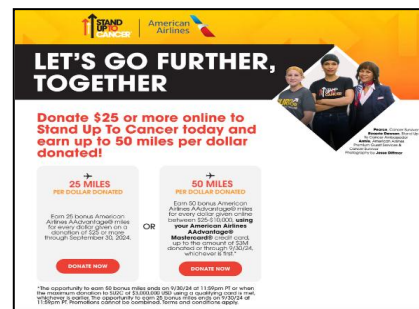


Figure (1): American Airlines Stand Up To Cancer Campaign

contributions made using an AAdvantage Master card, up to a \$3 million cap. Since 2016, this collaboration has generated over \$20 million for SU2C's innovative research efforts (American Airlines Newsroom, 2024). As shown in figure (1).



Figure (2): Air Algérie Breast Cancer Awareness Campaign

### 1.3.2. Air Algerieah

According to Air Algérie [@airalgerieah]. (2024, October 1) the official Instagram page of Air Algerieah airlines, the company announced that throughout the entire month of October, Air Algérie offers free health screenings to all women aged 40 and above traveling on its domestic network. As shown in figure (2).

### 1.3.3. EGYPTAIR

EGYPTAIR has been actively involved in various social responsibility initiatives over the years. According to EGYPTAIR (2019), the company, in cooperation with Boeing, celebrated Ramadan with the Al Nour Wal Amal Association for blind and visually impaired women, signed protocols with the Children's Cancer Hospital Egypt (CCHE 57357) and the Ahl Masr Foundation to support their operations, and provided travel services for critical medical cases. According to EGYPTAIR (2020), EGYPTAIR supported Shefaa Al-Orman Hospital in Luxor, participated in the "100 Million Health Campaign for Early Detection of Breast Cancer," and collaborated with the Ministry of Social Solidarity to manufacture supplies for hospitals treating COVID-19 patients. According to EGYPTAIR (2021), EGYPTAIR partnered with KidZania Cairo to provide educational

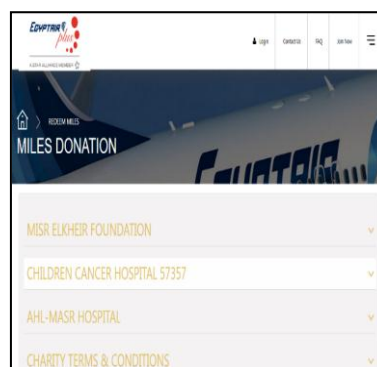


Figure (3): EgyptAir Plus Miles Donation Program

aviation experiences for children, including hosting an entertainment tour for children from Hospital 57357.

Additionally, through its EGYPTAIR Plus loyalty program, the company offers frequent flyer benefits, including the ability to redeem and donate miles to support charities such as Misr Elkheir Foundation, Children's Cancer Hospital 57357, and Ahl Masr Hospital, further contributing to social causes (EgyptAir Frequent Flyer, 2023). As shown in figure (3).

## **2. Airlines competitiveness**

The aviation sector is one of the major service industries in the world, where satisfying passenger expectations is crucial, and in order to remain profitable in the competitive market, airline companies priorities to have continuous connection with passengers, provide them improved services, and constantly strive for their satisfaction (Mandarić et al., 2023).

### **2.3. The concept of competitiveness**

One of the key features of modern business is the nature of the opportunities and threats posed by external events. As never before, companies face international competition and the need to pursue commercial opportunities rapidly. They must modify and introduce products constantly, respond to customers as fast as possible, and maintain competitive cost and operating levels (Pinto, 2013).

One of the greatest gaps in research that there is no universally accepted definition of competitiveness (Jambor & Babu, 2016). It has been described many by researchers as a multidimensional and relative concept. The significance of different criteria of competitiveness changes with time and context (Ajitabh & Momaya, 2012). Moreover, the concept of competitiveness has been used in many different ways, from a variety of perspectives and using different methodologies: there are studies involving macroeconomics, microeconomics, business, geographical, sociological, sectorial factors which are always interrelated (Viviani, 2009).

Firm level (microeconomic) competitiveness is defined as: "the ability to deliver goods and services at the time, place, and form sought by overseas buyers at prices as good or better than those of other potential suppliers whilst earning at least opportunity costs returns on resources employed" (Sharples, & Milham, 1990, p. 1). "A firm is competitive if it can produce products or services of superior quality or lower costs than



its domestic and international competitors” (European Competitiveness Report, 2008, p. 106).

#### **2.4. Dimensions of Competitiveness**

Vilanova et al. (2008) propose that competitiveness can be classified into five key dimensions:

1. Performance, including standard financial measures such as earnings, growth or profitability.
2. Quality, not only of products and services, but also the capacity to satisfy customer expectations.
3. Productivity, in terms of higher production and lower use of resources.
4. Innovation, including products and services as well as management processes.
5. Image, including corporate branding in terms of building trust and reputation in the relationship with stakeholders.

According to Kay (2014), Rivalry may express itself in a number of dimensions in an industry: (1) its objectives (e.g. profitability, market share, growth); (2) its channels (e.g. price competition, competition through advertising and innovation); (3) its strength (e.g. weak or strong, consistent or fluctuating).

#### **2.5. Competitiveness of Airline Companies**

Economists have introduced the notion of non-price competitiveness as a way of coping with the fact that much international trade is in differentiated products and services. Competition between such goods is not solely on the basis of price but on characteristics of the goods themselves, or after-sales service associated with them. Non-price competition may be just as important as price competition determining the trade successes of a particular economy, attention to product specification and quality, the marketing of a product, and the provision of a service can become the decisive features rather than price. If one product is more competitive than another in non-price terms, this means that it is generally recognized that the more competitive product has a better specification, higher quality, more effective marketing, and/or more service provided with it than the less competitive product (Francis & Tharakan, 2023).

Airlines, like firms in other industries, compete by setting prices and non-price characteristics. The most important non-price characteristics are the

frequency of service, time of departure, in-flight amenities included in the ticket price and offered for purchase, time between flights in case of one-stop itineraries (or more generally, trip duration), punctuality, and customer service level (itself a multi-dimensional concept). Network size and age of fleet can also be important elements of the competitive strategy, or at least the elements that airlines use to differentiate their products from their competitors (Volodymyr Bilotkach, 2017).

Launching non-price competition is purely a marketing strategy. The psychological impact of these strategies affects customer's selections, where they tend to purchase more or attract more passengers towards the fringe benefits programs designed by many airlines around the world (Siriwardena & Silva, 2017).

#### **2.4. Forms of Airline Companies Competition**

Babić et al. (2017), emphasized that it is important to keep in mind that there are various forms of competition in the airline market:

1. Airlines within the same alliance and code share partners (at the same time competitors).
2. Airlines of other alliances.
3. Other "Full Service Network Carriers".
4. Low cost carriers.
5. Inland transport modes.

#### **3. The relationship between Cause Marketing and the competitiveness of Airline companies**

The competitiveness of a product/ service in the global market is contingent upon not only the inherent quality of the product, but also the marketing strategy employed by the company (Sudirjo, 2023). Moreover, the implementation of an effective marketing plan can enable the companies to expand their market reach, enhance company recognition, establish a competitive edge, and attain substantial sales growth (Dwivedi et al., 2021). In this context, Companies are striving hard to survive in such hyper-dynamic global competitive environment. Consequently, Cause Marketing has emerged as an operative marketing tool in order to create a sustainable competitive advantage through better brand awareness and positive corporate reputation (Agrawal & Sahu, 2020).

## Methodology

Online is becoming the dominant mode for qualitative questionnaires (Braun et al., 2020). In order to achieve the aims of the research, an online questionnaire form was designed and distributed to airline companies' customers through google forms and (392) forms were responded. The questionnaire was tested to ascertain its clarity, by distributing it to some members of the study community and was modified according to their observations. Then the questionnaire was distributed to all sample members during the period from August to October 2024. Statistical analysis was carried out through the Statistical Package for Social Sciences program (SPSS 27.0.1).

### 1. Questionnaire Design

The questionnaire form consists of (38) questions divided into four sections. The first Section intends to reveal the airline customers' demographic data that consists of (7) questions about (the customer's name, gender, age, educational level, monthly income, number of times he/she deals with airline companies, and the airline companies he/she has mostly flown with). The second section of the questionnaire relates to the airline companies' customer awareness of Cause Marketing consisting of (8) questions. The third section relates to assessment of the extent of preferring to deal with airlines that support a Cause the airline customers care about consisting of (7) questions. The last section of the questionnaire relates to measuring the impact of Cause Marketing application on the Competitiveness of Airline Companies consisting of (16) questions in (4) subsections about (impact on quality, impact on price, impact on market share, and impact on the airline customer's loyalty). The questions were formulated on the Triple Likert scare (Yes-To some extent- No), adopted from (Alcheva, Yonggang, & Lingyan, 2009), (Babu & Mohiuddin, 2008), (Bergstén & Olsson, 2014), (Bezabih, 2017), (Pieper, 2019), (Renata, 2022).

### 2. Validity and Reliability of the Questionnaire.

#### 2.1.Validity of the Questionnaire

The researchers used the mechanism of honesty of the arbitrators (virtual honesty) to verify the validity of the study tool by presenting the

statements of the questionnaire to arbitrators to determine the validity of the questionnaire in the measurement of the situation for it, and then amendments were made to the statements considering their suggestions. The percentage of agreement on what was stated in their dimensions was high. The questionnaire was prepared in the final shape for distribution to the sample of the study of airline companies' passengers.

## 2.2. Reliability Analysis

For all scales, Cronbach's alpha coefficient was calculated to determine the internal consistency of the scale. The computation of Alpha Cronbach's is based on the number of items on the questionnaire. According to (Sekaran & Bougie, 2016) the values which are convenient for implementation of the questionnaire to the research ( $\text{Alpha} \geq 0.60$ ). Thus, the Alpha Cronbach's reliability was computed and the coefficient was calculated which indicated that the instrument was reliable and still questionable for Airline companies' passengers. The results were as shown in table 2 as follow:

**Table 2: Alpha Cronbach's Test for Respondents Questionnaire Dimensions**

Dimensions	Number of Statements	Alpha	Validity
Awareness of Cause Marketing	8	0.671	0.819
Extent of preferring to deal with airline companies that support a Cause they care about.	7	0.702	0.838
Measuring the Impact of Cause Marketing application on the Competitiveness of Airline Companies	16	0.911	0.954
<b>Alpha Cronbach's test for all Dimensions.</b>	<b>31</b>	<b>0.904</b>	<b>0.870</b>

From the results in Table 2, it is concluded that the alpha coefficient of the dimensions of the questionnaire was higher than 0.60, indicating the reliability of the dimensions of the questionnaire used in the study an acceptable degree, indicating the validity of the questionnaire for using in the study, and giving honest results.

## 3. Descriptive analysis

Descriptive statistics frequency and percentage, and tabular summerizations were used to present demographic factors, independent

variables and for measuring the impact of Cause Marketing application on the Competitiveness of airline companies.

### 3.1.Demographic data

**Table (3): Gender of Airline Companies' Passengers.**

Code	Gender	Statistics	
		Freq.	%
1	Male	223	56.9
2	Female	169	43.1
Total		392	100

As shown in table (3), the gender distribution is relatively balanced, though the male respondents slightly outnumber the female respondents, as over half of the respondents were males (56.9%), while (43.1%) were females.

**Table (4): Age of Airline Companies' Passengers.**

Code	Age	Statistics	
		Freq.	%
1	Less than 20 years	11	2.80
2	From 20 to 40 years	233	59.44
3	From 41 to 60 years	135	34.44
4	61 years and over	13	3.32
<b>Total</b>		<b>392</b>	<b>100</b>

As shown in table (4), a large proportion of respondents' age group was 20 to 40 years old (59.4%), followed by those aged 41 to 60 years (34.4%), while a small percentage of respondents were under 20 years (2.8%) or 61 years and over (3.3%), which indicates that the most respondents were middle aged adults.

**Table (5): Educational Level of Airline Companies' Passengers.**

Code	Educational level	Statistics	
		Freq.	%
1	Basic	9	2.3
2	College	216	55.1
3	Post Studies	167	42.6
<b>Total</b>		<b>392</b>	<b>100</b>

As shown in table (5), over half of respondents have attained college education (55.1%), while (42.6%) have pursued postgraduate studies, only (2.3%) of respondents have a basic education level, indicating that the respondents are generally well-educated.

**Table (6): Monthly Income of Airline Companies' Passengers.**

Code	Monthly Income	Statistics		Mean
		Freq.	%	
1	Less than 2000\$	251	64.0	1.48
2	From 2000\$- 5000\$	95	24.2	
3	More than 5000\$	46	11.7	
<b>Total</b>		<b>392</b>	<b>100</b>	

As shown in table (6), the majority of respondents' monthly income is less than \$2000 (64%), while (24.2%) earn between \$2000 and \$5000. A

small percentage (11.7%) earns more than \$5000. The mean value (1.48) indicates that the majority of respondents belong to lower- to middle-income categories.

**Table (7): Number of Times the Passengers Deal with Airline Companies**

Code	Number of times the customer deals with airline companies	Statistics		Mean
		Freq.	%	
1	Only Once	58	14.8	3.13
2	From 1 to 3 times	64	16.3	
3	From 3 to 5 times	41	10.5	
4	More than 5 times	229	58.4	
Total		392	100	

As shown in table (7), a significant percentage of respondents (58.4%) deal with airline companies more than 5 times, while (16.3%) engage 1 to 3 times. A small percentage of respondents (10.5%) have flown from 3 to 5 times. The mean value (3.13) shows that most of passengers engage with airlines "more than 5 times" This indicates that the study sample are frequent flyers, and therefore their opinions can be relied upon regarding the research topic.

**Table (8): The Airline Companies the Passengers Mostly Flown with**

Code	The Airline companies the customer mostly flown with	Statistics	
		Freq.	%
1	Egypt Air	303	77.29
4	Saudia	225	57.39
3	Emirates	109	27.8
9	Turkish Airlines	69	17.6
2	Qatar Airways	68	17.3
5	Etihad Airways	57	14.5
10	Lufthansa	34	8.67
11	British Airways	24	6.1
8	Air France	22	5.6
14	American Airlines	19	4.84
6	Singapore Airlines	12	3
12	Delta Airlines	11	2.8
16	Iraqi Airways	11	2.8
13	Air Canada	8	2

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7	Korean Air	6	1.5
17	Sudan Air	6	1.5
15	United Airlines	5	1.27
-	other	239	61
<b>Total</b>		<b>-</b>	<b>-</b>

\* More than one answer is valid.

**Table (8)** shows that The preponderance of respondents has flown with EgyptAir (77.29%), followed by Saudia Airlines (57.39%), while airlines such as Emirates (27.8%), Turkish Airlines (17.6%), and Qatar Airways (17.3%) are less commonly chosen. United Airlines has the lowest preference, with (1.27%) of respondents selecting it. Some of the respondents chose other 61 airlines they flew with, for instance, Flynas (11.7%) and Air Arabia (10.4%). Nile Air (8.7%). This highlights strong regional loyalty among respondents, particularly toward Egypt Air and



Saudia airlines, as shown in figure (4).

**Figure (4): The composed of airline companies the respondents mostly flown with**



### 3.2.Awareness of the term Cause Marketing

This section explores respondents' familiarity with the concept and their recognition of its application.

**Table 9: Awareness of Airline Companies' Passengers' Sample of the Term Cause Marketing**

Statements		3-Point Likert – Scale			Statistics		
		(1)	(2)	(3)	Mean	CV (%)	R
1. I am aware of the term "Cause Marketing".	Freq.	78	203	111	2.08	33.17	6
	%	19.9	51.8	28.3			
2. I have purchased a product or service specifically because it supported a cause.	Freq.	121	71	200	2.20	40.13	5
	%	30.9	18.1	51			
3. I think that spending money on charities is important for businesses.	Freq.	11	62	319	2.79	16.98	1
	%	2.8	15.8	81.4			
4. I think it is a good idea for a non-profit organizations to collaborate with a business.	Freq.	36	85	271	2.60	25.07	2
	%	9.2	21.7	69.1			
5. I know brands that engaged in Cause Marketing.	Freq.	137	114	141	2.01	41.94	7
	%	34.9	29.1	36			
6. I see Cause Marketing campaigns regularly in my daily life.	Freq.	112	191	89	1.94	36.85	8
	%	28.6	48.7	22.7			
7. I pay attention to information about the cause supported by a brand when making purchasing decisions.	Freq.	40	159	193	2.39	27.86	3
	%	10.2	40.6	49.2			
8. I trust brands that engage in Cause Marketing more than those that do not.	Freq.	44	193	155	2.28	28.72	4
	%	11.2	49.2	39.5			
General Gross and Coefficient of Variation					2.29	16.98	-

N.B: 1=" No", 2= "to some extent", 3="Yes", CV, "Coefficient of Variation". R=Ranking.

**Table (9)** shows that the means for (Awareness of airline companies Passengers' sample of the term Cause Marketing) statements are ranged from (1.94) to (2.79).

- The statement "I think that spending money on charities is important for businesses" has the highest mean with (2.79) and the lowest CV (16.98%), indicating strong agreement and high consistency as the majority of respondents (81.4%) agreed with it. Which indicates the strong positive perception of the respondents towards charitable activities.

- At the second rank comes the statement (I think it is a good idea for a non-profit organizations to collaborate with a business) with mean (2.60) and CV (25.07%) showing positive perception of partnerships between businesses and non-profits, as a significant percentage (69.1%) agreed with it.
- While the statements “I know brands that engaged in Cause Marketing.” and “I see Cause Marketing campaigns regularly in my daily life” had lower ranks with means (2.01), (1.94) and CVs (41.94% and 36.85%). As a small percentage of the respondents (36% and 22.7%) agreed with it, indicating that Cause Marketing campaigns not yet be widely recognized or frequently noticed by airline companies’ passengers.
- At the last rank comes the statement “I have purchased a product or service specifically because it supported a cause.”, with lowest mean (2.00) and highest CV (40.13%), indicating that the limited awareness or understanding of the concept Cause Marketing among passengers may be a key reason why it does not consistently influence their purchasing decisions.

The results of this dimension indicates that the study sample recognizes the significance of corporate charitable contributions, they also concurred on the value of collaboration between non-profit organizations and business. However, awareness of the term Cause Marketing remains limited, signaling opportunities for companies to increase visibility and awareness around their Cause Marketing efforts.

### 3.3.The Preference of Passengers to Deal with Airline Companies that Support a Cause they Care About

This section examines to what extent airline passengers prefer to engage with airlines that support causes they care about, highlighting the role of Cause Marketing implementation in shaping customer preferences.

**Table (10): Extent of Preferring to Deal with Airlines that Support a Cause that the Airline Companies' Passengers Care About.**

Statements		3-Point Likert – Scale			Statistics		
		(1)	(2)	(3)	Mean	CV (%)	R
1. I think that the airline companies that applies Cause Marketing strategies is socially responsible.	Freq.	18	127	247	2.58	22.44	4
	%	4.6	32.4	63			
2. I think that the airline company that supports a good cause through Cause Marketing initiatives improves public perception of the company.	Freq.	11	105	276	2.68	19.58	2
	%	2.8	26.8	70.4			
3. I will keenly search for buying a ticket from an airline company adopting a charity cause.	Freq.	33	138	221	2.48	26.08	5
	%	8.4	35.2	56.4			
4. I will buy an airline ticket if I know that a percentage of the company's profits are donated to a charitable or social cause.	Freq.	23	99	270	2.63	22.54	3
	%	5.9	25.3	68.9			
5. I will choose to travel with an airline company that frequently engages in Cause Marketing activities if all other factors (Price, Facilities and Services) were equal.	Freq.	12	88	292	2.71	19.04	1
	%	3.1	22.4	74.5			
6. I think the airline company is making this donation only to increase sales.	Freq.	65	218	109	2.11	31.18	7
	%	16.6	55.6	27.8			
7. I will purchase a ticket from another airline company, if the cause does not grab my interest.	Freq.	74	164	154	2.20	33.45	6
	%	18.9	41.8	39.3			
General Gross and Coefficient of Variation					2.49	13.89	-

**N.B:** 1=" No", 2= "to some extent", 3="Yes", CV, "Coefficient of Variation".  
R=Ranking.

**Table (10)** shows that the means for (extent of preferring to deal with airlines that support a cause they care about) statements are ranged from (2.11) to (2.71). The results of the table is demonstrated as follows:

- The statement “I will choose to travel with an airline company that frequently engages in Cause Marketing activities if all other factors (price, facilities, and services) were equal.” has the highest mean with (2.71) and CV (19.04%), indicating strong and consistent agreement as the majority of respondents (74%) agreed with it, which emphasizes that frequent engagement of the airline company in Cause Marketing significantly influences passengers’ travel decisions when other factors are equal which is also confirmed by (Anghel et al., 2011).
- At the second rank comes the statement (I think that the airline company that supports a good cause through Cause Marketing initiatives improves public perception of the company.) with mean (2.68) and CV (19.58%), as a large proportion of respondents (70.4%) strongly associate supporting meaningful causes with enhancing the airline company’s image which is confirmed by (Bina & Priya, 2015).
- While the statement “I think the airline company is making this donation only to increase sales.” has the lowest rank with mean (2.11) and CV (31.18%), which indicates that a small proportion of respondents (27.8%) have some skepticism regarding the airline companies’ motives behind Cause Marketing campaigns.

## 2.6. Measuring the impact of Cause Marketing application on the competitiveness of airline companies (Quality- Price- Market Share- Loyalty).

There are many indicators to measure competitiveness, the following section examines how Cause Marketing affects the quality of airline services.

### 2.6.1. The Impact of Cause Marketing on Quality as a Competitiveness Indicator:

**Table 11: Impact on Airline Companies' Services' Quality:**

Statements		3-Point Likert – Scale			Statistics		
		(1)	(2)	(3)	Mean	CV (%)	R
A- Impact on Quality							
1. Airline companies' involvement in Cause Marketing initiatives enhances the perceived quality of their services.	Freq.	30	150	212	2.46	25.81	3
	%	7.7	38.3	54.1			
2. Cause Marketing efforts positively influence the quality of services offered by the airline company.	Freq.	35	158	199	2.42	26.85	4
	%	8.9	40.3	50.8			
3. Airline companies involved in Cause Marketing are more likely to prioritize and invest in improving the quality of their services.	Freq.	25	146	221	2.50	24.6	2
	%	6.4	37.2	56.4			
4. It is important to know about the airline company's commitment to social or environmental Causes before evaluating the quality of its services.	Freq.	37	130	225	2.48	26.7	1
	%	9.4	33.2	57.4			
General Gross and Coefficient of Variation					2.47	20.28	

**N.B:** 1=" No", 2= "to some extent", 3="Yes", CV, "Coefficient of Variation". R=Ranking.

**Table (11)** shows that the majority of respondents agreed that there is an impact of Cause Marketing on airline companies' services' quality, as shown below:

- As the statement “It is important to know about the airline company's commitment to social or environmental causes before evaluating the quality of its services.” has the highest rank with a mean (2.48) and

CV (26.7%) as over half of respondents (57.4%) agreed with it, this highlights a growing awareness of corporate social responsibility in service quality assessment.

- At the second rank comes the statement “Airline companies involved in Cause Marketing are more likely to prioritize and invest in improving the quality of their services.” with a mean (2.50) and CV (24.6%) as a large proportion of respondents (56.4%) agreed with it, showing that Cause Marketing is perceived as a motivating strategy for airline companies for better service quality.
- At the third rank comes the statement “Airline companies' involvement in Cause Marketing initiatives enhances the perceived quality of their services.” with mean (2.46) and CV (25.81%), as a significant percentage (54.1%) agreed with it. Which underscores the importance of Cause Marketing in shaping the study sample's perceptions towards airline companies' service quality.
- While the statement “Cause Marketing efforts positively influence the quality of services offered by the airline company” has the lowest rank with mean (2.42) and CV (26.85%) as most of respondents (50.8%) agreed with it. Suggesting it is perceived as slightly less impactful compared to others agreed with the statement which indicates that study sample might not directly associate Cause Marketing efforts with tangible improvements in service quality.

These findings suggest a positive relationship between Cause Marketing and service quality perception, with respondents valuing companies' commitments to social or environmental causes as a key factor in evaluating service quality.

## 2.6.2. The Impact of Cause Marketing on Price as a Competitiveness Indicator

Price is a key factor in consumer decision-making, and Cause Marketing can influence how passengers perceive the value of airline services, the following section examines how Cause Marketing affects the price of airline services.

**Table 12: Impact on Airline Companies' Services' Price:**

Statements	3-Point Likert – Scale			Statistics		
	(1)	(2)	(3)	Mean	CV (%)	R
<b>B- Impact on Price</b>						
1.I prioritize purchasing a flight ticket from an airline company that supports a cause I care about, even if it is slightly more expensive than similar offered by other airline companies.	<b>Freq.</b>	8	156	148	2.15	35.44
	<b>%</b>	22.4	39.8	37.8		
2.The percentage of the donation from the flight ticket price to a cause significantly influences my buying decision.	<b>Freq.</b>	54	168	170	2.30	30.26
	<b>%</b>	13.8	42.9	43.4		
3.I trust that the airline company that engages in Cause Marketing is transparent about how much of the flight ticket price actually goes to the cause.	<b>Freq.</b>	49	173	170	2.31	29.52
	<b>%</b>	12.5	44.1	43.4		
<b>General Gross and Coefficient of Variation</b>				<b>2.25</b>	<b>25.28</b>	<b>-</b>

**N.B:** 1=" No", 2= "to some extent", 3="Yes", CV, "Coefficient of Variation".  
R=Ranking.

**Table (12)** highlights the slight variation in the average responses regarding the impact of Cause Marketing on airline companies' service pricing. It specifically examines how Cause Marketing initiatives influence passengers' purchasing decisions, as shown below:

- The statement “I trust that the airline company that engages in Cause Marketing is transparent about how much of the flight ticket price actually goes to the cause.” has the highest mean with (2.31) indicating the strongest agreement among respondents and also lowest CV (29.52%) suggesting consistent responses, as considerable proportion of respondents (43.4%) agreed with it,

indicating that transparency in donation allocation is highly valued by airline companies' passengers.

- At the second rank comes the statement "The percentage of the donation from the flight ticket price to a cause significantly influences my buying decision." with mean (2.30) and CV (30.26%), showing a relatively strong agreement and moderate consistency, as nearly half of respondents (43.4%) agreed with it. This indicates that the portion of ticket prices allocated to donations plays a key role in airline customer decision making.
- While the statement "I prioritize purchasing a flight ticket from an airline company that supports a cause I care about, even if it is slightly more expensive than similar offered by other airline companies." has the lowest rank with mean (2.15) and CV (35.44%), indicating more varied opinions, as only (37.8%) of respondents agreed with this statement, while (39.8%) responded "to some extent." Notably, (22.4%) disagreed, suggesting that a significant proportion of airline companies' passengers think that it does not matter if the price of a flight ticket, whether it is more expensive or cheaper than others, as long as part of it will be donated by the airline to a charitable cause.

According to these results, there is an impact of Cause Marketing on service price provided by airline companies.



### 2.6.3. The Impact of Cause Marketing on Market Share as a Competitiveness Indicator

Cause Marketing can play an important role in increasing airline companies' market share by attracting socially conscious consumers and differentiating the company from competitor, the following section examines how Cause Marketing affects the market share of airline companies.

**Table 13: Impact on Airline Companies' Market Share:**

Statements	3-Point Likert – Scale			Statistics		
	(1)	(2)	(3)	Mean	CV (%)	R
<b>C- Impact on Market share</b>						
1. Cause Marketing can be an effective way to increase the airline company's market share than traditional marketing tactics like advertising and promotions.	<b>Freq.</b>	24	166	202	2.45	24.85
	<b>%</b>	6.1	42.3	51.5		
3. I will keenly go to airline company (X) instead of going to airline company (Y) because of their donation activity.	<b>Freq.</b>	51	154	187	2.35	29.74
	<b>%</b>	13	39.3	47.7		
4. Involving an airline company in Cause Marketing influences my decision making process when choosing an airline company to fly with.	<b>Freq.</b>	51	168	173	2.31	29.87
	<b>%</b>	13	42.9	44.1		
5. I think there's a correlation between the airline companies' Cause Marketing campaign and increasing its market share.	<b>Freq.</b>	29	156	207	2.45	25.71
	<b>%</b>	7.4	39.8	52.8		
<b>General Gross and Coefficient of Variation</b>				<b>2.39</b>	<b>21.25</b>	<b>-</b>

**N.B:** 1=" No", 2= "to some extent", 3="Yes", CV, "Coefficient of Variation".  
R=Ranking.

**Table (13)** illustrates the results of evaluating the impact of Cause Marketing on airline companies' market share for the study sample, as shown below:

- The statements "Cause Marketing can be an effective way to increase the airline company's market share than traditional marketing tactics like advertising and promotions" and "I think there's a correlation between the airline's Cause Marketing campaign and increasing its

market share” have the highest means with (2.45) and CVs (24.85%) and (25.71%) indicating a high and consistent agreement among respondents, as over half of respondents (52.8%) agree with it.

- At the second rank comes the statement “I will keenly go to airline company (X) instead of going to airline company (Y) because of their donation activity” with mean (2.35) and CV (29.74%), as nearly half of respondents (47.7%) agreed with it. This indicates that airline companies’ involvement in Cause Marketing influence customer preference to a considerable extent while choosing an airline to travel with.
- While the statement “Involving an airline company in Cause Marketing influences my decision making process when choosing an airline company to fly with” has the lowest rank with mean (2.31) and CV (29.87%), as (44.1%) of respondents agreed with it which is consistent with the previous statement.

According to these results, there is an impact of Cause Marketing on airline companies’ market share as it suggests that integrating Cause Marketing strategies could be a vital competitive advantage for airline companies.

#### **2.6.4. The Impact of Cause Marketing on Loyalty as a Competitiveness Indicator**

Cause Marketing can enhance loyalty by developing emotional connections with passengers who support similar causes, where the airline company can build trust, and encourage repeat purchase.

The following section examines how Cause Marketing affects the loyalty of the airline companies’ passengers.

**Table 14: Impact on Airline Companies Passengers' Loyalty:**

Statements	3-Point Likert – Scale			Statistics			
	(1)	(2)	(3)	Mean	CV (%)	R	
D- Impact on Loyalty							
1. I will have a high regard for an airline company because of their donation activity.	Freq.	17	76	299	2.72	19.77	1
	%	4.3	19.4	76.3			
2. I will positively recommend others to airline companies operating Cause Marketing campaigns.	Freq.	25	118	249	2.57	23.77	4
	%	6.4	30.1	63.5			
3. I believe to obtain more satisfaction from an airline company that supports a social Cause.	Freq.	22	90	280	2.66	21.84	2
	%	5.6	23	71.4			
4. Cause Marketing campaigns make me feel more connected to the airline company.	Freq.	34	139	219	2.47	26.35	5
	%	8.7	35.5	55.9			
5. Cause Marketing helps meet my need to feel good about contributing to a Cause and increase my desire to deal with the airline company.	Freq.	26	113	253	2.58	23.79	3
	%	6.6	28.8	64.5			
General Gross and Coefficient of Variation				2.60	18.80	-	

**N.B:** 1=" No", 2= "to some extent", 3="Yes", CV, "Coefficient of Variation".

R=Ranking.

**Table (14)** provides insights into how Cause Marketing campaigns affects airline companies passengers' loyalty from the study sample's perspective. As shown below:

- The statement "I will have a high regard for an airline company because of their donation activity." has the highest mean with (2.72) and CV (19.77%), as the majority of participants (76.3%) agreed with it.
- At the second rank comes the statement "I believe to obtain more satisfaction from an airline company that supports a social Cause."

with mean (2.66) and CV (21.84%), as most participants (71.4%) agreed with it.

- At the third rank comes the statement “Cause Marketing helps meet my need to feel good about contributing to a cause and increase my desire to deal with the airline company” with mean (2.58) and CV (23.79%), as a large proportion of participants (64.5%) agreed with it.
- At the fourth rank comes the statement “I will positively recommend others to airline companies operating Cause Marketing campaigns.” with mean (2.57) and CV (23.77%).
- While the statement “Cause Marketing campaigns make me feel more connected to the airline company” has the lowest rank with mean (2.58) and CV (26.35%), as a significant percent of participants (63.5%) agreed with it.

According to these results, the table shows that Cause Marketing strongly has a positive impact on customer loyalty, particularly by increasing respect for the airline company and customer satisfaction which is confirmed by (Cone Communications, 2017).

#### 4. Testing Hypotheses of the Study

**H.1:** There is a correlation between Cause Marketing strategies and the enhancement of the competitiveness of airline companies.

**H.1.1:** There is a correlation between Cause Marketing and the **quality** of airline companies’ services.

**H.1.2:** There is a correlation between Cause Marketing and the **price** of airline companies’ services.

**H.1.3:** There is a correlation between Cause Marketing and the increase of **market share** of airline companies.

**H.1.4:** There is a correlation between Cause Marketing and the airline companies’ passengers’ **loyalty**.

H.2: There is no statistically difference between passengers' opinions towards airline companies applying Cause Marketing.

H2.1: There is no statistically difference between passengers' opinions towards airline companies applying Cause Marketing according to **Gender**.

H2.2: There is no statistically difference between passengers' opinions towards airline companies applying Cause Marketing according to **Age**.

H2.3: There is no statistically difference between passengers' opinions towards airline companies applying Cause Marketing according to **Educational Level**.

H2.4: There is no statistically difference between passengers' opinions towards airline companies applying Cause Marketing according to **Monthly Income**.

#### 4.1. Validity of Hypotheses Test

H.1:

There is a correlation between Cause Marketing strategies and the enhancement of the competitiveness of airline companies.

The following table shows the testing of the hypothesis that states, "There is a correlation between Cause Marketing strategies and the enhancement of the competitiveness of airline companies."

**Table (15): Correlation Coefficient H1**

Correlation Test			Cause Marketing
Competitiveness	Pearson	Pearson Correlation	0.401**
		Sig. (2-tailed)	□0.001
		N	392

\*\*Correlation is significant at the 0.01 level (2-tailed).

According to the results in Table (15), it could be concluded that there is a positive correlation between the implementation of Cause Marketing and competitiveness of the airline companies. When the

correlation coefficient of Pearson was 0.401 at level 1, it was a positive correlation.

This positive correlation indicates that if airline companies implement Cause Marketing strategies, it will reflect positively on airline companies' competitiveness. Therefore, the hypothesis "There is a correlation between Cause Marketing strategies and the enhancement of the competitiveness of airline companies" could be accepted.

**H.1.1:** There is a correlation between Cause Marketing and the quality of airline companies' services.

The following table shows the testing of the hypothesis that states, "There is a correlation between the implementation of Cause Marketing and the quality of airline companies' services."

**Table (16): Correlation Coefficient H1.1**

Correlation Test			Cause Marketing
Quality	Pearson	Pearson Correlation	0.286**
		Sig. (2-tailed)	□0.001
		N	392

\*\*Correlation is significant at the 0.01 level (2-tailed).

According to the results in Table (16), it could be concluded that there is a positive correlation between the implementation of Cause Marketing and the quality of airline companies' services. When the correlation coefficient of Pearson was 0.286 at level 1, it was a positive correlation.

This positive correlation indicates that if airline companies implement Cause Marketing strategies, it will reflect positively on airline companies' services' quality. Therefore, the hypothesis "There is a correlation between Cause Marketing and the quality of airline companies' services" could be accepted.

**H 1.2:** There is a correlation between Cause Marketing and the price of airline companies' services.

The following table shows the testing of the hypothesis that states, "There is a correlation between Cause Marketing and the price of airline companies' services".

**Table (17): Correlation Coefficient H1.2**

Correlation Test			Cause Marketing
Price	Pearson	Pearson Correlation	0.273**
		Sig. (2-tailed)	□0.001
		N	392

\*\*Correlation is significant at the 0.01 level (2-tailed).

According to the results in Table (17), it could be concluded that there is a positive correlation between the implementation of Cause Marketing and the price of airline companies' services. When the correlation coefficient of Pearson was 0.273 at level 1, it was a positive correlation.

This indicates a direct correlation between the two variables. Therefore, the hypothesis "There is a correlation between Cause Marketing and the price of airline companies' services" could be accepted.

H 1.3: There is a correlation between Cause Marketing and the increase of market share of airline companies.

The following table shows the testing of the hypothesis that states, "There is a correlation between Cause Marketing and the market share of airline companies".

**Table (18): Correlation Coefficient H1.3:**

Correlation Test			Cause Marketing
Market Share	Pearson	Pearson Correlation	0.361**
		Sig. (2-tailed)	□0.001
		N	392

\*\*Correlation is significant at the 0.01 level (2-tailed).

According to the results in Table (18), it could be concluded that there is a positive correlation between the implementation of Cause Marketing and the market share of airline companies. When the correlation coefficient of Pearson was 0.361 at level 1, it was a positive correlation.

This indicates if airline companies implemented Cause Marketing strategies, it would reflect positively on increasing their market share. Therefore, the hypothesis "There is a correlation between Cause Marketing and the increase of market share of airline companies" could be accepted.

H 1.4: There is a correlation between Cause Marketing and the airline companies' passengers' loyalty.

The following table shows the testing of the hypothesis that states, "There is a correlation between Cause Marketing and the airline companies' passengers' loyalty".

**Table (19): Correlation Coefficient H1.4:**

Correlation Test			Cause Marketing
Loyalty	Pearson	Pearson Correlation	0.411**
		Sig. (2-tailed)	□0.001
		N	392

\*\* Correlation is significant at the 0.01 level (2-tailed).

According to the results in Table (19), it could be concluded that there is a positive correlation between the implementation of Cause Marketing and the airline companies' passengers' loyalty. When the correlation coefficient of Pearson was 0.411 at level 1, it was a positive correlation.

This indicates if airline companies implemented Cause Marketing strategies, it would reflect positively on airline companies' passengers' loyalty. Therefore, the hypothesis "There is a correlation between Cause Marketing and the airline companies passengers' loyalty" could be accepted.

## **2.7.Differences among Variables**

To test the differences among study variables, Mann-Whitney and Kruskal-Wallis tests were used to examine the differences among respondents regarding the other variables. The Mann-Whitney test was used to compare just two groups, while the Kruskal-Wallis's test was used to compare three or more groups. The two tests were used at a significant level of 5%.

H.2: There is no statistically difference between passengers' opinions towards airline companies applying Cause Marketing.

H 2.1: There is no statistically difference between passengers' opinions towards airline companies applying Cause Marketing according to Gender



**Table (20): Differences between Passengers' Opinions towards Airline Companies Applying Cause Marketing According to Gender.**

Item	Categories	Ranks		Test Statistics	
		N	Mean Rank	P. value	Sig
Extent of preferring to deal with airline companies that support a Cause they care about.	Male	223	188.40	0.101	N.S
	Female	169	207.19		

\*Significant at  $P \leq 0.05$ , N.S= Non-Significant, \*\*H.S= High Significant.

Regarding the gender table (20), it indicated that there wasn't a significant difference between passengers' opinions towards airline companies applying Cause Marketing ( $P \geq 0.05$ ) in all statements. According to this result, hypothesis 2.1, which states that there are no significant differences between women and men on a 0.05 degree then the hypothesis "There is no statistically difference between passengers' opinions towards airline companies applying Cause Marketing according to Gender", could be accepted, which support the findings of (Essam & Mahrous, 2020).

H 2.1: There is no statistically difference between passengers' opinions towards airline companies applying Cause Marketing according to Age.

**Table (21): Differences between Passengers' Opinions towards Airline Companies Applying Cause Marketing According to Age.**

Item	Categories	Ranks		Test Statistics	
		N	Mean Rank	P. value	Sig
Extent of preferring to deal with airline companies that support a cause they care about	Less than 20 years	11	182.82	0.614	N.S
	From 20 to 40 years	233	192.77		
	From 41 to 60 years	135	200.79		
	61 years and over	13	230.38		

\*Significant at  $P \leq 0.05$ , N.S= Non-Significant, \*\*H.S= High Significant.

Regarding the age table (21), it indicated that there wasn't a significant difference between passengers' opinions towards airline companies applying Cause Marketing ( $P \geq 0.05$ ) in all statements. According to this result, hypothesis 2.2, which states that there are no significant differences on a 0.05 degree between the perceptions of the investigated respondents towards passengers' opinions towards airline companies applying Cause Marketing referring to age, could be accepted.

H 2.3: There is no statistically difference between passengers' opinions towards airline companies applying Cause Marketing according to the educational level.

**Table (22): Differences between Passengers' Opinions towards Airline Companies Applying Cause Marketing According to the Educational Level.**

Item	Categories	Ranks		Test Statistics	
		N	Mean Rank	P. value	Sig
Extent of preferring to deal with airline companies that support a Cause they care about	Less than 2000\$	251	198.99	0.628	N.S
	From 2000-5000\$	95	197.11		
	More than 5000\$	46	181.67		

\*Significant at  $P \leq 0.05$ , N.S= Non-Significant, \*\*H.S= High Significant.

Regarding the age table (22), it indicated that there wasn't a significant difference between passengers' opinions towards airline companies applying Cause Marketing ( $P \geq 0.05$ ) in all statements. According to this result, hypothesis 2.3, which states that there are no significant differences on a 0.05 degree between the perceptions of the investigated respondents towards passengers' opinions towards airline companies applying Cause Marketing referring to the educational level, could be accepted.

H 2.4: There is no statistically difference between passengers' opinions towards airline companies applying Cause Marketing according to monthly Income.

**Table (23): Differences between Passengers' Opinions towards Airline Companies Applying Cause Marketing According to the Monthly Income.**

Item	Categories	Ranks		Test Statistics	
		N	Mean Rank	P. value	Sig
Extent of preferring to deal with airline companies that support a Cause they care about	Basic	9	187.78	0.468	N.S
	College	216	190.61		
	Post Studies	167	204.59		

\*Significant at  $P \leq 0.05$ , N.S= Non-Significant, \*\*H.S= High Significant.

Regarding the age table (23), it indicated that there wasn't a significant difference between passengers' opinions towards airline companies applying Cause Marketing ( $P \geq 0.05$ ) in all statements. According to this result, hypothesis 2.4, which states that there are no significant differences on a 0.05 degree between the perceptions of the investigated respondents towards passengers' opinions towards airline companies applying Cause Marketing referring to monthly income, could be accepted.

## 2.8. Results of Testing Study Hypotheses for the Airline Companies Passengers' Questionnaire.

**Table (24): Results of Testing Study Hypotheses**

No	Hypotheses	Testing Result
<b>H.1</b>	<b>There is a correlation between Cause Marketing strategies and the enhancement of the competitiveness of airline companies.</b>	
<b>H.1.1</b>	There is a correlation between Cause Marketing and the <b>quality</b> of airline companies' services.	<b>Accepted</b>
<b>H.1.2</b>	There is a correlation between Cause Marketing and the <b>price</b> of airline companies' services.	<b>Accepted</b>
<b>H.1.3</b>	There is a correlation between Cause Marketing and the increase of <b>market share</b> of airline companies.	<b>Accepted</b>
<b>H.1.4</b>	There is a correlation between Cause Marketing and the airline companies' passengers' <b>loyalty</b> .	<b>Accepted</b>
<b>H.2</b>	<b>There is a statistically difference between passengers' opinions towards airline companies applying Cause Marketing.</b>	
<b>H 2.1</b>	There is a statistically difference between passengers' opinions towards airline companies applying Cause Marketing according to <b>Gender</b>	<b>Rejected</b>
<b>H 2.2</b>	There is a statistically difference between passengers' opinions towards airline companies applying Cause Marketing according to <b>Age</b> .	<b>Rejected</b>
<b>H2.3</b>	There is a statistically difference between passengers' opinions towards airline companies applying Cause Marketing according to <b>Educational Level</b> .	<b>Rejected</b>
<b>H2.4</b>	There is a statistically difference between passengers' opinions towards airline companies applying Cause Marketing according to <b>Monthly Income</b> .	<b>Rejected</b>

## Results

1. Cause Marketing campaigns not yet be widely recognized or frequently noticed by the passengers of airline companies.
2. The frequent engagement of the airline companies in Cause Marketing significantly influences the passengers' travel decisions when other factors (quality, price, facilities and services) are equal.
3. Supporting meaningful causes play a vital role in enhancing the airline company's image.
4. There is a growing awareness of corporate social responsibility in service quality assessment.
5. Cause marketing is important in shaping customer's perceptions towards airline companies' service quality.
6. Passengers associate Cause Marketing efforts with better prioritization and investment in service quality.
7. A significant portion of passengers are willing to pay slightly more for tickets if the airline supports a cause they care about.
8. Transparency about the percentage of ticket prices going to a cause influences purchasing decisions.
9. Cause Marketing is perceived as an effective way to increase market share, outperforming traditional advertising and promotions.

## Recommendations

1. Airline companies' management should be based upon of modern marketing such as Cause Marketing and adopting its strategies to gain a competitive advantage and differentiate from other competitors.
2. Airline companies should affiliate themselves with a good cause that gains the customer's interest in order to enhance their public image and competitiveness by adopting Cause Marketing.
3. Airline companies should provide different ways to contribute to charitable worthy causes whether with leveraging from loyalty programs offering miles or points for donating to a cause adopted by the airline company which allows passengers to donate miles to charities.
4. Airline companies should have a transparent communication with their passengers and share the progress on Cause Marketing goals through social media, newsletters, and annual reports, which will be

reflected in increasing customer trust about the airline company's social responsibility.

5. Airline companies that already implement Cause Marketing should continuously measure the impact of the Cause Marketing campaigns to make sure that they choose the appropriate cause or the NPO (non- profit organizations) to cooperate with that benefits the airline company's marketing objectives and avoid any negative publicity that may result from misapplication of Cause Marketing.

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## دور التسويق السببي في تعزيز القدرة التنافسية لشركات الطيران

### الملخص

يتميز الوضع الحالي لسوق الطيران بوجود التنافسية الشديدة والتغيرات المتسارعة الناتجة عن قوى تحرير النقل الجوي، والتطورات التكنولوجية السريعة والابتكارات. لذلك يجب على شركات الطيران أن تتكيف مع بيئة السوق التنافسية بسرعة وفعالية حتى تتمكن من كسب ميزة تنافسية في هذا المجال الشديد التنافسية. يهدف البحث إلى تحديد كيف يمكن أن يؤثر تطبيق استراتيجيات التسويق السببي على القدرة التنافسية لشركات الطيران والتعرف على مدى تفضيل عملاء شركات الطيران للتعامل مع شركات الطيران التي تدعم قضية يهتمون بها. تم توزيع نموذج استبيان عبر الإنترنت باستخدام نماذج جوجل على عينة من ٣٩٢ من عملاء شركات الطيران حيث تم التوصل إليهم من خلال مجموعات السفر على منصة التواصل الاجتماعي فيسبوك. تم إجراء التحليل الإحصائي من خلال برنامج الحزمة الإحصائية للعلوم الاجتماعية (SPSS 27.0.1). أبرزت نتائج البحث وجود علاقة بين استراتيجيات التسويق السببي وتعزيز القدرة التنافسية لشركات الطيران. كما لا توجد فروق

إحصائية بين آراء العملاء تجاه شركات الطيران التي تطبق التسويق السببي. يوصي البحث بضرورة أن تتعاون شركات الطيران مع المنظمات غير الربحية وتتبنى قضايا خيرية التي تجذب انتباه عملاء شركات الطيران.

الكلمات المفتاحية: التسويق السببي، القدرة التنافسية، شركات الطيران.