



THE SOCIAL INTENTIONS OF THE CUSTODIANS OF COMMODITY

An exploration of consumer perception and behaviour change as a result of Zone Fitness' strategic communications – a qualitative research study in the context of Social Value Orientation.

- Christopher Kent Meunier / 1401 8406 -

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Supervisor: Hendrick Conradie

CONTENTS

01. Introduction	6
a. Introduction to concepts	7
b. Problem statement	7
c. Purpose statement	7
d. Rationale and relevance	7
e. Research questions	8
i. Primary question	8
ii. Secondary questions	9
02. Literature Review	10
a. Introduction to literature review	10
i. Literature review objectives summary	10
ii. Contextualising literature through problem setting	10
iii. Existing findings summarised through themes	11
b. Appropriate academic paradigms as lenses	11
i. Voluntarism and its discourse in individual behaviour	11
ii. Idiographic approach and subjective social behaviour	12
c. Existing literature for theoretical foundation	12
i. Social value orientation as construct	13
ii. Dimensions of social value orientation	15
iii. Measurement methods of social value orientation	16
iv. Strategic communications devised for social preference	18
v. Transcendent csr and social behaviour implications	20
03. Research Design & Extended Paradigms	21
a. Population and sampling	21
b. Data collection methods	22
c. Data capture methods	22
d. Data analysis methods	23
04. Justification for Further Exploration	23
05. Anticipated Contributions	23
06. Findings and Interpretations	26
a. Findings parameters	26
i. Svo graph classification thresholds	26
ii. Individual svo calculation procedure	26
iii. Sample group variation and deviation calculation	26

iv.	Scenario descriptions.....	28
b.	Findings	33
i.	Tabled data.....	33
ii.	Scenario a.....	35
iii.	Scenario b.....	36
iv.	Scenario c	37
c.	Interpretations	38
i.	Scenario a.....	38
ii.	Scenario b.....	39
iii.	Scenario c	40
07.	Conclusions	41
a.	Final statements.....	41
b.	Validity and reliability.....	43
c.	Future research.....	43
d.	Ethical considerations	44
e.	Limitations of study procedure and scale	44
08.	Reference List	46

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Abstract

In a world with shrinking pools of natural resource because of their limitations of use, we have developed models of political economies to distribute commodities by mechanisms of resource allocation. Neoliberal economic theory has been a cornerstone of reason for such allocation processes and as such individuals who are part of the upper tiers of economic class hold the power of allocation. Due to free-market forces, the private sector plays an integral part by being the means of extraction, production, and allocation of resources. In South Africa, economic inequality is rife and so it is critical for the sake of more equitable distributions and allocations of resources that the researcher uncover those influencing factors from the private sector that would influence the social preferences of those in the upper echelons of society. This was done by using a construct borrowed from social psychology called Social Value Orientation as intersected by Corporate Social Responsibility communications during Cape Town's 2017/2018 water shortage crisis. The results culminated as a clear influence on social preferences of resource allocation by the strategic communications of Zone Fitness for wise water usage – visual communications resulted in altruistic preferences while water conservation initiatives led to individualistic preferences.

01.INTRODUCTION

All living things have a finite pool of resource with a growing and unlimited set of needs. This is commonly known as *the economic problem* and its primary premise lies in the principles of *limitations of physical quantity* and *limitations of use* - all physical commodities are finite in quantity while having a finite number of uses at any specific point in time (Economics Online, n.d.). Consequently, individuals of a society are burdened with the duality of ¹*opportunity cost* and ²*choice* which means individuals actively make decisions over which benefit to incur over other possible benefits.

Political economies are the ways in which societies make such decisions for the rationing and distribution of these finite resources. Indeed, at its heart, a political economy is the study of production and trade in such a way that creates relations between law, government, social custom, distribution of incomes, and the productivity of resources (Collinson, 2003, p. 3). According to Nordhaus & Samuelson's (2010) interpretation of the economic problem, resource distribution underlies three questions: i. 'What to produce?' ii. 'How to produce?' iii. 'For whom to produce?'.

Evidently, resource allocation serves as a common function of these questions and therefore acts as a measurement of the equitability of the spread of resources using macroeconomic indicators. In the context of a developing nation, South Africa's spread (distribution) of income is past the point of urgent. The World Bank (2017) measures South Africa's Gini coefficient to have been 0.69 in 2014. This translates into 20% of the poorest population consuming 3% of total expenditure whilst the wealthiest 20% consume 65%. These are clear indications of a country operating through a form of *mixed economy* that is primarily inspired by *neoliberal economic theory* in which the bestowing of authority over resource allocation occurs in the private sector wherein wealthier individuals become custodians of resource.

For the purpose of this study "[n]eoliberalism is often characterised in terms of its belief in sustained economic growth as the means to achieve human progress, its confidence in free markets as the most-efficient allocation of resources, its emphasis on minimal state intervention..." (Encyclopedia Britannica, 2018).

¹ Opportunity cost refers to a benefit that a person could have received, but gave up, to take another course of action. Stated differently, an opportunity cost represents an alternative given up when a decision is made.

² Choice, in economics, means that one alternative is selected over another.

The onus of this study is to explore the self-interested and prosocial attitudes toward the allocations of limited resources as manifested through the aggregated decisions of the individuals of the upper echelons of South African society and the possible influence of the private sector on these individuals through their interactions with brands. In the words of Alfred Marshall (1890) whom was part of the conception of *economics*: “Political Economy or Economics is a study of mankind in the ordinary business of life; it examines that part of individual and social action which is most closely connected with the attainment and with the use of material requisites of well-being.”.

A. INTRODUCTION TO CONCEPTS

These attitudes and behaviours arise from the concepts of ³*Social Value* and how individuals’ perceptions – responsible for their respective social values - are influenced by the ⁴*strategic communications* in the private sector. This being implicative of respectively individualised *social value orientations* for every member of the public.

B. PROBLEM STATEMENT

Following such reason, how would the social value orientations of upper-class South Africans be influenced by the strategic brand communications of its private sector in relation to their perceptions on and behaviours of self-interested or prosocial resource allocation during times of inequitable commodity distribution?

C. PURPOSE STATEMENT

Study purpose is therefore established in the exploration of the social preferences of wealthier individuals about how to allocate scarce natural resources – between others and themselves – in times of severe water shortage as possibly influenced by a brand’s strategic communications and their initiatives for conservative water usage.

D. RATIONALE AND RELEVANCE

According to the director of the Columbia Water Center, Dr. Upmanu Lall, a leading expert on hydro climatology, climate change adaptation, and risk analysis; large parts of the world could experience perennial water shortage as soon as 2025 (Erickson, n.d.).

³ Social Values are defined by their common ability to synthesise the affective and cognitive factors responsible for orienting individuals to the world in which they live.

⁴ Strategic communications can be described as the activities of a brand including public relations, management communication, and advertising intended for strategic outcome.

Sooner than 2025, the year 2017 has marked the worst drought Cape Town has experienced in over a century (Van Dam, 2017). Through a humanitarian lens, Cape Town is home to approximately four million people making it the second most populated city in South Africa (Socio-economic Profile, 2016). Thus, drinkable water - during such periods of drastic shortage – qualifies as the most vital socio-economic commodity.

Publicly available commodities rely heavily on the ⁵self-regulation of a population. In an attempt to communicate such responsibility, the City of Cape Town Municipality has launched several awareness campaigns and initiatives to curb water usage by members of the public such as the ‘Think Water’ Campaign which encourages Capetonians to use less than 50 litres of water a day and the hashtag ‘#EveryDropCounts’ to further spread awareness (City of Cape Town, 2018). Furthermore, as of 1 February 2018, level 6B water restrictions have taken effect – restricting Capetonians from using drinking water for anything else but washing, cooking and dinking.

Given these municipal strategies, one such indicator of consumer behaviour is a list released in February of 2017 by the *City of Cape Town Municipality* of the top 100 water consumers. The list described the roads, suburbs, and amounts of water used each month respectively (de Villiers, 2017). In January 2018 this sentiment was extended, by the municipality, with an online water-usage map, marking residential properties who use less than 10 500 litres of water a month (Property24.com, 2018).

E. RESEARCH QUESTIONS

I. PRIMARY QUESTION

How would have the perceptions and behaviours of Zone Fitness’ clientele been influenced by the company’s strategic communications during the 2017/2018 water shortage crisis in Cape Town?

⁵ Self-regulation, in this study, does not describe what is meant by the neoliberal paradigm of entities that operate outside the intervention of government as much as the psychological paradigm wherein an individual exerts control over itself – in particular deliberate efforts to change behaviour and emotion.

II. SECONDARY QUESTIONS

To what extent would an individual's Social Value Orientation be influenced by a brand's strategic communications that overtly promote prosocial behaviour?

Would the rate of change in perception of allocation of resource differ between respective socio-economic climates?

02.LITERATURE REVIEW

A review of existing academic literature is necessary in order to establish this study on already proofed academic findings whilst ensuring that this study is justified in answering questions that have not yet been addressed or entirely concluded by previous studies within the intersection of *strategic brand communications* and *sociology*.

A. INTRODUCTION TO LITERATURE REVIEW

Gaining a better grasp of social perceptions and behaviour can be achieved through studying the writings from the discipline of social psychology. Daniel Kahneman (2013), a psychologist who has won the Nobel Prize for economics in 2002 for his foundational work in 'behavioural economics', writes in his book *Thinking, fast and slow*: "Negotiations over a shrinking pie are especially difficult because they require an allocation of losses. People tend to be much more easy-going when they bargain over an expanding pie.". It is essential that the researcher examines the critical knowledge established by social psychology in the ways society and its individuals voluntarily choose to negotiate for the allocation of resources during times of explicitly shrinking pools of commodity and how such negotiations may be influenced by strategic brand communications.

I. LITERATURE REVIEW OBJECTIVES SUMMARY

These objectives are achieved by borrowing insights from the definitions of *social value*, how these definitions lead to individualised *social value orientations* (preferences), and the determination of the most appropriate social value orientation *measuring tools* for further research – data collection. Moreover, *strategic communications* are framed within the capacity of *Corporate Social Responsibility* through visual advertising and initiatives to explore the possible consumers' perceptions on behavioural shifts in resource allocation as caused by brands.

II. CONTEXTUALISING LITERATURE THROUGH PROBLEM SETTING

As aforementioned, economic understandings of the world demonstrate a finite pool of natural resource with unlimited sets of wants and needs. Subsequently, individuals within neoliberal societies are left with the burden of efficient and effective resource distribution which would, ideally, be allocated in equitable (prosocial) manners. Such

distribution and allocation processes are contingent on the social attitudes of individuals which are influenced by, among other things, strategic Corporate Social Responsibility (CSR) communications – acting as the private sector participants (Negrão, Mantovani and LM De Andrade, 2018).

The record-breaking scarcity (drought) of consumable water – arguably the most vital of natural commodities – in Cape Town, South Africa proves to be a test of the social preferences and behaviours of individuals in a developing society through their water usage and allocation. Specifically, the top echelons of society - whom hold most of the power of resource allocation – should be investigated to unearth social motivations as caused by or correlated with the influences of strategic brand communications.

III. EXISTING FINDINGS SUMMARISED THROUGH THEMES

Through a review of existing literature within the study of social psychology and brand management we gain insight into the motivations behind individuals' resource allocation by defining their precursors as an individual's respective social value orientation (SVO) as well as the certified influence on prosocial behaviour by CSR communications. Further, we determine that SVO is individually dynamic and demonstrate that its criteria for measurement need to give output to high-resolution, spectrum-based results in order to accurately and efficiently measure, compare, and rank the social preferences of individuals during a resource shortage crisis. Specifically, we confirm that the *SVO Slider Measure* fulfils the output criteria for social preference measuring and that it can form the centrepiece of measuring a brand's influence on the SVO of individuals (consumers) by its CSR communications – for this purpose of this study.

B. APPROPRIATE ACADEMIC PARADIGMS AS LENSES

The following academic paradigms are deployed as lenses of logic to form a foundation of specific perspectives when interpreting the findings from existing literature as well as the practical commencement of this study.

I. VOLUNTARISM AND ITS DISCOURSE IN INDIVIDUAL BEHAVIOUR

Consumable water usage is an individual decision-making process which can be measured through the stake of social value and should therefore be seen as a function of individualised freewill. Thus, this study utilises the philosophy of Voluntarism as an

expression of the sample group's subjective interpretations of what it means to behave in an ethically equitable manner in terms of prosocial or self-interested consumable water usage. Extended, Voluntarism is used to describe "[a] psychological system that assigns to the will a more predominant role than that attributed to the intellect." (Britanica, n.d.). So, the Capetonians of this study are assumed to take voluntary and independent actions for conservative water usage during the water shortage crisis and therefore assume the brunt of independent responsibility.

It is essential for this study to recognise that individuals subjectively connote what they deem to be behaviours of goodwill and, therefore, oppose Determinism which would suggest individuals universally exercise no control over their own will and its intended social behaviours (The Internet Encyclopedia of Philosophy, n.d). It is important to make such distinction because while this study analyses influences – such as strategic communications - on connotations of social value or its goodwill, individuals are still left with voluntarily decided social-value actions of conservative water usage and innovation adoption which is of significance to the results of this study.

II. IDIOGRAPHIC APPROACH AND SUBJECTIVE SOCIAL BEHAVIOUR

Considering measuring individual behaviour and social connotations, an Idiographic approach serves as the suited tool. This study focuses on the aggregation of individually private experiences during the water shortage crisis and therefore Idiographic social sciences are of primary concern. Accepting that each Capetonian lives by their own unique and dynamic set of social value preferences means we are able to more accurately analyse their motivations through the purview of social science and not generalised natural science (Merriam-Webster, n.d.).

The researcher establishes findings of Social Value Orientation of unique individuals during resource scarcity which are subjective to personally individualised phenomena – such as demographics and psychographic - and not universal truths. In example, the social value orientations of the economically prominent Capetonians may not be representative of the economically prominent citizens of other regions or cultures.

C. EXISTING LITERATURE FOR THEORETICAL FOUNDATION

It is from these aforementioned philosophical and academic perspectives that the following literatures are examined in order to solidify a basis of central understanding of this theoretical framework. This aims to provide clarity for the reader because it

limits room for subjective interpretations – avoiding, for example, unintentional claims of absolutism.

This study finds premise in what motivates people towards either prosocial or self-interested preferences – especially in times of commodity shortage. Therefore, we ground our understanding on, firstly, the *Principal-agent Problem* (in politics and economics) wherein one person or entity (the agent) becomes the decision-maker on behalf of another entity (principal) and, alas, may find preference in self-interested behaviour over the commitment to the principal she or he has agreed to uphold (The Economic Times, n.d.).

Secondly, due to inevitable conflicts of interest resulting from phenomena of *Social Psychology*, this study explores the measurement and theory development of the *Social Value Orientation* (hereon after, SVO) construct as discussed by Murphy and Ackermann (2014) in *Social Value Orientation: Theoretical and Measurement Issues in the Study of Social Preferences*. The Social Value Orientation construct measures the social dispositions of various people – whether they approach others with prosocial, competitive, individualistic or selfish intent (Christopoulos, GI & King-Casas B., 2015).

I. SOCIAL VALUE ORIENTATION AS CONSTRUCT

SVO as a construct has found early beginnings in the works of Personality and Social Psychology Journals prior to the start of the 21st century. An example of such predominantly cited theoretical works is the entry of Paul A. M. Van Lange (1999) in his writing and studies titled *The Pursuit of Joint Outcomes and Equality in Outcomes* wherein he provides a basis for understanding differences between prosocial, individualistic, and competitive social orientations – see addendum for **Graph 1, SVO Ring Graph** visual representation.

This framework was and is necessitated by the fact that “the motivations that individuals bring to bear on social interactions seem to be broader and more multifaceted than the simple pursuit of personal outcomes.” (Van Lange, 1999). The intended purpose of his research is to elaborate and expand upon the then limited understandings of primary interaction goals of individuals with different social orientations. In Van Lange’s (1999) three models of SVO (**Figure 1** to be found in the addendum) it is assumed that individuals attribute positive weightings for outcomes

that are of self-interest – during ⁶behavioural assimilation. However, these same individuals find difference in the ways that they evaluate the outcomes of others' interests or the ways in which they relate their self-interest to the group's interest.

Van Lange's (1999) three models illustrate prosocial outcome transformations (hereafter as OT) that underline three social orientations which are measured through opportunity costs and benefits for either the self or for the other. Therefore, these models are conceptualised around the tool of game theory in that a matrix is created to compare the outcomes of 'Own Choice' and 'Other's Choice'.

In the first model for prosocial orientation, Van Lange (1999) expresses a fully cooperative OT in which others' choices and one's own choice is selected in such a way that maximises the benefit outcomes for the self and for the other – proving that mutual cooperation is strongly preferred over unilateral cooperation by others as well as ⁷prosocials'. However, this first model does not explain the finding that prosocials exhibit noncooperative actions with noncooperative others. This is the purpose of the second OT model which establishes an egalitarian outcome meaning the benefits for the self is paired with gross equality or no benefit to the other in outcomes – exemplifying (a) that prosocials cooperate with cooperative others while (b) prosocials also defect when others fail to cooperate. The third model is a consolidation of the first two models because it combines the weighting of outcomes for the self, the weighting of outcomes for the other, and the weighting of gross equality of outcomes. It is this third model that accounts for the integrative beginnings of the SVO model as we know it today.

The principles of *value-reciprocity hypothesis* are therefore tested against the giving of benefits to another in return for benefits received through social value exchange (Reslinski and Bernhard, 2007). The studies conducted by Van Lange (1999) show a percentage of expected reciprocity was higher for prosocials than for individualists and competitors. What is more, the levels of expected self-benefits for prosocials was lower than the other categories. This describes deep distinctions in and associations

⁶ **Behavioural assimilation** occurs when an individual absorbs the cultural or social norms, values, beliefs, and behaviour patterns of the "host" society.

⁷ **Prosocials** are individuals who voluntarily behave to benefit others while benefiting themselves.

between the three social value orientations and their three benefits choices used by Van Lange for the experimental studies.

It is through this theoretical foundation we establish (a) that prosocials assign greater weight to the outcomes (benefits and costs) of others and gross equality of outcomes for the group – relative to individualists and competitors - (b) prosocials showed the greatest tendency for reciprocity with others varying only in degrees of cooperation, and (c) prosocials were most inclined - over competitors or individualists - to employ the same level of cooperation as they expected from their partners. This work's findings provide a strong affirmation of the integrative model for SVO which supports and is cited by the more contemporary (recent) writings - analysed hereafter.

II. DIMENSIONS OF SOCIAL VALUE ORIENTATION

Social Value Orientation, in the sense of established social psychology construct, has now been developed further to illustrate differing orientations on the basis of an individual's willingness to undergo opportunity cost of the group for self-interest or to be prosocial for the good of the group. In other words, predetermined labels or categories have been assigned to the SVO construct which create distinguishable social motivations and behaviour. The following are the dimensions of SVO construct and can be directly correlated to **Graph 1** in the addendum. Furthermore, these social values and "[t]heir evaluative element makes them unlike existential beliefs, which focus primarily on matters of truth or falsehood, correctness or incorrectness..." (Encyclopedia.com, n.d.).

PROSOCIAL BEHAVIOUR

In the context of SVO, Prosocial behaviour refers to voluntary actions - influenced by a person's perceptions of value - that are intended to be beneficial towards another or the greater community while rewarding the individual with the same amount of value as he or she bestowed onto others. (Eisenberg and Mussen 1989, 3).

COMPETITIVE BEHAVIOUR

In SVO construct, a competitive behaviour is classified by a pattern of voluntary actions taken to benefit the individual whilst simultaneously being detrimental or zero-sum towards others (Murphy and Ackermann, 2014).

INDIVIDUALISTIC BEHAVIOUR

The SVO construct describes individualistic behaviour as a pattern of voluntary actions that cause a beneficial outcome for the individual while leaving the other people entirely uninfluenced by gain or loss (Murphy and Ackermann, 2014).

ALTRUISTIC BEHAVIOUR

⁸Altruistic behaviour would encourage voluntary actions that are solely for the benefit of the others while the individual suffers an opportunity cost from the effort of causing benefit towards others (Murphy and Ackermann, 2014).

III. MEASUREMENT METHODS OF SOCIAL VALUE ORIENTATION

New SVO measurement methods have been defined that show advantages over the aforementioned and underdeveloped models. These measurement tools and specifically the descriptions of Murphy, Ackermann, and Handgraaf (2011) in *Measuring Social Value Orientation* are operational through psychometric properties. The contemporary methods of measurement allow for more sensitive and higher resolution outcomes which allow for richer data and information pooling.

Counter to the assumptions of previous and present SVO measurements, rational choice theory is predicated on the notion that decision-makers take into consideration solely the maximisation of their own benefits (payoffs) and are consequently indifferent to the payoffs of other decision-makers in the scenario (Turner, 2009, pp. 180-200). However, as before mentioned and true to contemporary social psychology literature, there are demonstrable studies that show elicit preferences in decisions that are at least in part influenced by the payoffs of others.

Measuring the behaviour and preferences of Capetonians during the water shortage crisis, the researcher is mandated to use measurement methods which are efficient, reliable, and valid for representation of the sample group's true social value orientation. The limitations of some older measurement methods include low-resolution outputs which do not account for detailed individual differences – providing,

⁸ In psychology practice, altruism is usually understood to mean the motivation behind prosocial behaviour (not a substitute therefor), however, SVO construct uses the word for the purpose of labelling a classification of social orientation that is separable to sole social cooperation in measure of social contributions.

at best, nominal categorisation (Murphy, Ackermann and Handgraaf, 2011). Other measurements prove to be inconsistent in their outputs when processing a substantial proportion of subjects while others require substantial time and effort for implementation and analysis. In a nutshell and in the words of Murphy et al. (2011), “none of these existent measures are explicitly designed to detect more nuanced motivations like [for example] inequality aversion.”.

Following those reasons, a method for assessing SVO should aim to produce results that are of high-resolution, be sensitive to inter and intra-individual differences and facilitate comparisons thereof, be simple to use, and allow for rank orders of social preference results. Constructing such a measurement method means we are logically compelled to view SVO as a continuous construct in order to place decision-makers on a spectrum of willingness between (1) sacrificing some resource for the betterment of another and (2) willingness to secure resource for the self while being costly (detrimental) to another.

THE SVO SLIDER MEASURE

The SVO Slider Measure (to be found in the addendum) of Murphy et al. (2011) takes such considerations directly into conceptualisation by meeting the aforementioned psychometric criteria. The measure contains six primary items with a supplementary set of nine secondary (optional) items and can be answered online or paper sheet. This measure places resource allocation on a continuum of joint benefits (payoffs) over which the decision-maker from the sample group would indicate a choice. Once a decision has been marked on the spectrum by the interviewee, he or she will have to write down the amounts to the right of the respective item. This step may seem redundant but it further ensures that the decision-maker understands the choice and implications of the choice resulting from the allocation of resource.

The six primary *SVO Slider Measure* items correspond directly with the four points on the SVO Ring (Graph 1 in addendum), namely: Altruistic, Prosocial, Individualistic, and Competitive. The decision-maker is required to answer the *Slider Measure* sequentially by indicating her or his best preferred joint resource distribution. This ultimately leads to a result (output) of a single score which can be rank ordered according to his or her social preferences and places transitivity in such preferences on the SVO Ring. The advantages of this measure are felt in (a) transitivity of

responses due to the specific sequence of items, (b) measurements of preferences are expressed over pure motivations, and (c) the scores can be calculated with a standard calculation of the mean allocations toward self and toward other.

In allowing subjects to explore a range of well-ordered and intuitive options the researcher does not only facilitate the visual manifestation of social preferences, but also quantifies such unencumbered expressions with a set of reliable criteria that correspond directly with SVO construct in ways that consolidate interpretive data sets used to uncover rich outputs of information specific to preferences in water usage.

MEASUREMENT METHOD CRITIQUES IN SOCIAL PSYCHOLOGY SCIENCE

Past measurement methods – such as *The 9-item Triple-Dominance Measure*, *The Altruism Scale*, and *Rank Correlation Technique With Decomposed Games* – suffer from “a nominal level of measurement that is often then reduced further to a simple binary result (prosocial vs. individualist).” (Murphy and Ackermann, 2014). Therefore, these measurement methods constrain the theorising about social preferences and hamper the development of better theories.

Continuing in their critique of social preference measurement, Murphy and Ackermann point to the fact that a static point of conjecture not only fails in accounting for interpersonal differences but also fails to recognise intrapersonal and contextual changes in social preferences from situation to situation in individuals. This common critique is consequently founded in binary thinking when it comes to the social preference categories. Researchers may become restrained by thinking in the lines of either Altruistic or either Competitive preferences (for example) but there is no consideration of nuanced spectra. This in turn leads to a misfit between social psychology knowledge of dynamically changing individuals and the previously predominant measurement methods mentioned here before (Murphy and Ackermann, 2014). The detection of gradual changes in a person’s preference for the well-being of others is impossible with methods that are only able to detect categorical shifts.

IV. STRATEGIC COMMUNICATIONS DEVISED FOR SOCIAL PREFERENCE

The desire to gain trust and loyalty from key stakeholders whilst building sustainable business has driven Corporate Social Responsibility (CSR) communications to the fringes of mainstream management practices and functions (Chaudhri, 2016). These

functions are well considered with intended brand and marketing objectives but little to no research has been done to establish its effects on social behaviour in a developing society. The exception to this fact is research conducted in India by Vidhi Chaudhri (2016) titled *Corporate Social Responsibility and the Communication Imperative* where large organisations in India were interviewed for their opinions on the effects of CSR in the country. Such a study demonstrates alternative perspectives on what strategic corporate communications and, by extension, CSR means to the senior management of such organisations. The following are definitions of the varying views.

STRATEGIC COMMUNICATIONS AS BRAND EQUITY AND STRATEGIC BRAND COMMUNICATIONS

It is from this function of CSR that qualifies strategic communications as strategic brand communications for the fact that brand equity is leveraged for commercial value in the form of a favourable consumer perception associated with 'Zone Fitness' particular products and services rather than being derived directly from the products themselves. This in turn generates a value premium that is recognisable as a brand whom performs responsibly and for the betterment of the community at large which ensures an attachment of sentimentality for greater conversion medium and long-term.

INSTRUMENTAL APPROACH TO COMMUNICATIONS

Instrumental approaches toward strategic communications relies on the aim to bolster or further grow business bottom line (Carroll and Shabana, 2010). Through this communications perspective stakeholders are merely aligned through strategic communications to achieve maximum business benefits from CSR (Chaudhri, 2016). This is to say that CSR communications create awareness and in doing so aim to minimise the stakeholders' scepticism toward the practice of the enterprise.

The audience become passive recipients of the messages delivered through CSR communications (Chaudhri, 2016). The audience of such messaging are passive participants because each message has an intended strategic outcome which follows a sender-based model. The organisation uses a communication medium to send (deliver) a specific message tailored to elicit favourable impressions of the identity of the organisation in the stakeholder.

RELATIONAL ORIENTATION APPROACH TO COMMUNICATIONS

From one-way messaging to mutual dialogue, Relational Orientation Communication asserts that participation is key to the fundamentals of CSR. Organisation transparency is essential when considering the feedback loop that stakeholders are encouraged to give inputs directly on their preferences on organisation. So, and according to Pedersen (2006) in *Making Corporate Social Responsibility (CSR) Operable* inclusion, openness, tolerance, empowerment, and transparency are the advancing normative dimensions that CSR dialogue should uphold. Reiterated, unlike the instrumental approaches to CSR communications, relational orientation approaches encourage stakeholder involvement in such a way that ground the processes of sensemaking and sense giving to be mutually negotiated.

CONSTITUTIVE COMMUNICATION APPROACH TO COMMUNICATION

From a more holistic sense, constitutive communication as an approach views the organisation as being constituted by strategic communications. This means that organisations are literally made-up by their systems of communications and practices in their discursive construction. Making the argument relevant to CSR, CSR communications should be understood not as an isolated, pre-existing idea but as one that is legitimised through the constitution of its literal and inseparable communications. The actions of an organisation are paramount to the definition of communication in that “communication and action are intimately linked in all processes of organizing, because saying is doing and because actions speak” (Christensen, Morsing and Thyssen, 2011). A constitutive approach to communication, then, handles CSR by acknowledging it as a communicative phenomenon that is constructed by its integration into other communication practices of the organisation.

V. TRANSCENDENT CSR AND SOCIAL BEHAVIOUR IMPLICATIONS

Utilising the constitutive approach, we recognise that CSR should take into account non-human organisational agency and responsibility. The meaning negotiation between stakeholders and organisation – through constitutive CSR - should be of such a nature that implications on social behaviour can be readily observed between the co-dependent entities. Prosocial behaviour should be positively influenced by such strategic communications as this effect may be well moderated by the consumer-brand social distance. In two experiments conducted in Brazil (a developing society) by Negrão, Mantovani, and Magalhães de Andrade (2018) it was shown that:

[C]onsumers close to the brand become more prosocial in situations unrelated to the cause supported by the company when they are exposed to the brand's prosocial communication, compared to those who are distant from the brand (p. 145).

Brands that communicate benevolent actions are generally perceived as being better (Negrão et al., 2018). Moreover, brands that are perceived to have greater expertise may have greater social influence due to the virtues of their informed CSR initiatives. It is for this reason that variables such as the perception of premium pricing and perception of product quality are to be taken into consideration when determining the effects of CSR among the varying scenarios. In light of SVO, it is easy to confirm that positive behaviours can be transmitted by social influence and the strategic prosocial CSR communication acts as a catalyst which produces a shift in consumers' prosocial behaviour.

03. RESEARCH DESIGN & EXTENDED PARADIGMS

This study deals with consumer perceptions and the behavioural outcomes of such perceptions - ethical value judgements. Therefore, a mode of qualitative research aided the researcher in gaining in-depth knowledge on the consumers' understandings of social values. Qualitative data, in this study, speaks to Idiographic understandings of psychology and therefore sees the sampled participants as each having a unique set of social value orientations – explicating the individual differences and then identifying patterns therein.

True to the theme of perception, this study grounds itself upon interpretivist perspective which utilises naturalistic methods of interviewing and observing the sample group - relying on the researcher's interpretation of the interaction between brand and consumer. The social values within the Social Value Orientation construct were therefore tested against a nominalist position because the researcher would have jeopardised the integrity of the findings by assuming the perceptions and behaviours of one economic class – or sampled demographic - would exactly match that of another. That would have been a leap in logic instead of established universal truth.

A. POPULATION AND SAMPLING

The population group for this study was Capetonian young adults between the age bracket 19 – 30 years, residing close to and actively attending Zone Fitness gymnasium in the Sea Point area of Cape Town.

A random (Non-probability) sampling approach was undertaken at the Zone Fitness gymnasium in Sea Point with a sample size of 10 people to secure rich qualitative insights.

B. DATA COLLECTION METHODS

Short-form interviews through generic qualitative face-to-face surveys aided by the *SVO Slider Measure* was the primary data collection method. Such a method means participants could fill-in their own inputs (decisions) according to various scenarios (opportunity costs) presented by the slider measure - setup to match the circumstance of probable brand influence on conservative water usage.

The unit of analysis is an individual participant of the study as each unit represents a dynamic range in stock decisions made. The unit and units vary from scenario to scenario and have been chosen by the individual filling out the SVO slider measure sheet.

Further, the slider measure was used to preserve the time of the interviewee as well as retain as effectively as possible the sample's narrative information. Accommodating the interviewee's patience as well as Zone Fitness' regulations means each interview was capped at 5-10 minutes.

C. DATA CAPTURE METHODS

The data from each participant's slider measure inputs were captured and represented on an SVO ring graph in which each scenario (social value orientation) is a degree value and each individual has his or her own graph with a unique set of degree values. Simply put, each scenario from the slider measure (plot point) represents a specific social value orientation and each individual would have several different plot points corresponding to different social value orientations – creating a dynamic SVO ring for each participant and each scenario.

Visually representing the SVO's from the different individuals makes the interpretation of social orientation transformation simple by practically seeing in which direction the social values shifted according to their corresponding scenarios. Shifts in social orientation were captured according to the category of the scenario in question. For

example, a scenario with brand intervention and a scenario without brand intervention would both classify as independent categories. Classification of social value shifts may seem redundant for such a small-scale study but is usual for larger, replication studies. Also, classification aids in the narrative-data analysis methods described below.

D. DATA ANALYSIS METHODS

In addition to each participant's SVO graph and all their plot points, this study aimed to describe its findings through descriptive narrative format. So, qualitative data will be reviewed through cross-tabulation of Social Values and Scenario Classification to have established response patterns from the sample. These response patterns are recorded and illustrated through various graphical representations demonstrating the respective shifts in SVO for each individual.

The qualitative nature of psychologically-driven behaviour mandates that findings are influenced by the quantitative data above but have been summated through narrative writings. These psychometric indicators of mixing qualitative and quantitative methodology are inspired by the work of Plowright (2016).

04.JUSTIFICATION FOR FURTHER EXPLORATION AND IMPLEMENTATION

We have discovered a link between two fields of study – social psychology and brand management. Social Value Orientation provides insight into the motivations of individuals' resource allocation and whether or not they are willing to be cooperative (prosocial) or competitive within the scheme of behavioural assimilation. Business (brand) management studies teach that such social motivations are influential towards strategic communications in ways that allow the private sector to take responsibility for the manners in which consumers conduct their private lives.

Further investigation is needed to establish the extent to which this applies during a time of resource shortage crisis within a developing country so that we are able to make strategic recommendations to and for corporate enterprises who wish to maximise their returns on CSR initiatives while ensuring the most equitable and ethical allocation of resource by society at large.

05.ANTICIPATED CONTRIBUTIONS

In understanding the psychological phenomena at work when individuals are given the responsibility of resource allocation this study will contribute knowledge that will grow evermore important as the pool of our resources shrink and as more socially oriented

political and business policies are required to be driven by equitable distributions of the remainders of limited commodities. This study should leverage psychosocial mannerisms in an effort to explore individuality for the better recognition of individuality's inevitable influence on the collective. Such an example of a mannerism includes but is not limited to the innate expectation of social reciprocity (returned contribution) or non-reciprocity.

Adding to this sentiment is the level of cooperation of a civil society. Besides the allocations of resources, the need for social cooperation will become increasingly important as the responsibility of sustainable living is shared from private sector (who provides means to sustainability) to consumer (who applies the means to sustainability). In other words, a principle as simple as recycling or refraining from littering plastic material could be more effectively communicated if we are to understand the true implications of strategic communication on consumers' SVOs.

If we are to remain in an individualistically free-market, this study should gain insight into the fundamental human tendencies of resource allocation in order to act as a preconception for the academic assumptions made of a private sector's influence on not only the literal mechanisms of resource production but more importantly the reasons for which individuals would be influenced in such directions. Therefore, this exploration serves as an expansion of the lesser confirmed *narrow self-interest* and its development with practical social psychology.

As seen in the literature review, brand development and specifically CSR initiatives are increasingly reshaping business management practice. This study will hopefully contribute to this reformation by adding to the arsenal of business makers and brand developers a set of business intelligence which aims to contribute toward the revolution of CSR.

Furthermore, this study should aim to expand upon the pool of knowledge of both traditional and contemporary conceptions of Social Value Orientation construct to more readily comprehend the interaction goals of individuals with different orientations through utilising their brand interactions. This is achieved through prompting a continuous view of SVO and therefore sheds light on individual information processing as disseminated from a brand.

In doing so, this study could be suggestive of the impact of social value orientation and *self-efficacy* on its contributions to consumer consumption depending on the temporarily framed dilemma of water consumption as the most vital and scarce commodity available. This brings us closer to an understanding of *dispositional social values* in ways that determine more or less social cooperation.

06.FINDINGS AND INTERPRETATIONS

A. FINDINGS PARAMETERS

SVO measures the concern someone has for others when allocating resource and it is for this reason that the researcher establishes rigid parameters used for its various classifications. These parameters are mapped onto the SVO Graph 1 (in addendum) and are divided into 45° angles per classification - anti-clockwise around the origin. In order to plot an SVO point onto the graph the following make for the parameters of classification:

I. SVO GRAPH CLASSIFICATION THRESHOLDS

Altruist

67.5° to 112.5°

Prosocial

22.5° to 67.5°

Self-interest

-22.5° to 22.5°

Competitor

-67.5° to -22.5°

Sadist

-112.5° to -67.5°

II. INDIVIDUAL SVO CALCULATION PROCEDURE

The data produced from the SVO answer sheets - SVO Slider Measure - (examples in the addendum) have to be processed via calculation in order to standardise the results across all participants. The following steps are used to calculate plot points for the graph.

Step 1: Subtract 50 from all entries.

Step 2: Calculate an average for each respective scenario per participant.

Step 3: Calculate a ratio between payoff to other and payoff to self.

Step 4: Calculate arctangent of each ratio (radians)

Step 5: Convert radians into degrees

Although strategic brand communication may not shift a consumer from one SVO classification into another, we use such a calculation procedure to measure the average shift produced (mean difference in degrees), if any, from scenario to scenario.

III. SAMPLE GROUP VARIATION AND DEVIATION CALCULATION

A prominent finding format of sample variation and, by extension, sample standard deviation will be used to establish how much the participants differ from the mean

value for the given scenario. This serves as indications for interpretation of common trends between and within each scenario. The less spread out the data (SVO values) the more strongly the research can connect brand influence to SVO trend. Additionally, we are able to apply a base expectation for each scenario based on its respective standard deviation. If a participant acts as an outlier with an SVO that falls three sigma away from the mean we can accommodate for him or her whilst creating an expected pattern of behaviour within the range of 1 sigma - to either side of the mean – for the rest of the participants of a scenario. Standard deviation distribution graphs are to be drawn to visualise expected SVO for the respective scenario – giving the study repeatability.

Calculating the sample variance of SVO data means the researcher considers Bessel's Correction. In Bessel's Correction, $N - 1$ instead of N is used because the data is collected from a sample and not the entire population. Put simply, we use sample mean ($\bar{x}$) and not population mean (μ) – any x -value in this set of data is closer to $\bar{x}$ than to μ . Therefore, if the researcher used μ there would be an automatic bias. The variation in this sample would be significantly less than the variation of the population because the probability of choosing multiple participants at Zone Fitness that are in the centre of the overall population distribution is high (68% within 1 sigma of the mean) – see generic bell curve for illustrative example. Conversely, the distance between numbers for μ would be greater than the distance between $\bar{x}$.

The following formula is used to calculate the sample standard deviation:

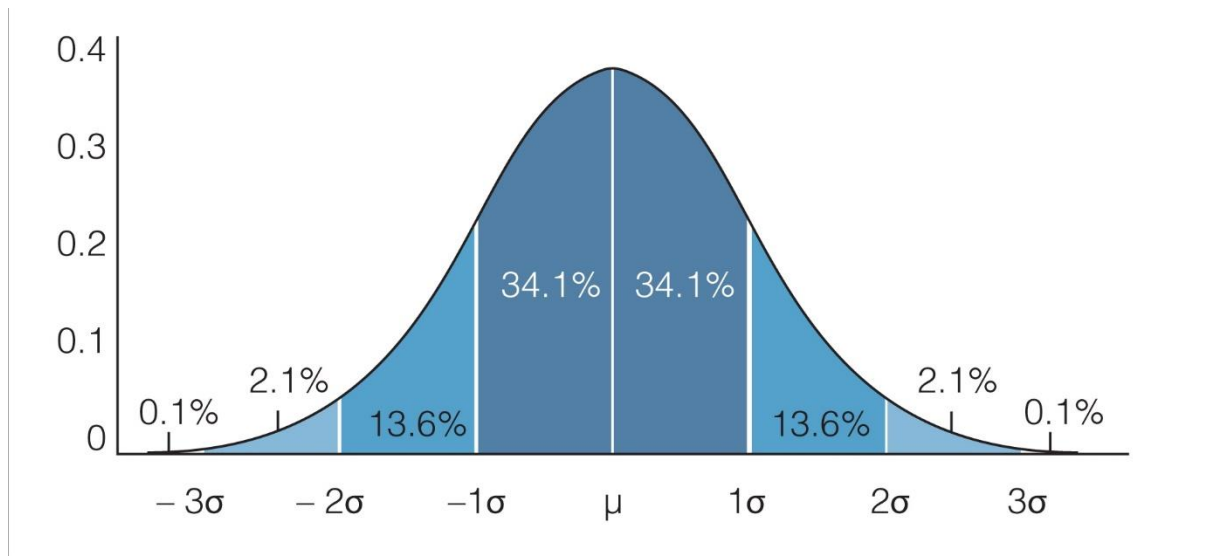
Sample Variation

$$S^2 = \frac{\sum(x - \bar{x})^2}{N - 1}$$

Sample Standard Deviation (σ)

$$S = \sqrt{\frac{\sum(x - \bar{x})^2}{N - 1}}$$

Generic Bell Curve for Standard Deviation



IV. SCENARIO DESCRIPTIONS

The scenarios used for data capture are represented by five questions per scenario (examples to be found in addendum). Each scenario differs in the ways by which the brand interacts with the consumer. Extended, these scenarios are based on immediate opportunity cost versus immediate benefit (pay-off). The differences in interaction range from explicit to implicit suggestions for wise water usage. The following are descriptions of each scenario.

SCENARIO A - NO BRAND INFLUENCE

Scenario A is a circumstance in which there is no previous brand influence and therefore attempts to measure the base SVO of the participant. This scenario begins with a simplified benefit versus opportunity cost but ends with questions that are more complex. In this case, the complexity can be seen as level of prior ownership. In other words, the first question uses water not yet received while the last question utilises water the participant already owns. The aim of this approach is to personal the questions as most residents have already stored water - priorly owned commodity.

Question 1. Water allocation between two random residents

Question 1.1: How much water are you and the other person allowed to store per day?

There is no prior ownership of water for either party in this question and thus ease the participant into the data collection from a neutral point of view.

Question 1.2: Ideally, how much water would you and a random resident use per day?

Storing water is different to using water because using water is vital to immediate survival while storing water would not be. Question 1.2 is consequently differentiated from Question 1.1 in that the participants rationale changes from future implications to immediate repercussion - while maintaining the necessity of water for both parties.

Question 1.3: How much water in public - away from home - would you and another resident of use per day?

Publicly consumed water assumes a shared environment and shared commodity. This is to evaluate if the participants differentiate between water consumed at home and water consumer in the public domain.

Question 1.4: If government was rationing and giving away water on and after Day Zero, how much would you expect to receive versus another resident per day?

It is widely accepted that government owes its people primary priority and so this question asserts a priorly owned water - even if delivered through the governmental apparatus.

Question 1.5: How much of your and another resident's stored water would be shared with those who do not have stored water on and after Day Zero per day?

This question overtly asks the participant of the allocation of priorly-owned, stored water between him or herself and two other parties which increases the stakes of decision-making. Distribution of already owned water means the participant is not choosing a pay-off but rather an immediate opportunity cost of water in litres.

This means that when calculating the SVO for this question the numbers are switched to represent actual pay-off versus opportunity cost. How much the participant chooses to sacrifice becomes the other's benefit and the quantity the participant expects the other to sacrifice becomes expected reciprocity – expected benefits derived from the other.

SCENARIO B - OVERT BRAND COMMUNICATION

Overt brand communication is the theme of this scenario as it assesses the likelihood of change in behaviour as a result of the Zone Fitness branded communication for wise water usage. Moreover, Scenario B is broken into two sections the first of which assumes the 'other' is a member and the second part assumes the 'other' is a non-member resident of the area.

Question 2. Water allocation between two Zone Fitness members

Question 2.1: You notice a poster for wise water usage (in the change rooms at Zone Fitness) and another member does not, what is the water usage per day?

Noticing the poster while another member does not could lead into probable water-saving actions by the participant - as a result of the poster - while also placing value on the level of expected reciprocity by another member. Put simply, this question both measures changed behaviour in the participant while measuring the participant's expected returns from another member who does not notice brand communication - a base-level of reciprocity.

Question 2.2: You and another member of Zone Fitness read a poster for the smart bucket system at Zone Fitness, how much water do you expect to save per week? One bucket is 5 litres of water.

Converse to the question here before, this question measures the level of expected reciprocity by the participant from another member if the participant is under the impression that everyone is well informed - by the brand - about wise water usage. Extended and just as Question 1.5, the expected savings of water shows an immediate opportunity cost for the participant but the expectation of savings from the other shows a gross reciprocity. It is for this reason that the values are switched during calculation to show expected benefit versus immediate opportunity cost.

Question 3. Water allocation between a member and a non-member resident

Question 3.1: You've been noticing the wise water posters for some time; how does your water usage compare to a non-member?

This measures the level of expected reciprocity by the participant of someone under no influence of the Zone Fitness brand. Furthermore, this question measures the participant's perception of brand membership and commodity usage.

Question 3.2: Another resident using a trial at Zone Fitness notices the wise water usage posters, how does his/her water usage compare to yours at the gym?

The goal of this question is to gauge the participant's perception on brand frequency and behavioural change whilst establishing if brand loyalty is applicable to social behaviour in the mind of the participant.

SCENARIO C - IMPLICIT BRAND COMMUNICATIONS

Wise water usage initiatives such as the shower timers and grey water, toilet bucket systems embody a brand communication that implicitly communicates wise water usage conventions. In this way the research attempts to record, if any, differences between implicit and explicit brand communications. The bucket system and shower-limit timer are therefore framed as implicit forms of brand communication.

Question 4. Water Usage at home versus in public

Question 4.1: You have been using the Zone Fitness bucket system and another member has not what is the outcome in overall water usage at home per day?

Attempting to measure the participant's expectation of differing social behaviours as a result of implicit communication could lead to findings of learned or conditioned social behaviour in a private setting as a result of brand influence. This probable new social behaviour would then have been pre-empted or, at least, be the outcome of a new allocation of water - linking it to a shift in SVO.

Question 4.2: Another member strictly abided by the shower limit and so have you, what would most likely happen at home in terms of water used per day?

This question is meant to serve as a differentiator to question 4.1 by measuring the difference in water allocation in both parties if both parties - instead of just the participant - had been heeding to implicit communications.

Question 4.3: You and another member have been using the Zone Fitness bucket system what is the outcome in overall water usage at home per day?

This question serves the same purpose as question 4.2. However, its addition here is to track consistency between the answers of all participants if implicit communications proves a pattern of changed social behaviours.

Question 4.4: You and another member have been using a bucket system at home what is the most likely water usage at Zone Fitness per week?

The participants' SVOs may differ when transitioning from public to private spaces and vice versa. Thus, this question attempts to track a shift in SVO as a result in differing meanings of place, if any.

Question 4.5: You have been using the bucket system at home but another member has not, what is the most likely water usage at Zone Fitness?

This question represents to question 4.4 what question 4.2 represents to 4.1 by attempting to track a difference, if any, in social behaviour as a result of differing brand experiences or communications.

B. FINDINGS

The following findings are based off of the data collected via the SVO Slider Measure of Ryan O. Murphy and Ackerman (2014) at the Zone Fitness, Cape Quarter brand in Cape town. The aggregated graphs for each participant to be found in the addendum under Aggregated Data and Graphs – numbers rounded to the closest second decimal after calculation.

I. TABLED DATA

Calculations to be found in the Excel spreadsheet “SVO Calculations” attached to addendum.

Table 2. Aggregated SVO Data

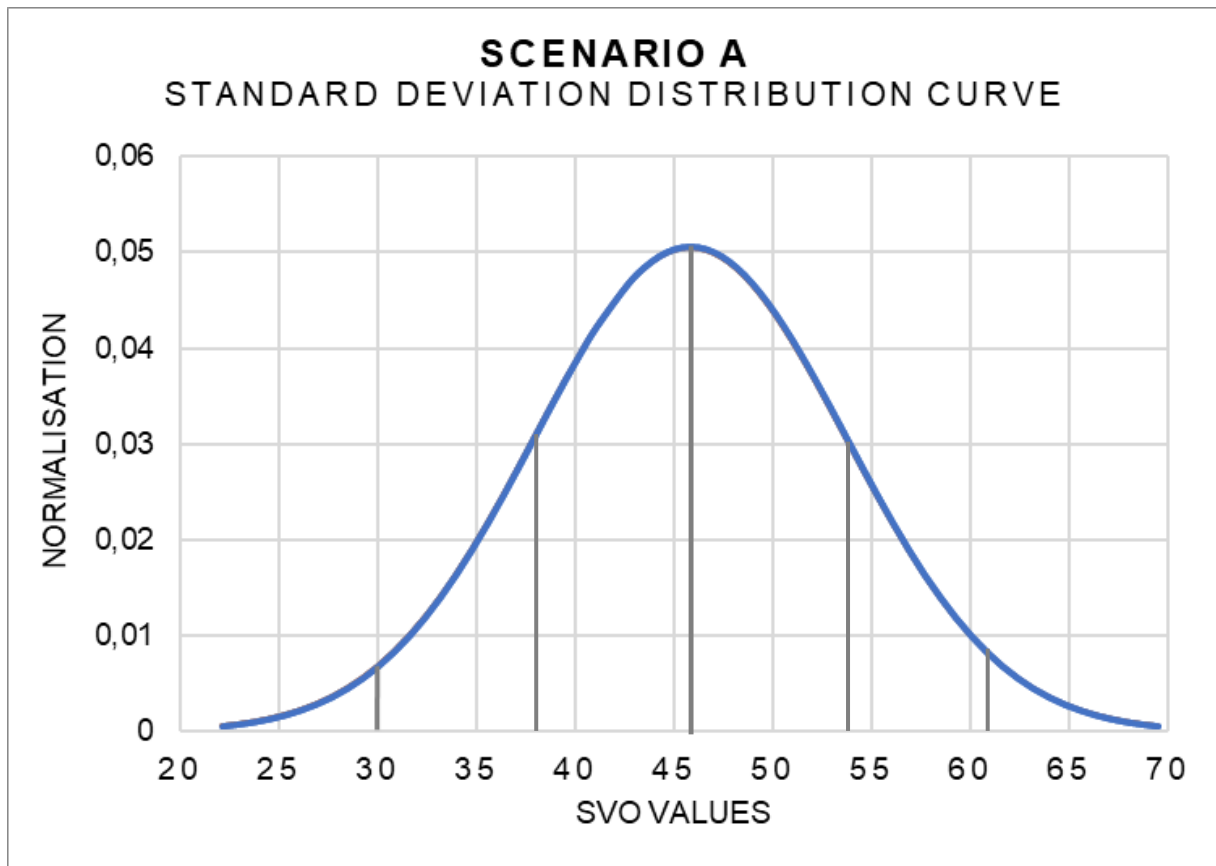
Participant #	Scenario A	Scenario B	Scenario C
1	56°	45°	35,22°
2	49,76°	55,71°	45°
3	52.58°	54,86°	14,04°
4	39,68°	73,39°	18,52°
5	44,74°	49,65°	16,97°
6	58,82°	60,88°	39,92°
7	37,34°	42,86°	1,63°
8	36,11°	63,27°	37,23°
9	46,08°	60,64°	7,91°
10	43,55°	51,89°	21,23°
MEAN	45,79°	55,82°	23,77°
S. DEVIATION	7.89	9.14	14.68

The following table was constructed using increments of 0,1 and the same is used for the distribution graphs to follow.

Table 3. Standard Deviation Distribution Increments

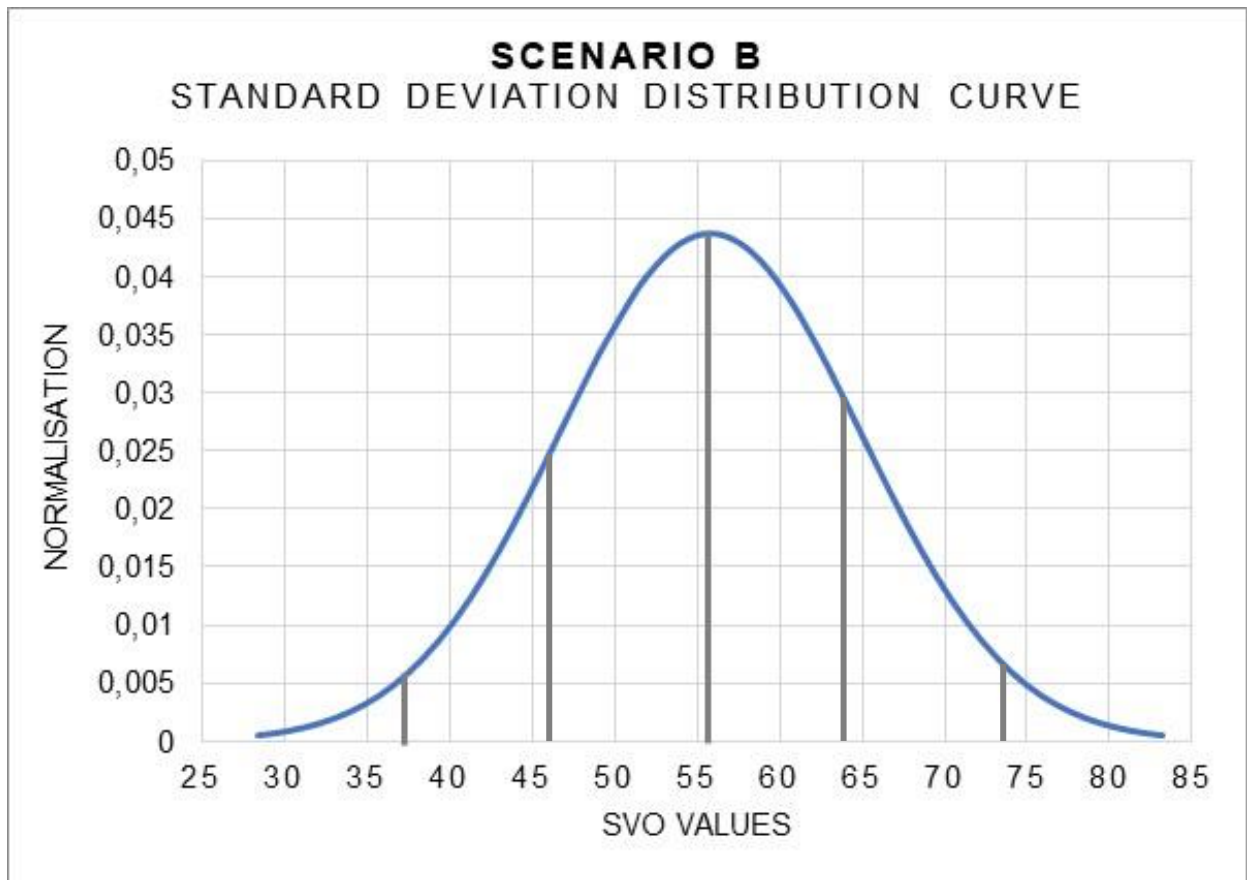
Deviations	Scenario A	Scenario B	Scenario C
-3	22,11°	28,38°	-20,28°
-2	30°	37,53°	-05,60°
-1	37,89°	46,67°	09,08°
0 (mean)	45,79°	55,82°	23,77°
1	53,68°	64,96°	38,45°
2	61,57°	74,10°	53,13°
3	69,47°	83,25°	67,82°

II. SCENARIO A



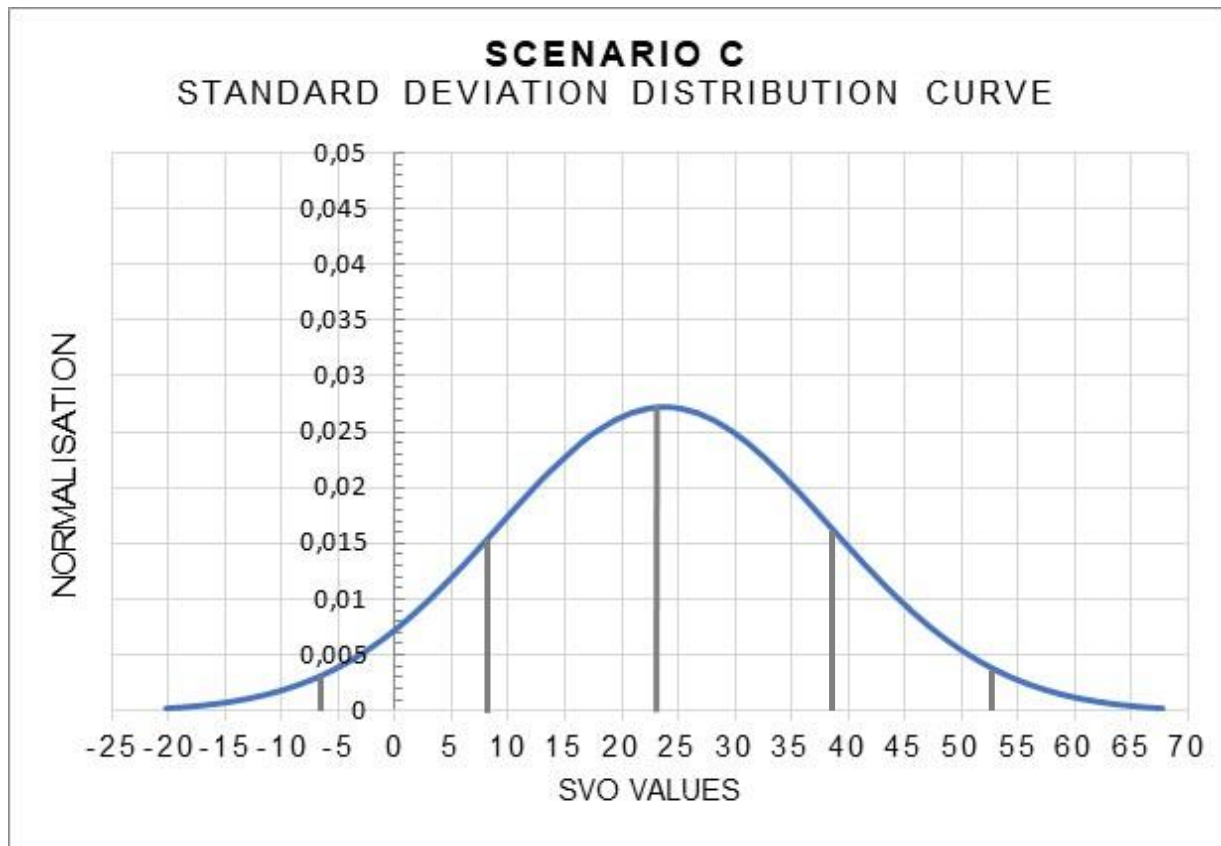
Scenario A - which is free from brand influence - has shown uniformly prosocial SVOs for all participants involved. This is illustrated by the average of a 45,79° SVO. Moreover, the sample standard deviation of 7.89 means that the participants' responses closely coincide with the mean. The distribution curve illustrates that there is a difference of 15,79° [53,68°-37,89°] SVO between 68% (1st deviation) of the participants and there is a difference of 31,57° [61,57°-30°] SVO between 95% (2nd deviation) of the participants. Lastly, there is a difference of 47,46° SVO between 99,5% of the participants. For this study and scenario, all participants' responses are classified as prosocial and show little statistical sample deviation outside of this classification.

III. SCENARIO B



The mean for Scenario B is pushed up to Altruistic behaviour with 55,58° in SVO. Upon further investigation, its standard deviation at 9,14 is indicative of responses that deviate from one another more than in Scenario A but are still in the same margin of SVO classification. Put it into other terms, 68% of the participants express an average difference of 18,29° [64,96°-46,67°] in SVO while 95% of participants show an overall difference of 36,57° in SVO [74,10°-37,53°]. This scenario, therefore, places participants on the upper-quartile of the Prosocial range with the majority of the responses verging, by no more than 15°-20°, on the Altruism SVO classification.

IV. SCENARIO C



Scenario C shows a rotating of SVO towards Individualism when considering the mean of $23,77^\circ$. Upon further investigation, there is a large standard deviation of $14,68$ meaning that participants varied in opinion and perspective the most in this scenario – compared to the other scenario. There is an average difference of $29,37^\circ$ [$38,45^\circ$ - $9,8^\circ$] between 68% of the participants and a $58,73^\circ$ [$53,13^\circ$ - $(-5,6^\circ)$] difference between 95% of the participants. Consequently, the researcher acknowledges an overall shift towards individualistic SVO but also considers the large sample deviation. In other words, the responses vary so largely that this scenario is differentiated from the first two.

C. INTERPRETATIONS

Measuring the participants' expected reciprocity as well as willing opportunity cost using their own opinions may not be reflective of true SVO or practical brand influence. This is because the participants' expectations and perspectives are limited to their immediate state of mind during the surveying process and may not be able to accurately assess their own behaviour(s). It is for this reason that these interpretations are divided into three categories. Firstly, Inductive Interpretations predict tentative assumptions by using the multiple observable patterns within the findings to come to centralised conclusions. Secondly, Circumstantial Interpretations consider the circumstance under which the participants were interviewed and their respective journeys throughout the water crisis.

I. SCENARIO A

Scenario A showed the lowest standard deviation and therefore it is safe to assume that the group of participants were unanimously prosocial when considering water allocation during a water shortage.

INDUCTIVE INTERPRETATIONS

As the first scenario to answer and with no brand influence, it is clear that this sample has a prosocial SVO baseline which means that the scenarios to follow would cause a shift either for the benefit of self or the benefit of others. This is inevitable as no brand influence would have taken place if the sample remains prosocial. As prosocial, participants place high expectation on others for water conservation. What is more, in believing that others are behaving conservatively with their water consumption, this sample also behaves conservatively.

There is a recurring pattern of responses which are centralised in prosocial behaviour. We can consequently say there is a tentative assumption that the residents of Greenpoint and, specifically, members of Zone Fitness rationalise resource allocation in equitable manners before considering a brand's influence on their social preferences. Following SVO construct, these cooperative (prosocial) individuals expect others to use the same amount of water as what they would but this is conditional on the perceived reciprocity – if aware of others using more water the participant would as well and in doing so would become more individualistic.

CIRCUMSTANTIAL INTERPRETATIONS

The water shortage crisis is an emotion-charged topic because it deals directly in the exchange and upholding of a moral value. Participants' responses could therefore be skewed into prosocial answers on the slider measure while behaving differently in everyday life. This being considered, we still observe a strong aspirational tendency for a moral standard of prosocial behaviour – even if not matched precisely in reality by social behaviour. There is a fundamental urge to divide benefits and opportunity costs (water) equally as would be, at least, morally obliged.

II. SCENARIO B

There is a definite shift towards altruistic behaviour as a result of the interpretation of brand influence by the participants.

INDUCTIVE INTERPRETATIONS

After answering Scenario A, participants showed an expectation of more altruistic behaviour. The mean of 55,82° is indicative of an overall SVO transformation as a result of strategic communications. This 10% movement could be as a result of the sample's propensity for influence of strategic communications on their SVOs. All participants, except for one, expected a more altruistic water allocation as a result of branded communication. The underlying tentative assumption is that overt strategic communications play a role in SVO transformations.

CIRCUMSTANTIAL INTERPRETATIONS

The expectations of the sample group might be idealistic in nature which means that their recollections do not necessarily correlate with or make a causation out of the literal strategic communications and its relationship with their SVO transformations. In other terms, the participants may have expected strategic communications to alter theirs' and others' behaviours while simply experiencing recall bias.

However, even under such probable circumstance we can be sure that the sample shares a common openness to the influence of strategic brand communications and its impact on their lives. Delving deeper, it is clear that the sample expects to form an altruistic consensus after recognising overt strategic communications. If a participant has engaged with overt communications then he or she is automatically pushed closer

to the altruist classification for either (1) expecting others - who have or have not read the communications - to use more water than what he or she does, (2) expecting himself or herself to use less water than others who have or have not read the communications, or (3) both of those expectations (1 & 2).

III. SCENARIO C

Even though implicit communications showed a trend towards the individualistic classification this scenario also has the greatest standard deviation. The sample is ambivalent over the impact of implicit communications on their water usage.

INDUCTIVE INTERPRETATIONS

All participants, except for one, expected an outcome of more individualistic behaviour compared to Scenario A and B. The standard deviation can be attributed to the degree to which each participant expects a change in social behaviour as a result of wise water systems. Some participants expect a greater influence of implicit communications (brand initiatives) on water usage in private and public spheres than others. The sample group therefore has no definitive expectation of branded initiatives' influence on social behaviour in their private lives apart from a general move towards individualism.

CIRCUMSTANTIAL INTERPRETATIONS

Scenario C is a more nuanced approach to measuring the effect of communications on SVO. It may be that participants struggled to make value judgements based on the added complexity of the private-public dynamic arising from this scenario. Nevertheless, it is clear that participants expect to use more water than others in this scenario which spells out a brand influence contrary to that of the overt communications (Scenario B). Adding to this sentiment is the clear trouble the sample had with the distinction between water usage in public and private areas and the continuity of conservative-water-usage practices in those domains. The sample is slightly indecisive about the degree to which their already existing private water usage habits would be influenced by a brand's water conservation initiatives and vice versa.

07.CONCLUSIONS

A. FINAL STATEMENTS

A clear problem in the lack of equitable distribution of resources was identified. More specifically, the gap in our academic knowledge as to how the custodians of resource - in a neoliberal society - are motivated to make decisions that influence their allocations of resources for prosocial or self-interested behaviour. The private sector was identified as a free agent that has probable influence on all individuals that live in South Africa. Furthermore, due to the record-breaking water shortage in Cape Town, water served as the most appropriate commodity for measuring the private sector's influence on the social behaviour of scarce resource allocation.

It was further discovered that Capetonians' abilities to self-regulate water consumption is primarily driven by their social perceptions and its outcomes as social-behaviour patterns. Because water is a publicly available commodity - with over-usage fines and tariffs as the only government intervention - the availability of this pool of resource may rely on an individual's self-prescribed definitions of ethical behaviour when he or she chooses to use less than 50 litres of water a day. Social behaviour is thus decidedly determined by an aggregated set of social preferences – a social morale. The majority of consumers carryout these actions in participation with the private sector, by and large, because the private sector is tantamount to their livelihoods.

This created an intersection between Social Psychology and Business Management through the collision of an individual's social value orientation and of a brand's strategic communications. Of strategic communications, Corporate Social Responsibility most explicitly deals with messaging of resource usage and overall consumption. It is for this reason that a constitutive communications approach and understanding of CSR was utilised as the core understanding for the interaction between consumer and corporate agency.

In order to measure the influence of a brand on an individual the SVO Slider Measure was the most contemporary tool for high-resolution outputs that generate dynamically ranking sets of data. This data was suggestive of quantitative psychometrics in its form but its function took place in the meaning of its narrative (qualitative) interpretations. Such may have been the beginnings of scientifically inspired CSR communications and business strategy for acute key performance indicators.

This study found that overt strategic communications may play a role in influencing SVO. Wise water posters influenced participants to act more altruistically than what they would have in the absence of the communication. This was made comparable to a baseline of prosocial SVO (of this sample group) in which individuals prefer to conserve water at the same rate that others do regardless of their engagement with CSR communications. This means that consumers are willing to consume water at lower rates compared to others after engaging with the visual CSR communications.

CSR initiatives at Zone Fitness were found to move consumers in the direction of individualistic SVO. This may come as a result of clandestine boundaries between private and public water usage. Moreover, consumers differ in their responsiveness to implicit communications, communicated by CSR initiatives, in the degree to which it influences water usage in private spheres. A CSR initiative may not change already learned behaviours as uniformly as a CSR visual (overt) communication.

The findings culminated in the divergence of CSR visual communications and initiatives from the almost perfectly (45°) prosocial SVO-baseline of a communications-free scenario. The objective of better understanding the influences on the social preferences of consumers was therefore realised through the apparent shifts in SVO as caused by CSR communications. This represented a contribution toward the bulk of knowledge necessary to uncover the social intentions of the custodians of resource.

B. VALIDITY AND RELIABILITY

The measuring tools and data capture instruments were developed by academics who take lead in the field of social psychology and as result form part of its seminal works. This provided the study with instrument validity that outputted high-resolution data because it was free from researcher bias. Given the limited time period, however, there was a sacrifice in validity due to consumers simply sharing their projected SVO expectations and not actual opportunity costs versus benefits. This is because the participant estimates the outcomes which means the data may not be reflective of actual SVO but may be suggestive thereof. In the following section I make recommendations for future research to overcome this dilemma.

Validity was also put under question due to all participants being exposed to CSR communications for wise water usage for at least a year before answering this question sheet. This meant that the communications-free scenario was not absolutely (or practically) communications free and that the baseline SVO for the sample may have already been influenced to a prosocial state. This acted as a one-shot case study and is therefore to be treated as a pre-experimental investigation.

The reliability of the study was upheld by using standard deviation and Bessel's Correction to ensure that repeatability of study was maintained and that the spread of values was entirely considered under statistical probability. The SVO Ring creates a stability measure in which repeated result could be directly measured against one another. This meant a standardisation of data outputs which fed directly into the researcher's interpretations. Directions printed on the top of the question sheet instructed participants how to answer created reliable responses for all involved.

C. FUTURE RESEARCH

It was found that his study needs further development under environments which have more control. In order to address the issues of validity, it would be important to measure SVOs of participants before any exposure to CSR communications for a specific intended social change. A control group and experiment group can be setup to measure baseline SVOs before exposure. The control group would not be exposed to the communication and would be made comparable to the experiment group. Under this reason, the research to follow would be best conducted with a Static Group design methodology in which test units are not assigned randomly and both groups are measured after the experimental group is exposed to key CSR communications.

Thereafter, a Solomon Four design could be used to reduce the influence of possible pre-exposure to similar CSR communications. Two extra control groups can be used alongside two experimental groups in a standardised pretest-posttest two-group design and the posttest only control design. The varying combinations of tested and untested groups would provide SVO results that are free from confounding variables as the ones mentioned here before.

The scenarios provided should be immersive so that the participants are able to fully grasp the opportunity cost and benefits of their decisions as well as make sense of the concepts of the questions in its entirety to mitigate room for subjective interpretation of the scenario parameters.

D. ETHICAL CONSIDERATIONS

This study placed priority on the anonymity of all participants. No individual's identity was revealed or will be able to be traced as a result of the outcomes of this study. This was communicated to interviewees prior to the question process.

The researcher was careful to remain objectively neutral and unbiased during the recording of the data, the processing of data into information and the interpretation of such information according to the objectives of this study.

The place and time of publication of the outcomes of this study is to be carefully considered for appropriate readers in the most appropriate context. Conflicts in the interests of different economic classes may be further incited by the findings of this study – the nature of this conflict being demonstrated by SVO construct.

E. LIMITATIONS OF STUDY PROCEDURE AND SCALE

The researcher is an honours student in a Bachelors of Commerce degree and consequently is prescribed a due date of less than a year for the completion of his research report. This deadline implies a limitation or curbing of a study that could rightfully take place as a longitudinal investigation or experimentation instead of a short-term exploration – especially considering the interpretivist approach. However, this study therefore serves as a pre-test for replication on larger scales and in more culturally diverse populations.

Considering scale of study, the sample size of this population spoke toward the social motivations of economically thriving Capetonians but in operating only in this scope there were fundamental blind spots which cannot be included in the final findings of

this study. The participants' perceptions of expected reciprocity are recorded and not necessarily actual behavioural changes as a result of communication – no literal resources allocations could be recorded. Ideally, one would have utilised actual communications material alongside the SVO and not simply the participants' estimations of reality to measure change.

Voluntarism was the primary perspective of the researcher but because of this (and the said sample size) it became increasingly difficult to broaden the understanding of SVO as influenced by brands internationally because it omitted deterministic influences on the individual. Individuals operate dynamically and independently through voluntarily chosen behaviour meaning the interpretation of brand communications of this sample may not be true to interpretations of the same communications of individuals from another sample or another brand.

There were limitations in the researcher's knowledge in psychology academia and while the researcher was a major graduate in business management and brand development, the literature provided above served as the bulk of the academic point of reference when collecting and interpreting the data. Greater emphasis was therefore placed on well-documented brand interactions over findings in social psychology.

⁹ Semiotic processes help with the understanding that a signifier (brand communications) may hold different significance (meaning) for different individuals. I.e. A sign is equal to a signifier combined with subjectively interpreted signified.

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Assignment 4: Final Research Report (POE)

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